Paper 7: Association Annual Report 2015-2016

Europeana Network Association General Assembly meeting 2016

Action proposed

The General Assembly of the Europeana Network Association approves the Association Annual Report 2015-2016.

Contents[1]

1. Europeana Network Association

1.1. Association governance

In 2015, we transformed Europeana Network into the Europeana Network Association, a democratic and transparent body that represents the interests of all individuals who work with or contribute to Europeana, and support the Europeana Commons principles.

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[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.

Vision and Mission

Everything the Network Association does sits within and reflects the global Europeana strategy and goals. Europeana Foundation and the Network Association share the joint Europeana vision:

We transform the world with culture, we believe that openly accessible digital cultural heritage, fostering the exchange of ideas and knowledge, leads to a better mutual understanding of our cultural diversity and contributes to a thriving knowledge economy for Europe.

To realise this vision, the objective of the Network Association is to "directly or indirectly participate in the decision-making of Europeana Foundation, and as such to serve as the formal representation of the Members and the Europeana Network" (Association Statutes, 4.1). The Association does this chiefly through two means (see also 'How we work'):

- Representing the Association on Europeana Foundation's Governing Board (see below)
- Providing advice and support to Europeana Foundation through Working Groups, Task Forces and other means (see 1.4 and 2.4).

Governance structure

The Association functions through its Members Council, which is directly elected by all Association members in annual elections. The Members Council represents the many communities involved in Europeana: Tech, IPR, data providers and aggregators, education, research, creative industries, policy, and other digital cultural heritage professional. The Members Council meets 3 times a year and acts as both the voice of Europeana towards the cultural sector as well as champions of Europeana Association for the network. Councillors play a critical role across all Europeana activities, from prioritising the issues that Europeana addresses through the Business Plan development to setting the agenda for our annual conference.

The Members Council elects its executive body, the Management Board, which comprises six members and is responsible for the day-to-day business of running the Association (see also below, under 3). The six Board Members also sit on the Europeana Foundation Governing Board to represent the network in the Foundation's decision-making.

The current Chair of the Association is Max Kaiser, the Vice-Chair is Merete Sanderhoff, and Treasurer Paul Keller. All Association members together constitute the General Assembly, a decision-making body which convenes once a year for its annual meeting, to discuss and vote on the Association's reports over the past year and its plans for the future, as well as on other formal matters. More information on the working and governance structure of the Association can be found here.

The Association, as well as its Members Council and Management Board, are supported by Europeana Foundation's Network, Events & Sustainability team. The team directly supports 4 major Members Council assets: Members Council meetings (2 to 3 every year), Annual General Meeting (AGM) once a year, Working Groups and Task Forces. They assist and resource Working Group and Task Force meetings or advise on how the Task Force recommendations and other outcomes can be distributed. Although the work conducted by Councillors and related network association members is voluntary, Europeana supports meeting attendance with a specific Association budget.

GOVERNANCE OF EUROPEANA
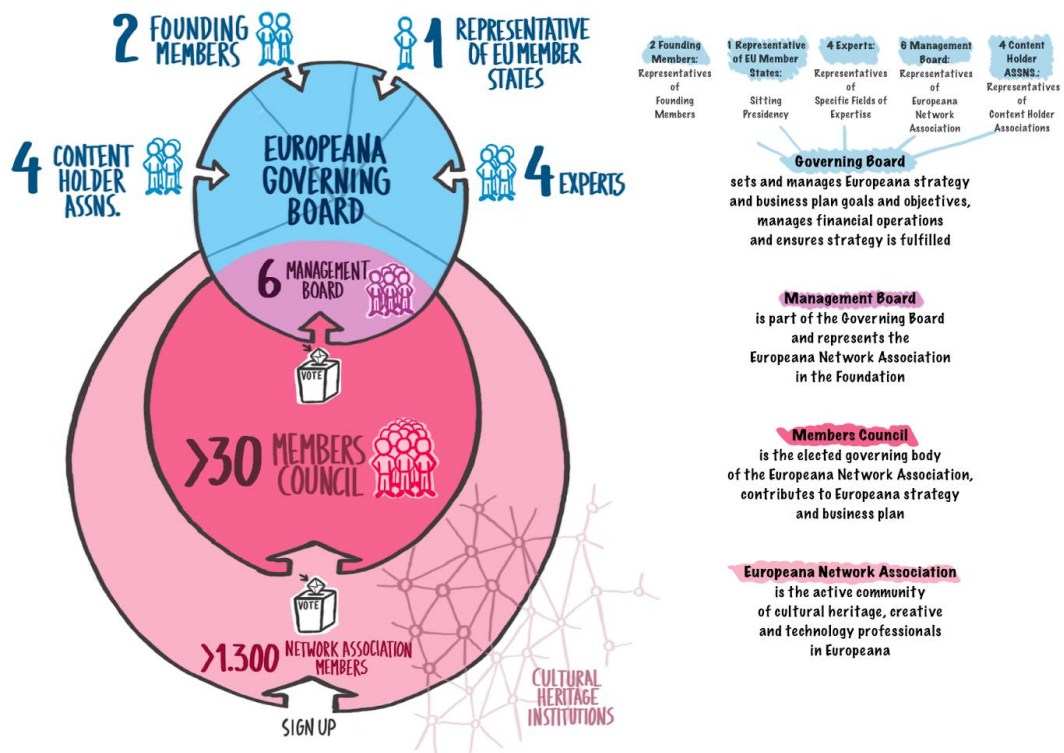
Europeana governance structure, CC BY-SA Europeana

Formal documents

The Association is governed by its statutes, accompanying bylaws, and a set of procedures. These formal documents were put in place in 2015 as a joint effort of Members Council and Europeana Office. Based on the experiences in 2015, the Voting/Elections Working Group proposed amended versions of these governance documents , which were approved by the Members Council at their meeting in Vienna in June 2016. The amendments to the Statutes will be proposed to the General Assembly for approval at this year's AGM.

1.2. Association membership

The current membership number of the Association stands at 1,526 <u>individual members</u> (20 October 2016). The Association started with the existing 1,850 members of the old Europeana Network; however, these could not be transferred directly to the Association, as members have to agree to the statutes and bylaws of the Association. Therefore, in August-September 2015, an extensive membership campaign was carried out to invite these individuals to join the newly set up Association and thereby agree to the conditions of membership. 1,250 persons accepted the invitation and actively confirmed their Association membership. Over the last 12 months, there has been a gradual increase in membership, with an average of 25 new members joining every month.

1.3. AGM and General Assembly meetings

Association members come together once a year, for the Europeana Network Association's Annual General Meeting (AGM), which comprises the annual meeting of the General Assembly.

2015: Amsterdam, The Netherlands

The 2015 AGM, *We are Europeana*, took place in Amsterdam (Pakhuis De Zwijger) on 3-4 November 2015 (240 attendants). Speakers included Colin Moon (author/anthropologist), Luiz Bouabci (Polytechnic Foundation Brazil), Alexy Karenowska (Institute for Digital Archaeology), Javier Hernández-Ros (European Commission), Jens Bley (Living Labs Germany), as well as representatives from Europeana Foundation. The programme further featured two rounds of Ignite Talks by Association Members and various side meetings. See the blog post, pictures and presentations.

The 2015 meeting of the General Assembly saw the election of seven new Councillors, as well as approval of an amendment to the Association's statutes article 28.4, endorsement of the Association's bylaws, and endorsement of the 2016 Europeana Business Plan. 52% of Association Members (603/1167) participated in the voting (see the full breakdown of results), which ran from 3 to 9 November 2015. The voting process was overseen by a Voting Committee consisting of Joke van der Leeuw-Roord (chair), Louise Edwards, Jonathan Gray and Jef Malliet.

2016: Riga, Latvia

The 2016 AGM, *Show us what you got*, will take place in Riga (National Library of Latvia) on 8-9 November 2016 (expected attendance: 200). Confirmed speakers include Mia Ridge (British Library), Lora Aroyo (VU University Amsterdam), Markus Kröztsch (Technical University Dresden) Effie Kapsalis (Smithsonian Institute Archives), Dan Cohen (DPLA), Federico Milani (European Commission), Joan Cobb (Getty Research Institute), Shawn Averkamp (NYPL Labs) and several representatives of Europeana Foundation. Other programme items are four rounds of Ignite Talks and several side meetings.

At the 2016 meeting of the General Assembly, 28 new Councillors will be elected. Association Members will further be asked to vote on the approval of amendments to the Association's statutes, the 2015-2016 Annual Report, the 2015 Financial Report, the 2017 Association Activity Plan and the 2017 Provisional Budget. The voting and elections process will take place from 8 until (and including) 14 November 2016, and is overseen by a Voting Committee consisting of Rolf Källman (chair), Laura Carletti and Emmanuelle Bermès.

1.4. Association Task Forces

Task Forces allow Association members to take on specific subjects or areas of common interest to the digital heritage field and Europeana's Strategy 2015-2020. They run for a limited period of time (around six to nine months) and result in the delivery of a set of recommendations on their subject, which should contribute to the Europeana annual Business Plans. Task Forces can be proposed by any member of the Association and are selected, supervised and evaluated by the Members Council. A Task Force progress report is kept up-to-date; it allows Councillors to monitor Task Forces development and support outcome either by peer-reviewing recommendations or helping disseminating them. Since early 2015, 10 Task Forces have successfully conducted their activities, published recommendations and worked on implementing these.

Brokerage and Business Opportunities (chair: Marco Rendina)

The purpose of this Task Force was to analyse possible scenarios for the sustainability of cultural heritage initiatives. The Task Force experimented with concrete business models to create value for data providers, using the fashion heritage domain as a starting point, with a special focus on the private and brand archives. The Task Force came up with three value propositions and drafted a business plan for Europeana Fashion International Association.

Communicators Group (chairs: Kerstin Herlt & Eleanor Kenny)

This Task Force aimed to find a workable and sustainable way of keeping the communicators in the Europeana ecosystem involved after the Europeana Awareness project had ended. It developed a dedicated Europeana Communicator's Group to support pan-european awareness of Europeana's added value. Aggregators and running projects who have communication professionals were invited to join the core group upon invitation. To create a strong connection to the Members Council, Councillor Kerstin Herlt was proposed as Chair for the group.

Connecting Networks for Collaborating and Information Sharing (chair: Hans van der Linden)

This Task Force investigated the set-up and benefits of networks on a local, regional, national and European level to connect people and resources in order to improve access to cultural heritage in a balanced and sustainable way. It can help widen the reach of Europeana and support the Associations function as a connector between different networks, a 'network of networks'. This resulted in a series of principles and recommendations for setting up (open) networks on different levels for collaboration and the sharing of information.

Content Re-Use (chair: Merete Sanderhoff & Harry Verwayen)

The aim of this Task Force was to devise a tangible framework which manages the relationship between what cultural institutions share with Europeana, and what they can expect in return. The product of this is the Publishing Framework, which sets out four scenarios for sharing collections with Europeana. The Framework has become the point of reference for Europeana's relationship to its data partners.

Europeana for Education (chairs: Milena Popova & Steven Stegers)

The Task Force was set up to put the Europeana for Education and Learning policy recommendations, created last year, into practice. The Task Force worked on a stakeholder analysis, and proposed seven keys to unlock the potential for re-use of digital heritage in education. In addition, the Task Force wrote a series of blog posts on Europeana Pro and presented a plan to the Europeana Council to further develop into a Europeana4Education Community in the future.

EuropeanaTech FLOSS (chair: Gregory Markus)

The aim of the Task Force was to develop a mechanism to review and list software and as such keep the FLOSS inventory (Free, Libre, Open Source Software - a list of aggregated metadata for software relevant for the digital heritage domain) updated. The Task Force resulted in recommendations for the functionality and sustainability of the inventory, as well a stronger open source developer community.

Evaluation and Enrichments (chairs: Antoine Isaac & Juliane Stiller)

This Task Force focussed on (automatic) metadata enrichment, which enabled retrieval across languages and adding context to resources accessible via Europeana. It inventorized semantic enrichment work in the Europeana network, developed criteria to select datasets for semantic enrichment, explored methodological issues for evaluating enrichment services, and performed and evaluation of seven of such services. The findings of the Task Force have been selected for presentation at the 2016 conference on Theory and Practice of Digital Libraries (TPDL), and a corresponding paper published in the proceedings of this conference.

Metadata Quality (chairs: Marie-Claire Dangerfield & Lisette Kalshoven)

The purpose of this Task Force was to produce recommendations for the improvement of metadata quality within cultural heritage institutions aggregating to Europeana. It assessed different factors contributing to overall metadata quality in the Europeana portal, such as data partners' motivation, the technical requirements and the content of the metadata. Using these factors the Task Force created a report which included 16 actionable recommendations covering technical and procedural requirements, with many of these being implemented into day-to-day practice in the Europeana network. The work of this Task Force has also informed the work of several other groups, including the Task Force Evaluation and Enrichments (see above) and the Data Quality Committee (see below).

Public Libraries (chair: Robert Davies)

The Task Force was set up to create new ways of collaboration between Europeana and public libraries, Their main recommendation was to establish a European, sector-driven network for public library makerspaces. This network, provisionally called LIBMAKER, aims to increase public library representation in, and engagement with Europeana, the Members Council and the Association; to enhance institutional awareness and dissemination of Europeana content; and to encourage the re-use of Europeana content.

Wikimedia Developments (chairs: Jesse de Vos & Liam Wyatt)

This Task Force investigated the opportunities for and potential benefits of collaboration between Europeana (projects) and the Wikimedia community, building on the existing relationship. It recommended to intensify cooperation with Wikimedia in particular through the new project Wikidata. It also recommended that each major Europeana activity should incorporate Wikimedia-focused outreach in its planning, and that a dedicated product owner be tasked with facilitating this relationship.

There is currently one active Task Force: Audiovisual Media in Europeana, which will propose a set of necessary improvements to the accessibility and usability of heritage AV collections, as well as index the standards and solutions that can be applied more broadly to improve the experience of audiovisual sources on and through Europeana.

1.5. Association communications

To achieve its strategic goals, Europeana needs the Network Association to be an active and vocal organisation.

Communication tools

The Association uses various tools for communication among its members, and between the Members Council, Management Board and Europeana Foundation towards the network and other stakeholders.

- Chief among these is Europeana Pro. This is the platform for all information and knowledge exchange for Europeana's network of cultural heritage professionals, technologists and projects. It is the official source for information about the Association and its activities, technical and legal information, metadata standards and case studies, as well as project outcomes.
- Europeana Pro Blogs feature specific highlights of Europeana Network Association activities, Task Force recommendations, Working Group deliverables and all kinds of initiatives of network members. Blog posts are relayed through various other communication channels.
- A monthly Network Update is sent to all Association members. It includes the latest developments within the professional community and is endorsed by the Members Council with each Councillor taking their turn as Editor-in-Chief. Specific campaigns (elections, General Assembly, etc.) were also sent out through the same channels (Mailchimp, Zoho CRM).
- The Europeana LinkedIn Group provides an easy way for Network Association members and others to interact with each other and with the Europeana Foundation. It is open to anyone interested in Europeana; approval is granted upon request.

Campaigns and champions

Several kinds of communications went out to Association members over 2015-2016.

- Updates from the wider network were featured in the monthly Network Update and the LinkedIn group
- A majority of Working Groups, as well as the Voting Committee, generated communications towards the network in, endorsed by their Chairs acting as champions.
- Task Force chairs supported their recommendations through a set of announcements on dedicated platforms.
- Key Members Council champions promoted major Association milestones; these include Rolf Källman (elections), Johan Oomen, Lizzy Jongma and Uldis Zariņš (AGM) and Joke Van der Leeuw Roord (governance and membership).
- #AllezCulture is an ongoing campaign to galvanise support for Europeana and digital heritage in general with a good following on Facebook and Twitter. News about cultural heritage and examples of good practice are shared using the hashtag #AllezCulture. Using this hashtag allies the network's campaigns with related stories in the digital cultural heritage world, thus raising support, gaining credibility and fostering a spirit of mutuality.

2. Members Council

The Members Council is the body of elected representatives of Europeana Network Association.

2.1. Members Council composition and elections

The Members Council comprises experts from the various fields and communities within the network. It was created at the beginning of 2015 with a group of 25 Councillors elected at the 2014

AGM.[2] Seven additional Councillors joined following the 2015 elections, and one new member was introduced to replace a Councillor stepping down early 2016.[3] After their election, all new Councillors were introduced to the Association in a 'Meet the Members Council' Europeana Pro blog post.

The number of Councillors will be gradually increased every year, from 25 in 2015 and 30 in 2016, growing to 36 in 2017, 43 in 2018 and 50 in 2019 (see the graph below).
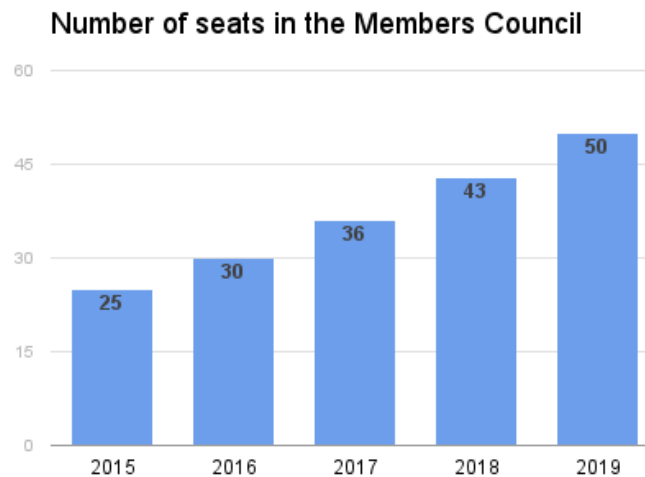
Graph showing the increase in the number of seats in the Members Council every year

After having finished their 2-year term of service, Councillors can be re-elected for another term. As the first group of Councillors will complete their first term at the end of 2016, 28 seats will be available in the 2016 elections; 48 candidates came forward. According to the amended statutes of the Association, submitted to vote by the General Assembly in November 2016, the Members Council term of service will be extended to 3 years for Councillors elected from 2017 onwards.

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[2] René Capovin, European Museum Academy (Italy), Francesca Di Donato, Net7 srl (Italy), Ellen Euler, Deutsche Digitale Bibliothek (Germany), Jiří Frank, National Museum Prague (Czech Republic), Gill Hamilton, National Library of Scotland (UK), Kerstin Herlt, European Film Archives and Cinematheques - ACE (Germany), Jana Hoffmann, Museum für Naturkunde Berlin (Germany), Lizzy Jongma, NIOD Institute for War-, Holocaust- and Genocidestudies (Netherlands), Max Kaiser, Austrian National Library (Austria), Paul Keller, Kennisland (Netherlands), Rolf Källman, Digisam (Sweden), Breandán Knowlton, Government Digital Service / UK Cabinet Office (UK), Aránzazu Lafuente Urién, Ministerio de Educación, Cultura y Deporte (Spain), Jef Malliet, PCCE - Provincial Centre for Cultural Heritage (Belgium), Johan Oomen, Netherlands Institute for Sound and Vision (Netherlands), Merete Sanderhoff, Statens Museum for Kunst (Denmark), Olivier Schulbaum, Platoniq (Spain), Sorina Stanca, Cluj County Library (Romania), Joke van der Leeuw-Roord, EUROCLIO - European Association of History Educators (Netherlands), Wim van Dongen, National Archives of The Netherlands (Netherlands), Sašo Zagoranski, Semantika (Slovenia), Uldis Zariņš, National Library of Latvia (Latvia).

[3] Vladimir Alexiev, Ontotext (Bulgaria), Stephan Bartholmei, German Digital Library (Germany), Emmanuelle Bermès, the National Library of France (France), Laura Carletti, University of Nottingham, Horizon Digital Economy Research (UK), Reyes Carrasco, Ministry of Education, Culture and Sports - Department of Estate Museums (Spain), Ellen Euler, German Digital Library (Germany), Marco de Niet, the DEN Foundation (the Netherlands), Marcin Werla, Poznan Supercomputing and Networking Center (Poland).

2.2. Members Council activities

The Members Council plays a crucial role in all of the Association's activities (see the Association statutes and bylaws article 17 for the role of the Members Council). The role of the Members Council is to provide a formal body for representing the members within the Association, to stimulate and engage the members, to stimulate and directly or indirectly control the working of the Management Board, and to liaise between the Members and the Europeana Foundation. In practice, this means that it is responsible for:

- electing the Management Board;
- nominating a Voting Committee and an AGM Working Group;
- approving new Task Forces and Working Groups, and setting the terms of reference for Task Forces and Working Groups;
- reviewing/contributing to the Management Board Agenda;
- facilitating regular lines of communication with the Members and the Foundation;
- proactively representing the interests of Europeana Network Association within their own networks and areas of expertise, and the other way around;
- participating in at least one Working Group and meetings of the Members Council, and contributing to Association activities in general.

In addition to these regular tasks, the Members Council contributed to several other activities in 2015 and 2016:

Governance set-up

One of the first achievements of the Members Council in 2015 was the creation of Bylaws and Procedures for the newly set up Association, on which Councillors worked in dedicated groups (on governance, see also above, under 1.1).

Europeana Business Plan

The Members Council contributed to the development of the 2016 and 2017 Europeana Business Plans. In workshops led by Europeana Foundation Deputy Director Harry Verwayen, the Councillors were invited to suggest ideas and prioritise objectives.

Dutch Presidency

Digital cultural heritage, and Europeana in particular, figured prominently on the agenda of the Dutch Presidency of the Council of the European Union (Jan-June 2016). The Association's Members Council was invited by the Dutch Ministry for Education, Culture and Science (OCW) to contribute to the activities of the Presidency period. The Management Board submitted a set of recommendations regarding Europeana's mission, governance and funding, and provided feedback on various drafts of the *Council conclusions on the role of Europeana for the digital access, visibility and use of European cultural heritage*, which were adopted by the EYCS Council (Education, Youth, Culture and Sport Council) on 31/05/2016. These Conclusions represent the Member States' consensus view on Europeana and address the need for continued funding of Europeana by the European Commission and Member States (for an explanation and interpretation, see this blog on Europeana Pro).

The Members Council further contributed ideas for workshops and speakers for the high-profile conference 'Ready to Reach Out', which took place on 29-30 June 2016 in Amsterdam. Board member Johan Oomen was on the conference programme committee, and both the speakers line-up and the participants list had a strong Europeana network presence.

Topical campaigns

Topical campaigns are initiatives that are key to the cultural institutions represented in the Members Council and Europeana, and go beyond the Association requirements. The Members Council, together with Europeana Office, worked on three of these campaigns over 2015-2016.

- Culture as a driver in the Digital Single Market: culture as a whole is missing from the 16 initiatives of the Digital Single Market initiative, released on 6 May. The Members Council campaigned for its inclusion, complementing the existing move by Member States.
- Copyright Reform: the Members Council, under the coordination of the Copyright Policy Working Group, campaigned to influence copyright law development to favour openness of access. Through an open letter on copyright reform (signed by nearly seventy directors of European cultural heritage institutions), several blog posts, collaboration with related initiatives, as well as advocacy work, it has succeeded in making an impact on copyright law Europe-wide. It has been particularly active in relation to the new Directive on Copyright in the Digital Single Market (see this explanatory blog post, published by the European Commission in September 2016.
- Europeana 280: this campaign invited all 28 EU Member States to nominate 10 or more pieces of art that have contributed to a major European art movement. The aim was to get people excited about Europe's shared art heritage, and to support the launch of Europeana Art History Collections. The Members Council supported the campaign by facilitating connections to Ministries of Culture across Europe, and by promoting the initiative.

#AllezCulture

The 2016 theme of the ongoing #AllezCulture campaign was *I am @Europeanaeu - find your hero(ine) in Europeana,* aiming to raise interest and support for Europeana in the period leading up to the voting on the Council Conclusions. The Members Council was instrumental in participating and making this campaign a success (see further below, under 2.4).

2.3. Members Council meetings

The Members Council physically meets three times each year. Six meetings have taken place in 2015 and 2016, recorded in official minutes and a narrative report in the form of a blog post:

- 3 February 2015, The Hague (see the blog post and minutes)
- 8 July 2015, Vienna (see the blog post and minutes)
- 3 November 2015, Amsterdam (see the minutes)
- 22-23 February 2016, Copenhagen (see the blog post and minutes)
- 21-22 June 2016, Vienna (see the blog post and minutes)

2.4. Members Council Working Groups

Working Groups function as standing committees, addressing ongoing activities and issues of continuing relevance within the Europeana network. There is no limited timeframe for Working Groups; they can remain in existence whilst their purpose is required. Working Groups are proposed and led by a member of the Members Council. A Working Group report is kept up-to-date to allow each Councillor to monitor development and actively participate in the running of the Association. Each Councillor is encouraged to actively participate in at least one Working Group. There are currently six active Working Groups:

#AllezCulture Working Group (chair: Merete Sanderhoff)

The #AllezCulture campaign *I am @Europeanaeu - find your hero(ine) in Europeana* (March-June 2016) invited people to share their cultural hero(in)es from Europeana Collections on social media. As such, it aimed to raise interest and support for Europeana in the period leading up to the voting on the Council Conclusions. The campaign was spearheaded by the Members Council and achieved great success: it inspired hundreds of contributors from all over the world to share their favourite items, reaching almost 1 million unique individuals on Twitter, and over 10 million impressions. A new campaign will be launched next year.

AGM Working Group (chair: Uldis Zarins)

This Working Group is responsible for creating the programme of the Association's Annual General Meeting: defining the main theme and tracks, inviting (keynote) speakers, and designing the various sessions. For more information about the 2015 and 2016 AGM, see above (1.3).

Copyright Policy Working Group (chair: Paul Keller)

The Working Group brings together Association Members actively engaged in copyright, with the aim to exchange information relating to changes to EU copyright law and the Europeana Licensing Framework (and related policy frameworks). Since its start in 2015, the Working Group has supported the launch of Rightsstatements.org and the evaluation and implementation of two new Europeana rights statements, and has published blogs on rights clearance of out-of-commerce 20th century material. It has been very involved with the European Commission's copyright reform proposal published in autumn 2016, publishing a joint position with libraries, an analysis of the proposal, and a reaction to the plans for making out-of-commerce available online.

Data Quality Committee (chairs: Antoine Isaac & Valentine Charles)

This standing committee (formalised as a Working Group) tackles quality issues at every level of the data exchange chain, with a particular focus on reuse and discovery of cultural heritage scenarios. The committee consists of experts from various backgrounds (metadata experts, software developers, and information retrieval specialists) and works through bi-weekly calls; it also had a face-to-face meeting in April 2016. Topics discussed include discovery/user scenarios, metadata completeness, data checking and normalisation, mandatory metadata elements and the coordination with other quality-related initiatives. The Metadata Quality Assurance Framework was published in 2015, and the group's first potential recommendations in June 2016. Members have presented the work of the committee at various conferences.

Voting/Elections Working Group (chairs: Joke van der Leeuw-Roord & Rolf Källman)

This group was set up to review the Association's governance and formal documents (Statutes, Bylaws and Procedures) against the experiences of the first year of the Association's existence. Since its start early 2016, the group had one physical meeting and several discussions with a notary. Based on the lessons learned over the course of 2015, it proposed several improvements to the governance documents and created more detailed voting and elections procedures. These amendments were approved by the Members Council; the amended Statutes will be put before the General Assembly in November 2016. Part of the Working Group continued as Voting Committee to oversee the 2016 voting and elections process.

Europeana Pro Working Group (chair: Aubéry Escande)

To better monitor Europeana Pro development, a Europeana Pro Working Group was set up. The purpose of the Working Group is to identify business needs and priorities with relevant stakeholders and communities. The Working Group participated in an in-depth survey evaluation of Europeana Pro and will be instrumental in the re-development of Pro scheduled in February 2017 through consultation and feedback.

3. Management Board

3.1. Management Board composition and elections

The Management Board consists of six Board Members elected by and from among the Councillors. Board Members are elected for the duration of their term of service in the Members Council, which currently is two years. The six Board Members elected in 2015 all served the full two-year mandate.[4] Joke van der Leeuw-Roord was furthermore appointed as Vice-Chair to the Foundation Governing Board. As all 2015 Board Members continued for 2016, no intermediate elections were held in 2016. A new Management Board will be elected by the Members Council at the start of 2017, and in the event of a vacancy or if a Councillor's term of service ends in the course of his/her term on the Board.

3.2. Management Board activities

The Management Board is responsible for the management of the Association (see the Association statutes and bylaws article 19-22 for the role of the Management Board). They oversee the activities of the Association, act as a legally responsible decision-making executive, and represent the Association on the Governing Board of the Europeana Foundation. More specifically, this means:

- drafting the agenda of Members Council meetings;
- accepting new members of the Association in accordance with the criteria for membership;
- keeping track of budget, policy developments and Councillor participation;
- making recommendations for the composition of the Working Groups and Task Forces to the Members Council;
- ensuring that Working Groups and Task Forces make progress against its agreed scope, actively contribute towards the strategic objectives of the Foundation and Association and operate in accordance with budgetary requirements;
- delivering the annual report and financial report of the Association;
- writing the annual policy for coming year;
- setting the annual budget for the coming year;
- setting and modifying the Association procedures, to be approved by the Members Council;
- overseeing preparations for the meetings of the General Assembly;
- representing the Association in the programme of the AGM (by chairing tracks).

In addition to these regular tasks, all Board Members further had an active role in all Members Council activities and campaigns (see under 2.2), with many of them chairing a Working Group or the Voting Committee.

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[4] Max Kaiser (Chair), Merete Sanderhoff (Vice-Chair), Paul Keller (Treasurer), Rolf Källman, Joke van der Leeuw-Roord, Johan Oomen.

3.3. Management Board meetings

The Management Board organises virtual meetings every month to discuss running business; the proceedings of these meetings can be found on the <u>Association Updates page</u> on Pro. In total, the Management Board met 19 times in 2015 and 2016 (until end October 2016).

4. Appendix: Members Council and Management Board members

4.1. Management Board

Management Board 2015-2016

- Max Kaiser (Chair)
- Merete Sanderhoff (Vice-Chair)
- Paul Keller (Treasurer)
- Rolf Källman
- Joke van der Leeuw-Roord
- Johan Oomen

4.2. Members Council

Members Council 2015

- Kerstin Arnold
- Rossella Caffo
- René Capovin
- Francesca Di Donato
- Louise Edwards
- Jiří Frank
- Jonathan Gray
- Gill Hamilton
- Kerstin Herlt
- Jana Hoffmann
- Lizzy Jongma
- Max Kaiser
- Paul Keller
- Rolf Källman
- Breandán Knowlton
- Aránzazu Lafuente Urién
- Jef Malliet
- Johan Oomen
- Merete Sanderhoff
- Olivier Schulbaum
- Sorina Stanca
- Joke van der Leeuw-Roord
- Wim van Dongen
- Sašo Zagoranski
- Uldis Zariņš

Members Council 2016

- Vladimir Alexiev
- Stephan Bartholmei
- Emmanuelle Bermès
- René Capovin
- Laura Carletti
- Reyes Carrasco
- Francesca Di Donato
- Louise Edwards (until 18 March 2016)
- Ellen Euler
- Jiří Frank
- Jonathan Gray (until 12 April 2016)
- Gill Hamilton
- Kerstin Herlt
- Jana Hoffmann
- Lizzy Jongma
- Max Kaiser
- Paul Keller
- Rolf Källman
- Breandán Knowlton
- Aránzazu Lafuente Urién
- Jef Malliet
- Marco de Niet
- Johan Oomen
- Merete Sanderhoff
- Olivier Schulbaum
- Sorina Stanca
- Joke van der Leeuw-Roord
- Wim van Dongen
- Marcin Werla (from 18 March 2016)
- Sašo Zagoranski
- Uldis Zariņš