

LIBER

La prise en compte stratégique des nouveaux modèles de diffusion et de partage des savoirs académiques

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Cécile Swiatek Cassafieres est directrice des bibliothèques de l'Université Paris Nanterre, France. Elle s'intéresse aux accès aux connaissances et à la circulation des savoirs, aux compétences informationnelles, à la pédagogie et à l'innovation numérique dans l'enseignement supérieur.

Membre de l'Executive Board de la Ligue européenne des Bibliothèques de Recherche (libereurope.eu) et de SPARCEurope, membre du bureau du Cfibd.fr, précédemment Secrétaire générale de l'ADBU (adbu.fr, 2016-2021), elle porte un regard curieux et critique sur les questions d'Open Education à travers son action à SPARCEurope, OEGlobal / OEGlobal Francophone et auprès de l'UNESCO.

Experte des recommandations de l'UNESCO sur les REL (2019) et la science ouverte (2021), elle met également pour expertise auprès du Fonds national de la science ouverte de France(FNSO, AAP et SCOSS) et en tant qu'experte indépendante au partenariat global de l'UNESCO sur la science ouverte depuis 2023.

Elle a rejoint en 2022 le comité de pilotage de recherche.data.gouv.fr et a piloté l'Atelier de la donnée ADN Nanterre jusqu'en 2024.

Elle est élue au Comex Datacite France depuis 2025 et participe à OPERAS, EOSC / EOSC-France pour Paris Nanterre.



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LIBER

**La prise en compte stratégique
de nouveaux des modèles de
diffusion et de partage des
savoirs académiques**



420
libraries

**DEVOTED TO
OPEN SCIENCE**

Policies, tools and
infrastructures - reshaping
research processes and
mindsets in favour of Open.

ONE
mission

**WORLD-CLASS
RESEARCH**

Knowledge and training so that
libraries can support outstanding
research and — by extension — the
growth and sharing of knowledge.



A network in 40 countries



“ Together with our libraries
and partners, we enable
world-class research.

World-Class Research Is...



Collaborative



Cross-discipline



Increasingly
Data Intensive



Open



International

Vision for Research Libraries in 2027

1

Research Libraries as Engaged and Trusted Hubs of their user communities, collaborating with each other and with local, national and international stakeholders in their role as change agents and facilitators, and driving public engagement in research.

2

State-of-the-art Services will be provided for collections, publishing and curation of information and (meta-)data. These services will be relevant to, and tailored for, user groups inside and outside academia.

3

Advancing Open Science in collaboration with researchers, research libraries stimulate, facilitate, co-develop, and manage infrastructures and practices designed to take Open Science to the next level.

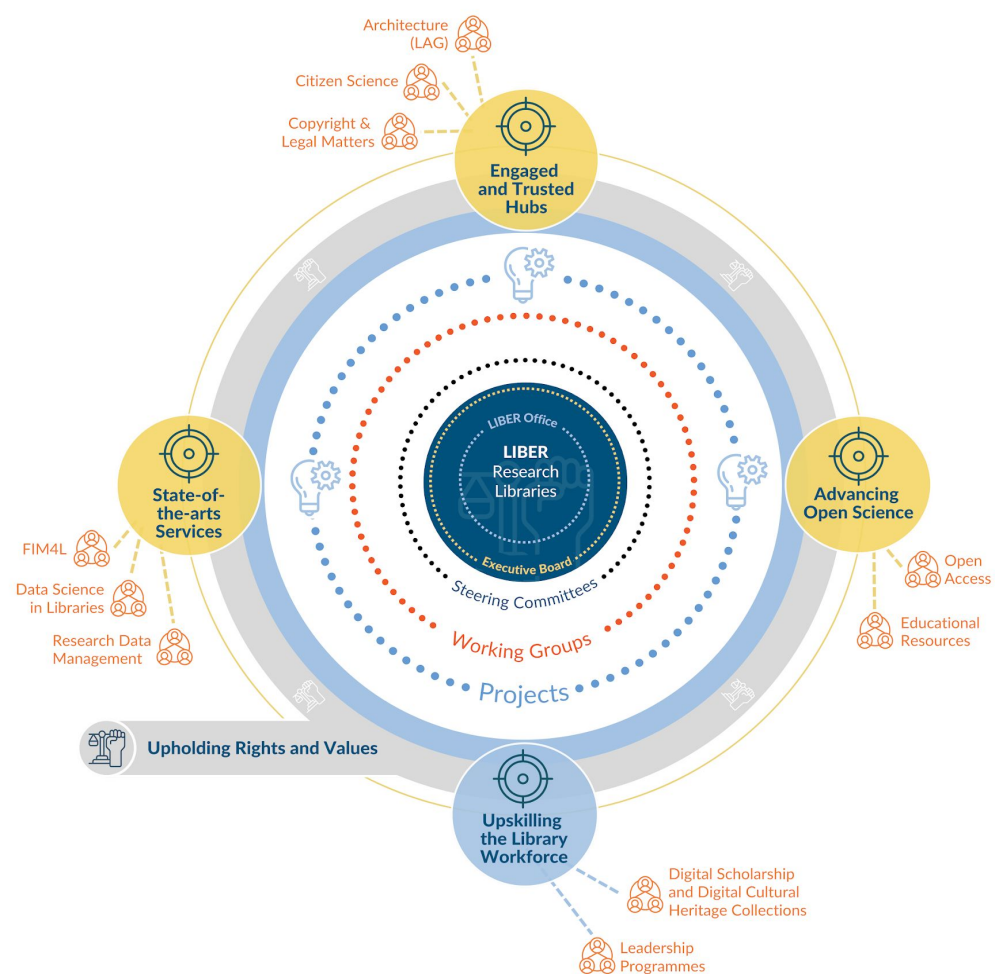
4

Upholding Rights and Values By 2027, research libraries embody and uphold public and academic values of integrity, diversity and inclusion, inside and outside the research community.

5

Upskilling the library workforce so the staff of research libraries have the necessary knowledge, confidence and skills to take on the organisational and technological changes enabling the new roles and tasks of research libraries.

Innovation Through Collaboration



Global Partners

Speaking up with other library and research organisations for **common values** and collaborating on **projects** and **strategic issues**.



Strategy is a style of thinking, a conscious and deliberate process, an intensive implementation system, the science of insuring future success.



LIBER Strategy 2023-2027

Key elements

INTRODUCTION

We are proud to present the new LIBER Strategy for the period 2023-2027. This five-year period promises to bring radical changes in the research landscape. The Strategy focuses on those developments where the leading role of LIBER will bring the most added value.

This strategy has been developed in consultation with international partner organisations and has been discussed with a wide range of LIBER libraries. The strategy plan is based on a vision for research libraries by 2027, consisting of:

- **Five interconnected components**
- **Twelve strategic priorities for LIBER and LIBER libraries to achieve this vision**
- **Organisational initiatives supporting the LIBER strategy 2023-2027**
- **The development process of the LIBER strategy plan.**

The strategy development has been guided by LIBER's mission and by LIBER's values.

LIBER'S MISSION

– to enable research to be world-class:

- Provide a state-of-the-art information infrastructure to LIBER institutions
- Enhance the experience of users in LIBER institutions, enriched by the facilities and services which LIBER can offer
- Promote and advocate for European libraries in all European and national fora where the voice of LIBER needs to be heard
- Develop library and information professionals who are innovative and can offer leadership to LIBER and to the national/international library community.

LIBER VALUES

– collaboration & inclusivity:

- High-quality services for all users of library and information services
- Intellectual freedom and access to scholarship
- Collaboration with campus, local, national, European, and global partners
- Stewardship of collections and institutional resources, in the most appropriate format
- Leadership, innovation, and a willingness to embrace opportunities for change
- Inclusivity, equality of opportunity and fulfilment of potential.

THREE DRIVING FACTORS IMPACTING RESEARCH LIBRARIES AND LIBER

We identified three main driving forces impacting research libraries and LIBER in the coming years.



A drive for Openness comes from academia, the broader society, European governments, and the European Union.



Artificial intelligence and other technological developments will accelerate the digital shift and profoundly affect research and scholarly communication.



An increasing awareness and demand by society and academia to uphold rights and values in the digital scholarly environment.

RESEARCH LIBRARIES WILL BE AFFECTED BY THESE DRIVING FORCES

- Perception of the added value of the library
- Role of the library vis-à-vis its stakeholders
- Library services (existing and to-be-developed)
- Positioning of library collections in the eyes of researchers

Against a backdrop of:

- Transformation of library organisations and related leadership skills
- Internal need for upskilling
- Possible budget constraints

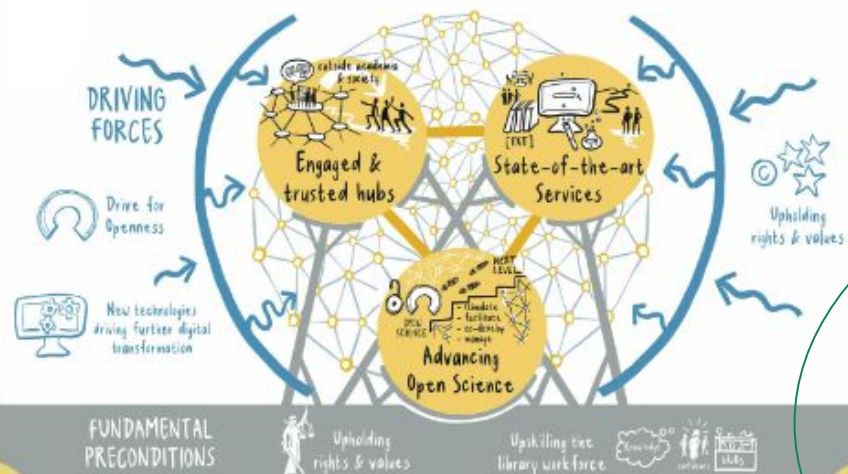
THE ROLES OF LIBER WILL ALSO BE INFLUENCED BY THESE DRIVING FORCES

- Advocacy
- Collective action
- Capacity building
- Observatory of European landscape & participation European projects

Against a backdrop of:

- Many partner organisations/NGOs with overlapping goals and constituencies
- Divergences between research libraries

LIBER'S VISION FOR RESEARCH LIBRARIES IN 2027



LIBER'S VISION: WHERE RESEARCH LIBRARIES SHOULD BE IN 2027

LIBER formulated a vision of where research libraries should be in 2027 as a strategic response to three driving forces. It consists of five components:

- A. ENGAGED AND TRUSTED HUBS** By 2027, research libraries will be engaged and trusted hubs of their user communities, collaborating with each other and with local, national and international stakeholders in their role as change agents and facilitators, and driving public engagement in research.
- B. STATE-OF-THE-ART SERVICES** By 2027, research libraries will provide forward-looking, state-of-the-art services for collections, publishing and curation of information and (meta-)data. These services will be relevant to, and tailored for, user groups inside and outside academia.
- C. ADVANCING OPEN SCIENCE** By 2027, in collaboration with researchers, research libraries stimulate, facilitate, co-develop, and manage infrastructures and practices designed to take Open Science to the next level.
- D. UPHOLDING RIGHTS AND VALUES** By 2027, research libraries embody and uphold public and academic values of integrity, diversity and inclusion, inside and outside the research community.
- E. UPSKILLING THE LIBRARY WORKFORCE** By 2027, the staff of research libraries have the necessary knowledge, confidence and skills to take on the organisational and technological changes enabling the new roles and tasks of research libraries.

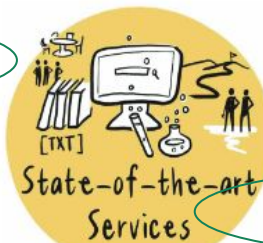
All components are very much interrelated. The last two components are seen as fundamental preconditions for the first three. On the next pages, each vision element is presented in more detail, together with the strategic priorities.

A. RESEARCH LIBRARIES AS ENGAGED AND TRUSTED HUBS



By 2027, research libraries will be engaged and trusted hubs of their user communities, collaborating with each other and with local, national and international stakeholders in their role as change agents and facilitators, and taking up task in public engagement in research.

B. STATE-OF-THE-ART SERVICES



By 2027, research libraries will provide forward-looking, state-of-the-art services for collections, publishing, and curation of information and (meta-)data.

These services will be relevant to and tailored for user groups inside and outside academia.

C. ADVANCING OPEN SCIENCE



By 2027, in collaboration with researchers, research libraries stimulate, facilitate, co-develop and manage infrastructures and practices designed to take Open Science to the next level.

LIBER'S PRIORITIES TO ACHIEVE THIS VISION ARE:

1. STIMULATING COMMUNICATION AND COLLABORATION

Strengthening the positioning of research libraries in the networked environment and leveraging their collaborative strength by; (a) telling the 'story' of the research libraries' unique values, services and spaces, and their actual and future roles; (b) helping libraries in networking and collaborating with their stakeholders by sharing practices and convening action; and (c) continuing LIBER's advocacy efforts.

2. ADVANCING THE OPEN KNOWLEDGE SOCIETY

Stimulating research libraries to build a bridge to society, strengthen public engagement (with Citizen Science as a key element), and helping academic institutions re-define their societal role in the making and exchange of knowledge.

LIBER'S PRIORITIES TO ACHIEVE THIS VISION ARE:

1. ORIENTATION ON SERVICE DEVELOPMENT AND NEW TECHNOLOGIES

LIBER can help with the orientation and evaluation of potential new technologies for library services and library users.

2. REVALUING AND RECONNECTING COLLECTIONS

Revaluing and reconnecting collections by; (a) opening up and safeguarding (born-) digital collections for future use; (b) integrating collections in the workflows of researchers; and (c) connecting academic heritage collections with collections of the wider GLAM sector.

LIBER'S PRIORITIES TO ACHIEVE THIS VISION ARE:

1. INNOVATIVE ROADS TO OPEN ACCESS

Facilitating multiple, innovative roads to Open Access that establish a default setting of diverse, inclusive, and sustainable access to scholarship and research communication.

2. FAIR RESEARCH DATA BY DESIGN

Supporting and advocating the collaborative development and management of FAIR research data.

3. SHAPING AND SUPPORTING OPEN SCIENCE POLICIES AND PRACTICES

Transforming good practices into policies and policies into good practices.

4. OPENING UP ACCESS TO EDUCATIONAL RESOURCES

Supporting the creation, access, and usage of Open Educational Resources.

5. RESEARCH ASSESSMENT

Partnering with academia to advance, adopt and implement responsible frameworks for research assessment.

D. UPHOLDING RIGHTS AND VALUES



By 2027, research libraries embody and uphold values of integrity, diversity and inclusion inside and outside the research community.

LIBER'S PRIORITY TO ACHIEVE THIS VISION IS:

DEVELOPING GUIDING PRINCIPLES, POLICIES AND RECOMMENDATIONS THAT UPHOLD AND EMBED THE VALUES AT THE HEART OF LIBER'S VISION FOR RESEARCH LIBRARIES

Values of academic sovereignty, copyright, Diversity, Equity, and Inclusivity (DEI), European solidarity, integrity and transparency, privacy and user rights, and sustainability.

BEYOND 2027

With this strategy plan LIBER has chosen to work on an actionable strategy for the coming five-year period, as this will be a crucial period in transforming the digital environment for research and scholarly communications in an Open Science setting. The actions proposed by this strategy plan will ensure that research libraries have a crucial role in this transformation.



Beyond 2027, the research system and the scholarly communication system will continue to evolve due to new demands for and from the research system and ongoing technological developments. These ongoing changes will take place in an environment that will progressively emphasise the importance of Open Science and its benefits to society. Services of research libraries that support academics in openly making, sharing and re-using new knowledge will be more important than ever.

The continuing transformations will change the research libraries themselves as well. LIBER stands ready to lead and support research libraries in their evolving roles, with the conviction that in the long term, research libraries will remain indispensable actors. In the final analysis, no other actor can deliver services based on the core values of trustworthiness, integrity, and inclusivity.

Working Academic Values

Are...



Fight...



Texts and references to be collected and better known :

Human rights, UNESCO, national Codes, LERU / The Guild / Coimbra Group and other statements, National code, A communiqué Ministerial Conference Bologna 2024, Greek academia, University association statutes, Trustworthy sources, Ethical codes, UN SDGs, Support by Open Access Infrastructures...

Hier déjà, des axes forts pour l'avenir

SO : LIBER sur les bancs des experts de la Recommandation UNESCO pour une science ouverte de 2021

OA WG

Productions des WG de type OA WG

#ZeroEmbargo

Aujourd'hui, sujets en action et grands carrefours

Les difficultés financières nationales

Les difficultés à résister face aux arguments financiers des grands éditeurs
(exemple de rachat de Presses universitaires, exemple des tenders UE [ORE],
exemple les APCs)

Diamant

KR21

RDM et PIDs

La fédération EOSC

Demain que nous préparons déjà

- l'IA,
- l'éthique,
- les libertés académiques,
- les “Rights & Values”



Main Activities

Networking | Learning | Training | Advocacy

Advocacy

Putting the priorities of research libraries and their users on the European policy agenda.

- Instrumental in achieving a **TDM exception** for research
- Served on the EC's **Open Science Policy Platform**
- Called for better policy making procedures for education and science within the **Digital Services Act**.
- Provide **guidance** so that libraries can advocate on a local and national level



Conferences & Events

Annual Conference

Attended by 400+ research library professionals. *Keynote Speakers. Workshops. Social Events.*

- Lausanne, Switzerland – 2-4 July 2025



Winter Event

Launched in 2022. Two days of dynamic, forward-looking sessions designed for and by the LIBER network.

- Maribor, Slovenia - 26-27 November 2024

Architecture Seminar

To further the exchange of experience between librarians and architects raise awareness of new projects and trends.

- Brussels, Belgium - 24 April 2024

Leadership Seminars

Emerging Leaders

For the next generation of library leaders: classroom and action learning and a mentorship.

LIBER Middle Management Training

For mid-level library managers looking to develop their leadership skills.

LIBER Journées

For existing library directors, forging bold new strategic paths.

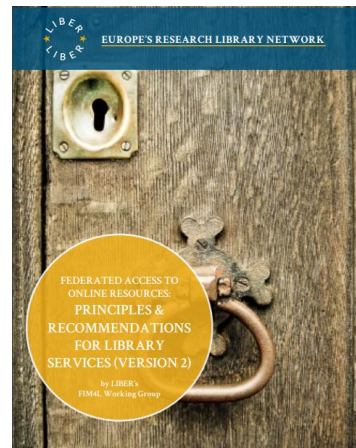
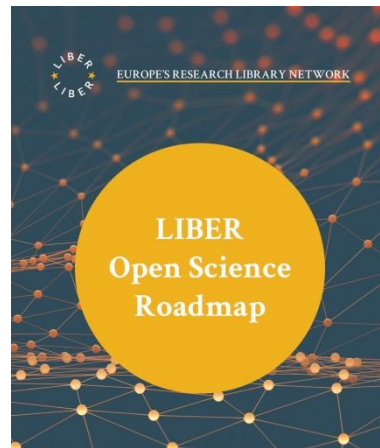


LIBER JOURNÉES

Resources

Sharing insights and providing guidance on trends and current issues.

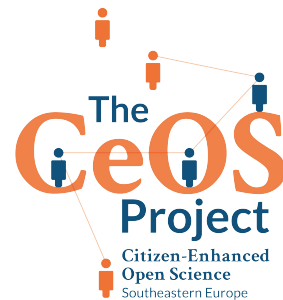
- Reports
- Factsheets
- Webinars
- Best-practices



International Projects

We bring to projects the strengths and expertise of our network, in areas such as:

- Leading the uptake of **Open Science** practices
- Promoting **Innovative Scholarly Communication**
- Supporting the development of **digital skills** and associated training activities
- Fostering the development and use of **research (e)infrastructures and services**

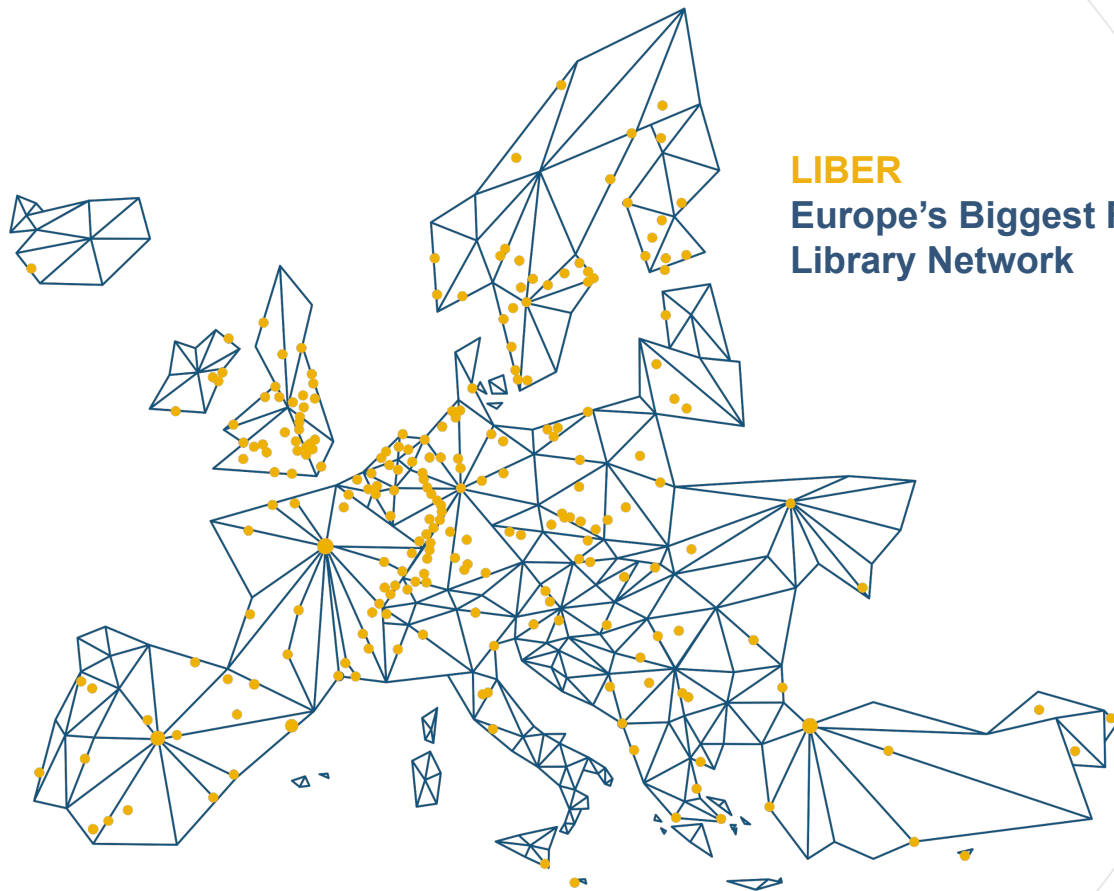




ANNUAL REPORT

2024-2025

https://libereurope.eu/wp-content/uploads/LIBER-Annual-Report-2024-2025.pdf?mc_cid=744ebaf467&mc_eid=f78c33b64a



LIBER
Europe's Biggest Research
Library Network

Sans oublier d'autres acteurs ESR Europe

- SPARCEurope : Make Open the Default, ENOEL pour les REL

<https://sparceurope.org/>

- SCOSS pour les levées de fonds et les financements de réseaux et d'infrastructures favorables à la science ouverte et aux formats ouverts de la Recherche

<https://scoss.org/>

- Le Topical Group ponctuel "Libraries and Open Science" de l'inter-alliances FOREU4ALL qui se lance

<https://www.linkedin.com/company/foreu4all/>



Merci pour votre attention

Envie de suivre ou de rejoindre LIBER ?

<https://libereurope.eu/join-liber/>



news



sponsors



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