Europeana Network Association Members Council

Members Council Meeting March 6, 2018
Europeana Head Office, National Library of the Netherlands, The Hague

MINUTES

Venue
Meeting room: Koopman (I5-200)

Wifi access
Network: Vergader
Password: Rembrandt1606

Minutes
Minutes of last meeting (5 December, Milan)

Councillors
Georgia Angelaki (GA), Stephan Bartholmei (SB), Erik Buelinckx (EBu), Francesca Di Donato (FdD), Wim van Dongen (WvD), Kate Fernie (KF), Barbara Fischer (BF), Sara Di Giorgio (SdG), Sergiu Gordea (SG), Gill Hamilton (GHa), Susan Hazan (SJH), George Homs (GHo), Max Kaiser (MK), Paul Keller (PK), Vera Kriezi (VK), Joke van der Leeuw-Roord (JvdLR), Jef Malliet (JM), Marco de Niet (MdN), Lars Rogstad (LR), Cristina Roiu (CR), Merete Sanderhoff (MS), Peter Soemers (PS), Sorina Stanca (SS), Marco Streefkerk (MSt), Fred Truyen (FT), Uldis Zarins (UZ)

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

Apologies
Laura Carletti (LC), Olimpia Curta (OC), Ellen Euler (EE), Sanja Halling (SH), Karin Glasemann (KG), Lizzy Jongma (LJ), Julia Katona (JK), Johan Oomen (JO), Antje Schmidt (AS), Romain Wenz (RW)

1. **Welcome, apologies, setting the scene**

- **Introduction of the new Councillors**

MS welcomed everyone and asked the new councillors - SDG, KF, PS and MSt - to briefly introduce themselves. She emphasized that since the last meeting, the Management Board (MB) and the Office have been reflecting on how to structure the common collaborative efforts in a better way based on the input from Councillors. The aim is to create and facilitate a 'network of networks' and make the MC meetings as rewarding as possible. MS introduced the main points of the agenda: current and future aspirations for ENA, ENA being part of 2018 EYCH, implementation of community structure, and a brief recap on ENA budget, Working Groups (WGs) and Task Forces (TFs).

- **Minutes and actions from previous meeting**

The Council reviewed the action points of the previous meeting and approved them together with the meeting minutes.

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

2. Aspirations for ENA

- **Proposed Aspirations of the MB for ENA in 2018 and beyond as a way forward**

The session was chaired by MS. The primary proposed aspiration for the future is to strengthen the Network. According to the MB, the two main issues seem to be that: the Network would benefit if it would be more autonomous, and that the MC (and the Network) could be much more active.

On one hand, ENA works well as a mechanism to ensure that the interests of professionals working in the Europeana ecosystem are represented in the Foundation Governing Board and that this representation has a democratic legitimation. Another benefit is that the Office takes care of the administrative matters, which leaves a minimal burden on ENA. On the other hand, some of the main remaining challenges are:
- ENA's work (MC and MB) so far has been focussed on setting up the Association legally and supporting the Foundation, which has taken energy and attention away from developing Network-building activities,
- ENA presumably has little influence on resource allocation by the Foundation and therefore a limited agency on its own,
- many of the ENA activities (meetings) have been prepared by the Office, while the MB/MC could have taken more ownership and develop own priorities.

The current aim is therefore to improve the ENA set-up and have a strong network in place backing up the core mission of Europeana. The objective is not to make ENA more distant from the Foundation, but to make it more active and make it have its own identity. The fact that the Councillors serve the Network on a volunteer basis is highly appreciated and should provide a high level of professional and personal fulfilment and a feeling of ownership. However, in order to achieve that the Network members need to become more active, and the Councillors need to turn the MC Terms of Reference to practice.

Short term aspirations

The Board suggested to prioritize not-time-limited working structures over time-limited ones, and possibly allocate some of the ENA budget traditionally spent on TFs to community-building efforts. That might lead to supporting fewer TFs and monitor and use them more efficiently.

The current MB stepping down in 2018

As the current Board members need to step down in the end of the year, MS emphasized that their goal is to ensure a sustainable transition, continuity across all the activities, and an effective knowledge transfer. In case a Board member steps down earlier, he/she has to be immediately replaced - this would be addressed in advance. MS invited the new Councillors and those who still have an additional term to serve to consider running for the MB elections, and contact the MB in case of interest. They will be elected based on rules stipulated in the Association Statutes and Bylaws, and the Board will then ensure a knowledge-sharing process with the interested Councillors.

Action 2: Councillors (who still have additional term to serve) - to consider running for the MB elections, and contact the MB in case of interest.
Action 3: Europeana Office/MB - to create Terms of reference for the MB.

- ● **Opinions and feedback of the Councillors, plenary debate and conclusions**

The plenary discussion revolved around the feedback of the Councillors, and how each of them can contribute to a better functioning of ENA. A couple of Councillors were asked to give their opinion about what they think has worked well and what remaining challenges there are for the MB, MC and ENA, and their interaction with the Foundation.

VK felt that when she started her term as a Councillor, there was a long learning curve and it was not clear enough what Councillors should do and how things work. She therefore suggested that the new Councillors should be enabled to familiarize themselves quickly with how ENA and MC and their interaction with the MB and the Foundation works so that they don't lose time. She felt there aren't enough opportunities to meet, therefore the MC can easily lose track of new things happening and miss out on updates. She would also welcome the MC being more aware of financial issues in order to possibly contribute to fundraising. She suggested new ways of funding could be used in the future such as membership fee.

FdD agreed with VK on a long learning curve and that it is difficult for the new Councillors to understand their tasks and to get into the process, including long term ongoing discussions, and that the requests should be made clearer. She also suggested that the MC should provide more input to the Foundation's organisational activities, to adjust the top-down information flow between the Foundation and ENA and make it a two-way process.

SJH agreed with both VK and FdD on mentioned issues and added that it would be good to jump-start a new process, come up with new ideas (communities or special interest groups) and work more professionally. Based on her own experience, she raised the fact that many groups - particularly TFs - do a lot of work and come up with very useful findings but their final recommendations are not always followed-up on, therefore there should be more focus on a successful end of the process. ENA, as a core people's resource of Europeana, is an international multilingual network with a great potential that can be harnessed if instigated well by the MC and following a clear vision. She referred to the #AllezCulture WG as an example of such successful cooperation. CR added that the activities of ENA need to be rewarding for all its members. Finding additional financial resources might help expand the Network and create more connections.

WvD agreed with the other Councillors about the lack of clarity of tasks and context of activities. According to him, ENA has reached a relatively good set-up and now it is time to take more practical actions. He felt that ENA has been in place to strengthen the Foundation but not the other way around, and believes that the MC should be more involved in shaping up Europeana's infrastructure (aggregation chain, technical aspects etc.). The Councillors should act as ambassadors of Europeana and ENA in other networks and the other way around. He suggested not to enforce the community structure but allow the Councilors to take ownership, influence their networks, be more outpointing, and then bring input into this Network, therefore have a two-way communication flow in place.

MS assured the Councillors that their input will be taken into account and thanked them for looking into examples of how other volunteer networks work, which serve as a god base for further analysis.

Action 4: Europeana Office/MB - to enable new Councillors to familiarize themselves with functioning and structure of ENA together with expectations related to their role.
Action 5: Europeana Office/MB - to reflect on Councillors' suggestions for improvement of

ENA, MC, MB and their interaction with Europeana Office, and implement them, if possible.

The Council agreed that ENA should be a vibrant community of professionals as well as volunteers who share professional or personal interest in digital cultural heritage in Europe, and turn the Europeana Joint Aspiration and ENA Approach into action. Based on the plenary feedback, the Board also suggested that the work of the MC might lead to more actionable results when working in topical subgroups more than in plenary, and focus its efforts on topic-based communities in between meetings. When the Councillors work together on specific topics and assignments within smaller entities on a regular basis in between meetings, their contribution might feel more rewarding and have more impact. The Councillors agreed to start forming such agile groups focusing on key areas of interest and dedicate themselves into them on a regular basis via continuous communication flow - under flexible rules but in a consistent and organised manner.

Finally, there was a discussion about the timing of the elections and barely any possibility to get to know the candidates and newly elected members beforehand. JvdLR explained that this practice is related to the Dutch law, therefore everyone has to come forward and profilize themselves online and the elections can only happen after the GA.

Action 6: MB/MC - to come up with suggestions for specific topics of interest that the MC can form subgroups around; start forming the groups and engage in regular communication and workflows.
Action 7: Europeana Office/MB - to investigate the possibility of having virtual meetings where the MC - split in smaller groups - can interact and cooperate regularly.

3. ENA being part of 2018 EYCH

- **Migration thematic collection - introduction by JvdLR**

JvdLR introduced the latest activities of the #AllezCulture WG with the main focus on Europeana Migration campaign. Eleanor Kenny (EK), Aleksanda Strzelichowska (AS), and Adrian Murphy (AM) from Europeana Office then gave an update on the campaign and its collection. The discussion then revolved around how the Councillors and their networks can contribute to the campaign and actively take part in cross-border activities related to the #AllezCulture WG, EYCH legacy and European agenda for Culture.

- **#AllezCulture Migration Campaign in 2018 EYCH - update by Eleanor Kenny (EK)**

The Migration campaign, being part of the EYCH, builds on cross-border stories, with an aim to focus on migration from the point of view of flow of people and ideas in enriching European CH. The campaign is tied to Europeana's work with policy-makers and EC's approach of promoting EYCH as part of people's daily life in the sense that Europeana creates a collection where people contribute their stories, and use cultural heritage material to teach about migration. The aim is to involve people in creating material via collection days to 'educate by participating'. The gathered material will also be used for creative industries and research.

In line with the EC's approach, the Europe-wide migration project aims to show that culture is a product of multicultural influences down the centuries - from food to music or clothes, inviting everyone to share their family stories and memorabilia online. These participatory activities will begin in March 2018 through working with schools, retirement homes and general public, and

people will be invited to explore and share the content via social media with hashtags #EuropeanaMigration and #EuropeforCulture.

Europeana is one of the only two (with Europa Nostra) truly pan-European, cross-border entities able to tell the European story of Migration. Europeana is the digital face of the European Year of Cultural Heritage and one of the 5 main partners. This Year is an important opportunity to show what Europeana has to offer to a wider audience and to give users as well as ENA an opportunity to participate. There is therefore a constant need to promote the Year and Europeana's activities in it. Councillors can contact EK for more information at eleanor.kenny@europeana.eu

- **Europeana Migration - thematic collection and collection days by Adrian Murphy**

In order to build the thematic collection, the content from broader CHIs, partner institutions in the Migration and the Arts and Sciences Generic Services project, and content from migration museums across Europe was used. The focus will now be on the user-generated content related to personal family history, including digitised family items. The strategy was refined using a survey of 164 prospective users from 35 countries, showing that the users want material with direct, tangible links to documentary evidence, cultural, historical and personal artefacts and stories. The users also prefer content from broader time periods. Currently, there are 204,426 migration objects in Europeana from more than 750 CHIs. Europeana cooperates with 70+ European migration museums and 10+ partners to hold collection days or similar events. The Europeana Migration TF was installed to further create partner networks to organise events and provide training. Europeana has also reached out out to schools, retirement homes and migrant/expat communities to ask people to share their family stories and related objects. The campaign officially kicks off on 15-17 March with a 3-day collection day event at the House of European History in Brussels. The Impact TF is also involved in the campaign by looking into different user groups and impact of the campaign.

AM encouraged the Councillors to help grow Europeana Migration by sharing their personal stories and objects like pictures, letters, postcards or recipes - with Europeana Migration at one of the collection days or by visiting the Pro website via online form. The personal stories become part of Europe's rich and shared history of migration, can be recorded for the future and made freely available for anyone. The Councillors should also spread the information and share the blogs and campaign content with their networks - the organisations that would be interested in cooperation can contact Europeana Office directly.

AS then presented the Councillors with additional initiative of the #AllezCulture WG in relation to the campaign. The group will propose different themes from Europeana Migration collection, and every month the ENA members will be asked to vote for the best pick in form of a survey in the Network Newsletter. People can also propose their own ideas for themes. Every month will then focus on different theme. At the end of the month, the team will prepare content on the selected theme in a curated overview and share it on social media with #EuropeanaMigration hashtag. Councillors can contact AS for more information at aleksandra.strzelichowska@europeana.

FT suggested that Photoconsortium might be interested in contacting Europeana Office to build some additional photographic content. VK suggested organising collection days in Athens on the occasion of the end of EYCH. GH suggested Europeana could use the concept of genealogy for the campaign, as it is also related to migration. Archeology can also become useful. For more information about the online collection as well as the possibility to organise or participate in a Europeana collection day, the Councillors can contact AM adrian.murphy@europeana.eu or Ad Polle at ad.polle@europeana.eu.

Action 8: Councillors - to take part in and promote Europeana Migration campaign.

4. **Communities: Getting to work**

● **Introduction by UZ**

The proposal on communities of interest was made based on the final recommendations of the Network Participation Framework TF, EF discussion paper on community structure for Milan MC meeting, discussions in the MB and in MC breakout groups in Milan, as well as the survey on voluntary networks. The set-up should address the existing needs, pains and gains for ENA. Ideally, participation feels personal, and is easy and rewarding, addictive, competitive, challenging and based on pride, passion, trust, and sense of belonging. Communities should have a clear structure, focus on local/regional and practical topics, and have a real impact. Communities can be based on diversity of interest and needs, in relation to professions, end-users/thematic channels/markets of Europeana, content types or regional/national representation. They should not necessarily reflect the generic sector-divisions, but rather challenges that all community members share. Their role would be to identify and address real issues in the sector, serve as early warning systems of what is on the sector's mind, and share knowledge and best practice. The communities can propose TFs to address specific issues as bottom-up initiatives.

There is no limit to amount of members of a community - these can be kept informed via Pro website, regular emails and newsletters, and can be mobilized on specific occasions for campaigns, to test products, etc. Each community should (but doesn't have to) have a WG as a representative body working on a long-term basis to address ongoing activities, drive its agenda, and steer the larger community via various communication channels. In general, communities can function under flexible rules that would allow them to choose how to organise their work. Within each community, an MB/MC member should be responsible for creating a subgroup of interested Councillors and championing a key area. Each community shall appoint contact persons in at least 2 roles: community manager and MC liaison - it can be the same person representing both roles.

Some of these communities of interest are already represented by entities within Europeana - such as Europeana Tech or Europeana Research, and the MB will be responsible for ensuring coordination between these. Furthermore, a Library community is being established. There is no limit to how many communities of interest can exist within ENA. The main goal is to ensure that the MC representatives take responsibility for making sound connections between the communities and Europeana.

● **Discussion on the proposed structure and topics + group feedback from each community on next steps**

The Councillors formed 5 breakout groups according to topic of interest they voted for in the survey circulated in advance. Each group discussed how their community should run in terms of: problem-solving, structure, practical set-up rules, agenda-setting, work organization, reporting, budgeting, and communication tools. The following 5 communities of interest were identified and started exploring how these communities could function in the future:

- *Technical standards (LR, WVd, GH, PK)*

The discussion in the technical / standards community centered on the question how the network can be better involved in Europeana's decision making related to technology and standards. While there are a number of bodies that bring together parts of the Network (Aggregator Forum, Europeana Tech, Data Quality expert group) there is no clear process for how Europeana consults the entities in relation to the Network. The discussion identified the need to streamline the different groups and establish more transparent processes for consultation and feedback. The first step in doing so will be to talk to the people responsible for the existing structures to figure out how this can best be achieved.

- *Impact (FDD, FT, BF, GH, CR, MS)*

The Impact group identified the following problem to solve: the CH sector is under pressure to demonstrate its impact + to use evaluation to perform better. However, there are several possible approaches to the impact topic (inspiration to create impact among specific users, tools to assess impact, measuring/preparing impact). The community would organise around a platform (e.g. Wiki, Slack, LinkedIn) where members can easily share, comment and refine impact assessment and planning tools + best practices (one example being the Europeana Impact Playbook). The idea is to use the online platform to enable local communities to form around specific sub interests and approaches.

- *Use of digital cultural heritage In education & research (JvdLR, MdN, SDG, EBu, SG)*

The group identified a basic question which could both be relevant for research as education community: How can Europeana become more relevant for research and education? As the MC members in this group were only researchers, the group discussed a wide range of possible issues in the research community, and if a new research community would be an overlap with the current Europeana Research/how it can add value. One of the important issues identified was the fact that Europeana was virtually unknown to most researchers and that there was too little cross-fertilization between Europeana research and other research networks. EBu and SDG offered to take the lead and propose a paper with agenda setting and way forwards. The group can start with an analysis of existing ENA member with research profile, identification of common problems and gaps, and creating connections with existing institutes (Dariah, CLARIN) and institutes formerly involved with Europeana. Past projects, research publications in Europeana and other sources and existing grants can be a source of inspiration. One of the goals can be to advocate for open science. The group can piggyback on research conferences and organise workshops. The used communications tools would include email, Linkedin, and Researchgate.

- *Innovation within the sector (SB, MK, GA, KF, MSt)*

Europeana can use such group to consult ENA members on innovation projects and plans in the DCH sector to expand the focus of various strategic, technical and data quality issues. The community could make a group of consultants available to be approached upon request and exchange information online in a way that is useful for both EF and ENA. The group would first operationalize what innovation means in general terms and in relation to current Tech community. The focus would be on areas such as products and services and how to benefit data providers and ENA members in their activities e.g. in the next 10 years. The members can be recruited based on interest and expertise and then asked to raise topics/challenges they face in their sectors. The community would use 21. century workshops, virtual and physical meetings as far as possible. The

aim would be to look for additional funding.

- *Outreach campaigns (PS, SJH, SS, JM, CR, UZ)*

The group discussing the possible outreach campaigns identified a range of different topics and target audiences for potential outreach activities, however in the end decided to prioritise outreach to cultural heritage professionals and enthusiasts who currently are not using Europeana service either because they are not aware of it or they have tried to use it but found it unsatisfactory. To address this issue the group suggested to design and implement a permanent outreach campaign to highlight possible use scenarios of Europeana service through easy to understand user stories (e.g. "I was able to find a picture of my grandfather on Europeana"). The community behind the campaign would be a group of dedicated network members, using messaging (e.g. WhatsUp) as their main tool for internal communication, whose task would be to collect, create, produce and share these user stories. Next step would be to design exact mechanisms for collecting and producing the stories (in cooperation with Europeana Marketing and Communications team) and decide how to address multilinguality.

- **Next Steps**

Following the meeting, the MB will work with these 5 communities to identify how they can be further developed. Given the different, topics, ambitions and compositions of the initial groups that have been formed at this meeting this process will likely differ across the groups. The MB will remain involved in the subgroups they chaired at the meeting, in order to provide support. The objective is to establish communication channels and draft working plans ahead of the next MC meeting in July 2018, and to continue the work of the communities then.

Action 11: MB - to prepare work plans on how the newly established ENA communities can be further developed and operationalized.

At the end of this session, chair MS had to leave for the airport, vice-chair MK took over rest of the meeting.

5. **Wrap-up and formalities**

- **Budget update - PK**

PK gave a brief update on the current ENA budget, which remains unchanged since the previous MC meeting.

- **Annual WGs set-up**

  - **Governance WG**

The group is chaired by JvdLR and currently composed of BF, FDD, JM, and ZM and TM on behalf of the Office. MSt would like to join it.

Action 12: Europeana Office - to invite MSt to join the Governance WG and set-up the first meeting in April/May 2018.

○ **AGM WG**

The 2018 AGM might take place in Vienna on 5 December, following the MC meeting on 4 December and prior to the Austrian event on the end of the EYCH on 6-7 December. The WG will be chaired by JO and representatives of the Office (GvdL). MK, CR, SJH, GA, SB, PS would like to join it.

Action 13: Europeana Office - to invite JO, MK, CR, SJH, GA, SB, PS to join the AGM WG. The WG to organize its first virtual meeting in March/April 2018.
Action 14: JvdLR - to invite PS to join the #AllezCulture WG. Councillors to approach JvdLR or the Office if interested in being part of the WG.

● **Task Forces - evaluation of final reports and TF Committee proposal**

○ **Q&A and vote on Advanced documentation of 3D Digital Assets TF report**

GH briefly summarized his evaluation of the final report of the Advanced documentation of 3D Digital Assets TF. He and the other evaluators (JK) were very impressed about the TF work, especially the methodology that was used and described in detail. The first stage of the TF work was successful but it remains unclear whether Europeana is best placed to facilitate further research and what direction it would take. The final report and its recommendations were approved by the Council.

○ **Q&A and vote on Network Participation Framework TF report**

SJH briefly summarized her evaluation of the final report of the Network Participation Framework TF. The report wasn't easy to read and various improvements could be done, but it also provided important findings as a basis for a reboot and a new improved structure of ENA, being launched at this meeting. The final report and its recommendations were approved by the Council.

○ **TF Committee proposal and vote**

The Council decided that the new evaluation process, including the set-up of the TF Committee still requires additional time to make adjustments in order to reach a common agreement. The Committee membership also remains open. The present Councillors agreed that they would be in favor of having a third MC meeting in June/July rather than having more money invested in TFs, in order to continue the discussions on the Committee, new proposals and the overall evaluation process.

● **Meeting wrap-up**

MK wrapped up the meeting and thanked everyone for their enthusiasm, active participation and good work. He appreciated important decisions and breakthroughs achieved at this meeting, and expressed a lot of optimism about the new structure, ideas and upcoming discussions and activities that will from now on contribute to a better-functioning Network Association.