

Members Council Meeting 17-18 March 2021
Virtual meeting

MINUTES

Councillors

Henk Alkemade (HA), Georgia Angelaki (GA), Alexandra Angeletaki (AA), Cosmina Berta (CB), Ina Bluemel (IB), Petra Boettinger (PB), Larissa Borck (LB), Flavia Bruni (FB), Erik Buelinckx (EB), Tamara Butigan (TB), Michal Čudrnák (MC), Olimpia Curta (OC), Robert Davies (RD), Milena Dobрева (MD), Killian Downing (KD), Maria Drabczyk (MD), Maria Engberg (ME), Barbara Fischer (BF), Karin Glasemann (KG), Evelien Hauwaerts (EH), Susan Hazan (SH), Pilar Irala-Hortal (PIH), Vera Kriezi (VK), Loa Steinunn Kristjansdottir (LSK), Hans van der Linden (HvdL), Georgia Manolopoulou (GM), James Morley (JM), Marta Musso (MM), Clemens Neudecker (CN), Fred Saunderson (FS), Nienke van Schaverbeke (NvS), Antje Schmidt (AS), Steven Claeysens (SC), Peter Soemers (PS), Frederik Truyen (FT), Dafydd Tudur (DT)

Europeana office

Harry Verwayen (HV), Albert Verhaar (AV), Zuzana Malicherova (ZM), Julia Fallon (JF), Gina van der Linden (GvdL), Tamara van Hulst (TvH), Alba Irollo (AI), Isabel Crespo (IC), Ariadna Matas (AM), Ad Polle (AP), Nicole McNeilly (NM)

Guests Marco Rendina (MR), Altheo Valentini (AV)

[Chat](#) of both days

1. Welcome and introduction

[Presentation](#) (Slides 3-6)

SH introduced the agenda covered in a common [slide deck](#). Throughout the meeting, Councillors had an opportunity to pose questions and add comments in a separate [Q&A document](#). The objective of the meeting was to discuss the newly proposed ENA Strategy, latest work around the inclusivity and diversity, as well as the capacity building & digital transformation activities, and cross-community collaboration opportunities. The Council was also going to receive updates from the Europeana Initiative and the usual ENA business. SH expressed appreciation of Councillors as volunteers coming together for this two day meeting and finding time to dedicate to Europeana in

uneasy times when people find it hard to balance out their work and personal life. SH introduced the [Ohyay online meeting space](#) where a Councillor lounge was set up for the Councillors to meet informally in a digital space anytime they want.

- [Review of previous meeting minutes and actions](#)

Minutes of the previous meeting were formally approved and will be published shortly. All the action points from the last meeting were completed, actions 2 and 6 were ongoing.

- [Council Chamber](#)

FT introduced a concept of a new type of 'Council Chamber' / 'Open mic' session to be used at the future MC meetings. The online environment has shown the need for finding new, more efficient ways to participate in digital discussion and decision making processes. The Board, in a joint effort with the Aggregators' Forum Steering Group and the office, has started looking for innovative online tools to be able to facilitate transparent and democratic parliament-like procedures to discuss and vote on proposals at the future online meetings. At the end of the 1. day, the Councillors will have an opportunity to engage in their first 'Open mic' session. The Council was encouraged to shape a large part of their meetings' agenda by proposing topics they find relevant.

It is in the interest of the Board and the Council to review the existing ENA Code of Conduct and to improve the online procedures around it by using these new tools to secure privacy, but also by being transparent. Europeana can be the leader in the sector by testing and implementing the use of new tools that can inspire others.

→ **Action 2021-01: MC - to contact FT and the Board with their ideas for useful online meeting and voting tools (ongoing).**

2. [Europeana Initiative \(EI\) updates](#)

[Presentation](#) (Slides 7-32)

- [Foundation updates](#)

HV gave an update on the most recent activities of the EF in terms of governance and funding schemes in light of the changes that took place throughout 2020 (including the installment of the EF Directors Board, Advisory and Supervisory Boards and ENA's 4 years' representation on them), and plans for 2021 and upcoming years:

- Collective spirit of working closely together as Initiative across the spectrum
- DSI-4 Core Service Platform contract is extended until August 2022
- Six new projects have been granted under the current Generic Services
- Europeana Initiative has developed a more profound partnership with Europa Nostra
- Increased advocacy for role of culture in the EU Recovery Fund activities
- [EF 2021 Business Plan](#) (published in the meantime) outlines conceptual goals for the next 18-24 month, including emerging themes such as positioning Europeana as being in the

center of data space for cultural heritage, and focusing on 5 main themes - collaboration, participation, public sphere, I&D, and climate action.

From 2022 onwards, EI will be funded under the new Digital Europe Programme (DEP), positioned as data space for cultural heritage, being one of the drivers of digital public space in Europe (a new concept). The new tender will be published at the end of this year and. The EF is currently engaged in advocacy efforts, the amount of funding and conditions are under negotiations.

AV provided an update on the EF operations, stakeholder management and supporting remote working at the EF. He explained the latest statistics and successes related to the user engagement, Europeana Pro architecture and content, social media outreach, and working with partners and professionals to build and share online events. In a new role of a EF User Engagement director, Hannah Baker-Hitzhusen will join the staff with extensive experience in the field of marketing research on 19 April. The current Technical Director, Andy Neale, will be leaving Europeana in May, the recruitment for this vacancy is underway.

- [Aggregators' Forum \(EAF\) update](#)

MR updated the Council on the progress in the EAF activities over the past three months.

Latest activities:

- [Activity Report](#) and [Activity Plan](#) were published (read about both [here](#))
- The first joint meeting of the EAF SG and the ENA MB took place in February
- A successful blitz advocacy campaign toward the EC & Member States for the support of the Europeana funding under DEP took place in February and March
- Review and improvement of the accreditation scheme has been completed
- Aggregator User Group was kicked-off
- Library Working Group is ready to start its work

Next steps:

- Start of the election process for the renewal of two members of the EAF SG in May
- Preparation of the Spring EAF meeting in May
- Preparation of an aggregators awareness online event (Europeana Aggregators Fair) in June
- EI Task Force on capacity building and digital transformation (together with ENA and EF)
- EI Task Force on inclusivity and diversity (together with ENA and EF)

3. ENA strategy discussion

[Presentation](#) (Slides 33-39)

- [Presentation of the strategic priorities for ENA in 2021-2022](#)

RD presented the ENA Strategic priorities drafted by the Board for the period of 2021-2022, with a potential of representing a long term vision for ENA, given that a review would be performed annually:

- Supporting capacity building and digital transformation

- Supporting the EI cross-initiative actions (Task Force)
- Cross-initiative inclusivity and diversity (I&D)
 - More diverse representation, ownership, management of ENA initiatives
 - Supporting the EI cross-initiative actions (Task Force)
 - Address legacy perspectives in metadata and curation
 - Implementation of the NPTF recommendations
- Harnessing the potential of ENA members
 - Reaching out to and engaging the 'quieter' members
 - Revising the customer journey for new members
 - Implementing the NPTF recommendations
 - Developing the retention and motivation strategies
- Collaboration between ENA, EF, EAF and wider networks
 - Facilitating a 'two-way street'
 - Improving the mutual information flow
 - Increasing the Digital Transformation impact in CHI via ENA communities
 - Providing expertise from within the ENA to the EF
- Transparency, accountability & democracy
 - Clarifying roles and mechanisms (including EF Boards, MB, MC, EAF)
 - Refining the approval and accountability processes
 - Refining the discussion and decision-making tools
- Funding and payments
 - Creating a business-case for ENA budget before the next EU funding round
 - Building on a primarily voluntary network
 - Establishing cases where payments are needed (e.g. NPTF recommendations)
- ENA Mechanisms
 - Evaluating the existing mechanisms, taking innovative actions, developing KPIs
- [Breakout group discussion](#)

Councillors were divided into five breakout groups to discuss five clustered themes: Cross-initiative capacity building and digital transformation; Cross-initiative I&D; Transparency, accountability and democracy; Harnessing the potential of ENA members; and ENA Mechanisms & funding. They worked to identify actions that could be undertaken in pursuit of each strategic issue. Their ideas were captured in these [Jamboard sheets](#), which will be reviewed by the Board and incorporated into the Strategy and further elaborated.

Decision: The ENA Strategy document was approved (28 votes).

4. Inclusivity & diversity - updates & reports

[Presentation](#) (Slides 40-59)

- [Update on the EF I&D activities](#)

JF provided an update on the EF I&D related activities, which revolved around the scope of I&D elements that need to be addressed, identifying common grounds for the EI, developing the roadmap, refining communication activities, and identifying further opportunities for progress in the following steps:

- #1 Funding an intervention by a consultant to host short discussion at the MC meeting on 17 March
- #2 Funding facilitation of a co-developed community pact 6-8 weeks, across the EI
- #3 Funding two paid writers to increase the diversity related Pro editorial coverage
- #4 Funding intervention by a consultant to moderate/host short discussion in EAF in May
- #5 Funding intervention by consultant to moderate/host internal discussion in the EF
- *Discussion around mindful & inclusive conversations*

An external consultant, Jass Thethi, from Intersectional GLAM joined the meeting to introduce herself and her work that can help the Council and ENA as a whole to understand better various concepts in the area of I&D such as unconscious bias, working with diverse communities and minority groups, creating compassion and safe spaces, etc. J.Thethi offered the Councillors an opportunity to have a follow up session with her, with a possibility to send her questions and topics of interest in advance to intersectional.glam@gmail.com. She would also be open to further collaboration in the form of training, podcasts, or blog writing. The Council expressed a mutual good will to move forward in this direction.

- [New professionals TF final recommendations](#)

KD presented the findings and recommendations of the New Professionals TF, which has concluded its work this month. The Council was asked to review and give feedback on the final report. The TF was active during 2020-2021 with an aim to identify key challenges facing new professionals in the ENA and the cultural heritage sector, and propose solutions to these challenges with a view to better support and engage them in the ENA. The final report can be considered a first step towards gathering a better understanding of the ENA from the perspective of new and emerging professionals. The TF focused on challenges and opportunities to inclusivity, job casualisation, structural youth unemployment, racism and discrimination, effects of the COVID-19 pandemic on emerging professionals, mentoring programme and Internships, new professional events, climate action, and collaboration.

Recommendations focused on:

- Cultivating ENA's intergenerational exchange
- Supporting inclusivity for new professionals within the ENA
- Creating spaces for new professional visibility, autonomy and collaboration
- Fostering an open and inclusive ENA, enabling new professionals to thrive
- Building sustainable, community-centered partnerships
- Supporting proposal for the future ENA Membership Working Group

The Council was asked to review and provide feedback to the final report.

→ **Action 2021-02: MC - to review the New Professionals TF final report (done).**

- *Progress of the Anti-racism group*

The Group that was initiated following the Council meeting in December met twice, on 17 December and 9 January. Some of the EF Diversity and Inclusivity Group members also joined the second meeting. The main discussion points were:

- Moving from Racial diversity to Anti-racism, racism in the sector
- Decolonising collections, hiding behind history and decolonising working practices
- Need for clear lines of responsibility and accountability
- Need for a review of the Code of Conduct in collaboration with Rebecca Kahn
- Need to invest in trust, transparency and training

5. Q&A & wrap-up of the day

[Presentation](#) (Slides 60-62)

- [Open mic session](#)

MD wrapped up the meeting addressing questions asked in the Q&A document. Councillors briefly discussed the need to communicate ideas and share information for new emerging opportunities within the MC and in the communities, possibly in the form of informal meetings and using a platform other than Basecamp. Councillors can also help each other with advocacy and participating in EC calls for proposals before they are officially announced.

Day 2

6. ENA Communities

[Presentation](#) (Slides 65-67)

- [*Community updates and Q&A session*](#)

The chairs of the six communities gave an update on the community activities since December 2020. The updates are described in detail in the [Progress report 2020/202](#). Councillors were invited to actively involve with communities of their interest as much as possible.

- [*Breakout groups: Looking forward*](#)

In this session, a cross-community space was created for the SGs to compare their work plans and to see how they can support each other. They discussed three things they could work on together this year, and briefly touched upon where they see their communities in three years from now. The discussions were captured in each of the breakout groups. The present members found the community matchmaking useful and enjoyed sharing ideas about further cross-community collaboration

- [EuropeanaTech & Europeana Research](#)
- [Europeana Education & Europeana Copyright](#)
- [Europeana Communicators & Europeana Impact](#)

7. **Capacity building & digital transformation of the sector**

[Presentation](#) (Slides 68-84)

- *A follow-up to the definition: measuring digital transformation*

JF, NM, FT and RD held a session on EI work progress regarding measuring the digital transformation and capacity building by co-creating and implementing a framework with Europeana communities that empowers, motivates and guides the sector's capacity building. The current contributions follow three principles drivers:

1. **Motivating participation**

→ Motivating and demonstrating the value and the impact that improved skills and training opportunities can offer to individuals, CHIs and the member states. In relation to this, the Europeana Capacity Building Framework (ECBF) will:

1. Establish tools and resources to motivate people to see the benefits of capacity building
2. Encourage their shared responsibility to contribute to these efforts in the sector
3. Build and contribute to measurements of impact that help articulate the progress made.

Councillors were invited to get involved with the following part of this work:

- Project partner to Indices: Measuring the Impact of Cultural Heritage (participatory platform, measurements framework, collect & share data)
- Longitudinal research into learning opportunities & outcome of online events and webinars
- Exploring the meaning of Digital Transformation
- EI Task force, which will explore how capacity building contributes to Digital Transformation, resulting in:
 - A stronger vision of the impact of digital transformation and the support needed for its delivery
 - A mechanism for regular sector needs' assessment
 - An impact assessment plan for the capacity-building framework
 - A vision of how capacity-building delivers change in the sector
 - Recommendations on the measurement of digital transformation
 - Alignment of expectations on capacity-building and raising ambitions with regards to the quality, depth and accessibility of capacity-building resources

The [definition of digital transformation](#) developed after the last MC meeting was well received by the stakeholders (high level of interest on Pro and social media views and visits). Measuring the digital transformation is part of the broad collaborative discussion across the EAF, ENA and EF and sector partners, and refers to:

- Tracking the progress and understand the impact of DT in the sector, and the impact created

- by the Europeana Initiative
- Progressing work of ENUMERATE (InDICES)
- Collecting granular, easy to compare, up-to-date data

Input from the MC meeting of the previous day can already be used to:

- Shape the approach to ensuring and increasing the usability of the resources within the capacity-building framework in terms of localisation, language, accessibility, etc.
- Set the vision for delivering the capacity building in the sector through a Theory of Change
- Advise on short-term and anticipating long-term sector needs and annually assess those.

2. Lowering the barriers to participation

→ Lowering barriers to the capacity building activities both as a provider, and as a learner by providing sustainable and open access to community and expert resources. The ECBF will lower the barriers by:

1. Establishing a common standard for the development of resources, tools and services that contribute towards an open public space
2. Continuous development of Europeana Pro as a central point of access to knowledge
3. Facilitating community led resources to be developed, shared and built upon

The Councillors were invited to get involved with the following part of this work:

- In the ENA Communities, where the capacity building is integrated into the annual plans
- In development & refinement of capacity building resources on Europeana Pro
- *Spring Digital Programme* of community and partner developed online events, webinars and workshops. The programme is made up of:
 - Bringing forward the 'future gems' from the Europeana 2020 call for proposals
 - Collating the community events & webinars
 - Opportunity to host events for New Professionals TF recommendations
 - Actively seeking contributions, suggestions, connections from the Council.

3. Increasing quality and standards of skills and professional training opportunities

The ECBF will increase the quality of capacity building by:

1. Establishing common standards and practices that improve the quality of CB resources
2. Facilitating the development of innovative and creative activities that drive the growth
3. Establishing an approach for rewarding the development of and participation in good quality capacity building activities

The Councillors were invited to get involved with the following part of this work:

- In co-creating vocabulary for CB, and co-creating certification
- In developing and publishing inventory of training and support offer
- In the EAF Train the Trainer series
- In *Europeana Management Academy Pilot* (opportunity from Q4 2021) - referring to the *DEN Academy Leadership programme Digital Strategy & Innovation*, aiming to research sustainable models of offering this programme for an international audience of decision makers in CH.
 - It aims to empower digital leaders (directors/senior managers) to formulate a coherent digital strategy for their organisation.

- For the pilot, 15 professionals from the EAF were selected to participate in 3 modules over the course of 4 months (starting next week), covering topics such as:
 - Formulating a vision on digital transformation
 - Assessing and building on your organisations digital maturity
 - Creating impact awareness in your organisation
- Second cohort for the ENA to be available in August/September 2021

→ **Action 2021-03: MC - to inform the MB and the office if they wish to be part of the follow up activities on the capacity building (CB, KD, HA) (ongoing).**

Discussion:

The way ENA positions itself with regards to capacity building has implications for the wider sector - ENA members don't only represent the CHIs, but also academic/higher education and other sectors so the focus should be on supporting all these professionals. The political and operational context for Europeana is also going to change, which might impact the ENA and how the DT will play out. The European digital public space should be centered around the citizen rather than the digital single market. GA raised the fact that new notions and concepts have been coming up, like cultural space/digital public space and data cloud, and the EF's work is tied to the Commission's vision, which has left the possibility to provide input into the EF 2021 Business Plan limited. Therefore, there might be the need to shape a counter-vision for the DT and to make sure that ENA's voice is represented. The presented work on the EF is extensive and outlines what the EI can realistically do in the coming months, but there is a need for a clearer long-term vision for EI achievements in the DT (e.g. in 10-years time) with a people-centered approach, including DT's effects on infrastructure, and soft skills. The EI representatives have an interest to work on this long-term vision together.

8. ENA business

[Presentation](#) (Slides 85-96)

- ENA Budget update

FT presented the current state of ENA budget, including an overview of the money transferred from 2020 to 2021. The money transfer between the years was fortunate but it cannot be done systematically every year due to the way the DSI contracts are made. The NP TF provided some useful recommendations for the future ENA budget spending worth considering, e.g. financial compensation provided to the event participants in need. Communities have found alternative ways to spend parts of their budget. For the future it could be useful for the community SGs to coordinate their activities also with regards to the budget spending as far as possible.

- Governance WG update
 - Discussion & approval: proposal for revision of the Community Terms of Reference

SH presented the [proposal for revision of the Community Terms of Reference](#), which the Governance WG has worked on over the past year. The proposal was reviewed and consulted directly with the community managers. The document will keep being revised regularly to make sure that the community needs are properly reflected.

Decision: The proposal for revision of the Community Terms of Reference was approved (26 votes).

- [Invite to join the Governance WG](#)

→ **Action 2021-04: TvH - to invite LSK, FS, RD and TB to join the ENA Governance WG (done).**

- [Discussion & approval: Membership WG proposal](#)

The Proposal for establishing a Working Group dedicated to ENA membership came up almost a year ago with an aim to utilize the potential of increasing the volume of members joining the ENA every month. The WG is supposed to function as a long-term instrument dedicated to:

- Examining the membership benefits and exploring what motivates people to join
- Looking for new ways to recruit and actively engage the members
- Reflecting on the current customer journey that members experience (in collaboration with the EF staff)

The membership is open to all the ENA members, and the Governance WG will review the possibility of opening it up beyond the network.

→ **Action 2021-05: MC - to consider joining the Membership WG (done).**

Decision: The Membership WG proposal was approved (27 votes).

- [ENA Climate Group update](#)

BF, PS and KD on behalf of the ENA Climate Group updated the MC on its activities since December. The Group has been focusing its recent activities around:

- Global call for #NoMoreEmptyPromises
- Launch of the [climate action map for arts & culture](#) including a survey - the results will be presented at the Europeana Conference 2021.
- Report on the impact of GLAM Climate Action Now activities
- Organisation of the [Cultural heritage and climate change](#) event on 19 March 2021.

9. Q&A, wrap-up and next steps

[Presentation](#) (Slides 98-99)

SH wrapped up the meeting by asking the Councillors to share what in this meeting they considered a highlight, and what they thought was missing. Some of the highlights expressed by the Councillors were:

- Very well organized, efficient, productive, informative, fruitful and pleasant meeting
- MB improving the spirit of the meetings; the Council proving its capacity to work well as a community
- Experiencing the fellow Councillors and EF staff members care about essential societal topics
- Breakout groups as a very good space to discuss ideas and connect with each other (working in smaller groups seems more efficient)
- Highlight matchmaking and collaboration between communities
- Presenting the work plan and next steps foreseen for the capacity building
- Jass's presentation, discussing I&D, collaborative sessions, new tools (Jamboard and Ohyay)

Missing points:

- Introductions for the new Councillors who haven't had an opportunity to meet most of the others in person; it can be hard to understand the landscape of who is who and what the roles are
- Talking more instead of chatting, which can be difficult to follow during presentations
- Councillors missed seeing and talking to each other in person.

SH invited the Councillors to use the suggested online space on Ohyay (virtual Europeana office, kitchen and a garden spot) to meet with each other more informally at any time. The Councillors were invited to contribute to the Friday updates posted by her weekly on Basecamp. The next meeting will again take place in digital form in late June/early July 2021.

→ **Action 2021-ongoing: ZM - to inform the Council about the date of the next meeting (ongoing).**