



# ANNUAL **REPORT**

\*making open the default\*

**Highlights**

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# Foreword

**As we reflect on SPARC Europe's highlights in 2024 and the conclusion of our 2021–2024 Strategy, what stands out most prominently is the increasing engagement of the communities we work with. Through our leadership, we've seen the engagement of over 2,500 individuals in 2024 through multiple networks, projects and initiatives and have convened scores of organisations in collaborative initiatives with our partners. We are bringing together senior national Open Science policymakers through the Council for National Open Science Coordination (CoNOSC) and involving a wide range of other stakeholders on copyright, Diamond Open Access (OA), OA books and Open Education (from libraries to researchers to learned societies to infrastructures). Many are strategically engaged with the design of projects we are involved in to be sure we understand their needs and that what we do is meaningful. We're thrilled to see rising enthusiasm and accelerated collaboration between our partners and activity beneficiaries.**

Continuing to advance open policy strategy and development work, SPARC Europe participated as one of the sixteen consortium members of the PALOMERA project, which concluded this year. We conducted one-of-a-kind extensive research into OA book policy in Europe and helped craft evidence-based policy recommendations, serving a wide range of stakeholders, including national Open Science policymakers. CoNOSC continued to grow as we discussed how to sustain research data management and its infrastructure, developments in measuring research assessment and Open Science, the

costs of Open Access – from transformative agreements to Diamond publishing – and the recently heightened issue of knowledge security and its complementary relationship to Open Science. We are also proud to be part of the initiators group of the new global Open Science Monitoring Initiative (OSMI) to measure to what extent we are achieving Open Science locally, nationally and internationally as we start to build more capacity and align.

SPARC Europe contributed a significant body of work to help build capacity for Diamond OA through the DIAMAS Project. This included the release of a research report on the sustainability of institutional OA publishers and service providers in the European Research Area (ERA) and the development of a self-assessment sustainability checker tool. It also involved our facilitation of a series of activities and webinars related to OA Diamond and institutional publishing, which generated broad engagement with our communities who benefit from DIAMAS capacity building and other crucial resources related to the sustainability and growth of Diamond OA.

In 2024, we made significant gains in promoting diversity in publishing open research and education. Our Open Education practitioners at the European Network of Open Education Librarians (ENOEL) developed resources translated into eleven languages and continued their work in piloting ENOEL's own Open Educational Resource. This included the creation of an Open Textbook with tools aimed at supporting creators and reusers and a series of webinars to build knowledge in Open Education. These activities progressed our work towards

meeting Diversity, Equity and Inclusion standards in open education. We are excited about our new Connecting the Opens project, which has the potential to create an even stronger open agenda across Europe's universities. Notably, the Knowledge Rights 21 programme, which focused on bringing about changes in policy and practice across Europe to reinforce everyone's right to knowledge, was extended through 2029, enabling SPARC Europe to continue supporting the building of a network of 16 national copyright experts as they reform copyright in their regions and address how to improve the legal framework for OA. All of this is underpinned by our consistent incorporation of equitable practices. This work comprises extensive community engagement efforts designed to include diverse perspectives, building and managing networks that share broad knowledge, fostering formalised and grassroots partnerships, and helping ensure good governance in our organisation and elsewhere.

Primarily through our work with SCOSS, SPARC Europe continues to make notable progress in helping secure open infrastructure, having launched our sixth pledging round, welcoming four new not-for-profit infrastructures into the SCOSS Family. SCOSS made new efforts to engage a broader geographic and sectoral range of library consortia and research funders, highlighting how SCOSS integrates into current workflows to support open infrastructure. Additionally, SCOSS continued to strengthen collaboration among the now 19-strong SCOSS Family Community of Practice. Also related to sustaining open infrastructure, with a highly experienced group of experts, SPARC Europe finalised the vision and report for sustaining EOSC beyond 2027.

Lastly, 2024 has been a year of immense activity, reflection and re-positioning as we've considered what lies ahead for us for our new four-year strategy for 2025–2028. It proactively addresses our rapidly changing landscape and new challenges and opportunities in Open Education, Science and Access. As we keep diversity, equity, and inclusion central to our work, we must see how we can better evaluate the community's work over the last 20 years to demonstrate our impact and build a broader open agenda. In times of change, making concerted efforts to help safeguard and sustain Open Science and Open Education is all the more important. I look forward to the next period, am excited by the momentum and action of the open agenda, and am deeply encouraged by the community's enthusiasm to co-create a more open and equitable future for the public good.



**Vanessa Proudman**  
Director, SPARC Europe



# Concluding Activity: SPARC Europe Strategy 2021-2024

2024 saw the completion of our four-year 2021-2024 Strategy. We are delighted to have met, and in many cases exceeded, so many of our goals for this period.

This Strategy envisioned a more equitable, diverse, sustainable Open Science and Education ecosystem and structured goals into six primary areas:

- |          |                                                                                                                                                                  |          |                                                                                                                             |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>1</b> | <b>Strengthen Open Access, Open Scholarship/Open Science, and Open Education policy in Europe, and align where possible.</b>                                     | <b>4</b> | <b>Promote diversity in publishing Open research and education.</b>                                                         |
| <b>2</b> | <b>Advocate for Open in research and education.</b>                                                                                                              | <b>5</b> | <b>Raise the impact of publicly funded research by reimagining the way that Open research is rewarded and incentivised.</b> |
| <b>3</b> | <b>Strive to enable more equity in Open so that all those who wish to publish and share research and education resources openly are better enabled to do so.</b> | <b>6</b> | <b>Help sustain the Open infrastructure/service ecosystem.</b>                                                              |

As in previous years, our annual report is organised around these strategic goals, showing projects and events that SPARC Europe engaged in over the past year.

The SPARC Europe Board has developed a renewed Strategy for 2025 – 2028, which is summarised later in the report.

# 1. Strengthen Open Access, Open Scholarship/Open Science, and Open Education policy in Europe

## Addressing emerging challenges with Europe's Open Science national policymakers



SPARC Europe facilitates CoNOSC – the Council for National Open Science Coordination. Membership and engagement have continued to grow, with now 29 European countries. We bring national OS policymakers together 3–4 times a year to share policy updates, priorities and concerns. We focus our activities on

several key themes of importance related to developments that impact Open Science in Europe. We do this primarily by convening meetings and by sharing resources.

In April, we brought CoNOSC members together to discuss how to fund and sustain research data management and its infrastructure. In June, we facilitated vital discussion amongst national policymakers on research assessment and Open Science, and the cost of Diamond Open Access publishing from transformative agreements to Diamond OA at the in-person Bucharest meeting. After researching the topic, we ended 2024 examining knowledge security and discussing its complementary relationship to Open Science. We look forward to further supporting national OS policymakers in 2025.

## Delivering resources and recommendations for OA book policymaking through PALOMERA



2024 saw the conclusion of two years of in-depth work on Open Access book policymaking in Europe. SPARC Europe is proud to have participated in the EC-funded PALOMERA project as one of sixteen consortium members.

This wide lens on OA book policy has been one of a kind. It supports a wide range of stakeholders, including national Open Science policymakers, RFOs, RPOs, publishers, infrastructure providers, libraries, researchers and scholarly societies.

Key outputs from the PALOMERA project include:

- [Recommendations](#) for Open Access Books Policy.
- The [Knowledge Base](#) has over 600+ European Open Access policy documents from across Europe.
- The [OAPEN OA Books Toolkit](#) has been updated to include rich policy guidance.
- The [Funder Forum](#) is an inclusive and open space where research funders convene to discuss their policy for Open Access books, both in Europe and beyond.

With input from SPARC Europe, the PALOMERA project has built an extensive evidence base to support Open Science policymakers in developing and revising policies for OA books. Many months of data collection and analysis resulted in a Knowledge Base of OA book policy documents and a comprehensive study and report on Open Access book policies across the European Research Area, drawing on data generated by 36 countries, including 246 policy documents. This study is the largest body of research into OA book policies on a European scale, and it and the Knowledgebase should prove vital resources for any OA policymaker. Drawing on this new evidence base, we helped craft actionable OA book policy recommendations with our colleagues and partners for eight specific key stakeholder groups.

Throughout, SPARC Europe invested in designing activities to engage with various OA book policy stakeholders, from RPOs to librarians to learned societies and researchers, to help understand policy development, design and impact. In particular, we engaged with institutional policymakers and learned societies. For example, we helped organise an event with the European University Association to share the PALOMERA guidance, learnings and good practices. Together with TSV, we helped bring almost 100 learned society publishers together for the first time on the topic.

We are convinced that PALOMERA outputs will help speed the transition to OA for books. SPARC Europe has invested in improving OA to books for some years now, so we look forward to further building on the work of PALOMERA in the years to come, together with the Open Access Books Network that we co-ordinate.

## New framework to monitor Open Science



### Open Science Monitoring Initiative

The [Open Science Monitoring Initiative \(OSMI\)](#) brings together institutions and individuals involved in monitoring open science. It aims to encourage the adoption of open science monitoring principles and to promote their practical implementation. SPARC Europe is one of

the OSMI Initiators, and we also sit on the OSMI Co-ordination Committee, which is the interface between policy, action, and the community. This year, we helped accelerate progress in advancing OSMI's goals.



In 2024, OSMI opened a global consultation on the Draft Principles of Open Science Monitoring, which will feed into the final principles in 2025. Valuable feedback was received from over 150 stakeholders worldwide.

We were pleased to see hundreds attend two OSMI launch events in late 2024 after working with other OSMI colleagues on how to shape OSMI ambitions once we had invited proposals for working groups. The launch event also presented the first four OSMI working groups, which will start in the first quarter of 2025: Scoping the needs of Open Science monitoring, Understanding the Open Science monitoring landscape, Open Science monitoring with scholarly content providers, and shared resources and infrastructure to analyse scholarly outputs. SPARC Europe looks forward to supporting the first two of these groups.

## Advocating for the interests of research and higher education

SPARC Europe was one of eight organisations that co-signed an [open letter](#) with five key demands to the European Commission. This letter urges stronger efforts to integrate the needs and concerns of the research and education sectors into the Commission's guidance on the Better Regulation agenda. In their present state, impact assessments create harmful uncertainty and inadvertent barriers to research. The signatories stress the urgency of action to ensure researchers, learners, innovators and citizens are not adversely affected in the future.

## 2. Advocating for Open in research and education

### Supporting OA book practitioners



**European Network  
of Open Education  
Librarians**

As SPARC Europe continues to co-coordinate the Open Access Books Network ([OABN](#)) this year, we supported dissemination and engagement activities of the PALOMERA project, keeping OA book practitioners informed of the project's outputs and resources. The OABN's 'PALOMERA

Series' of webinars began in 2023 and continued through 2024 with an event for authors of OA books.

In response to a survey of the OABN community conducted at the end of 2023 to pinpoint current needs, we adjusted our programming. This survey underscored this community's diversity and demonstrated that our stakeholders value the networking opportunities, resource provision, expertise and advocacy work of the OABN the most. Despite the diversity of the network, we found that researchers are underrepresented. To address this, the OABN curated a [list of resources](#) to support authors of Open Access books and hosted events this year



designed to appeal to authors, covering topics such as third-party rights in OA books. Making our network's geographical and linguistic diversity more visible in the activities of the OABN was resonantly requested among survey respondents. As a result, the OABN launched a new blog series in which writers from around the world reported on the situation for OA books in their countries, written both in English and a local language. The series included five blog posts written by contributors from four continents and will continue throughout 2025.

This year, the OABN also launched an ongoing conversation between national associations for OA books in Ireland, the Netherlands and the U.K. The collaboration with representatives of national associations will continue through 2025 as the OABN provides a hub for international networking and sharing of expertise. The OABN continues to be an important place for those active with OA books to come together, with over 500 members to date.

## **Accelerating the Open Education agenda in higher education through ENOEL**

To promote a more Open agenda in higher education, in recent years, SPARC Europe has worked to build capacity in Open Education (OE) by collaborating with librarians and advocates for Open thanks to the generous funding of the William and Flora Hewlett Foundation. The [European Network of Open Education Librarians \(ENOEL\)](#) is a community of practice for librarians where members exchange ideas, values, knowledge, and resources to advance Open Education in European regions. ENOEL has members in 31 countries, with six active projects.

SPARC Europe's work with ENOEL continues to support a community that shares expertise and co-creates resources to support Open Education adoption across Europe. In early 2024, SPARC Europe launched a new Open Education strategy, [Librarians as Agents of Change](#), designed to help support higher education policymakers, librarians, ambassadors, and facilitators of OE in Europe in implementing the UNESCO OER Recommendations. Our monthly meetings in 2024 continued to engage this community. ENOEL hosted a series of community engagement events within the [Open Education Cafés](#) series, which merged with the [Pass the Open Education Expert Baton](#) series, helping to increase the diversity of global perspectives on how Open Education can deliver for the public good. For example, we discussed "Higher Education for Good – Teaching and Learning Futures" and the impact of generative AI on Open Education. Increasingly, we are also stimulating conversation around reuse in the Opens. For example, ENOEL members co-designed and delivered the [Embrace the Open](#) workshop series, sharing their materials and workshop plans to enable others to reuse the process and the content.

On a practical level, ENOEL updated the [ENOEL Toolkit](#), a multilingual resource that provides librarians with tools to help raise awareness of the benefits and opportunities of Open Education. It is designed for easy reuse: everyone can reuse and adapt it to their local needs. It is now available in 11 languages, including Dutch, German, Greek, Italian, Norwegian, Polish, Russian, Serbian, Slovak, and Ukrainian, with more translations forthcoming in 2025. ENOEL members also designed playing cards based on the toolkit content to support interactive discussions around the benefits of OE for multiple stakeholders.

The ENOEL also continued work on its own Open Educational Resource (OER), creating an Open Textbook. This OER will reuse and adapt the many resources the ENOEL has produced and combine them with reused/adapted resources from other creators into a single OER. This will also include tools to support creators and reusers for meeting DEI standards in OE.

This year, we also published a new report, '[Understanding the current state of play in Open Education in Europe](#),' which focuses on the state of Open Education (OE) and Open Educational Resources (OER) across European higher education institutions in 2023. It examines the roles, challenges, and benefits associated with OE and OER to help increase the understanding of the current status quo of Open Education in academic libraries in Europe.

### **Leading OER workshops for the CIVICA alliance**

In 2024, a university alliance of ten, [CIVICA](#), the [European University of Social Sciences](#), approached SPARC Europe to lead a series of workshops on Open Education to build capacity in Open Education amongst its community of libraries with both library directors and practitioners. Participants explored the current OE landscape in Europe and discussed challenges and opportunities related to OE and university practices and the importance of collaboration moving forward. They identified the role OE can have in achieving the shared goals of the CIVICA framework and became familiar with Creative Commons licences and some of the challenges and benefits of reuse and adaptation. CIVICA deepened their understanding of OER and how to promote them as an alliance and within their own universities.

## **Connecting the Opens: A new project**



SPARC Europe kicked off a year-long process to see how it can more effectively support a broader open agenda in European Higher Education on a policy and practice level by connecting Open Science and Open Education through the new project [Connecting the worlds of Open Science and Open Education to increase capacity for an Open Europe](#). We have been interviewing senior leaders, from vice

rectors to librarians, based at ten European higher education organisations that work in Open Science and Open Education. We will use these insights to develop a narrative supporting a broader open agenda to feed into a business case for university leaders across Europe. This project enables SPARC Europe to build an evidence base to raise awareness about the advantages of connecting the worlds of open and the risks and opportunities involved in their connection. This will lay the groundwork for exploring the feasibility of SPARC Europe taking on a new role as a centre to connect the worlds of Open Science and Open Education in Europe. Next year, we will explore the feasibility of SPARC Europe taking a more active role in supporting capacity-building in this area at many more universities across Europe.

### 3. Enabling more equity in Open

#### **Striving to enable equity, diversity and inclusion through community engagement**

SPARC Europe consistently strives to enable more equity, diversity, and inclusion in Open, and in 2024, we were invited to speak to this at the OASPA Conference. Equity, diversity and inclusion (EDI) is the core underlying principle of opening access to knowledge for all. Equitable practices can better support and create a diverse and engaged community, which is key to making more widespread, robust and sustainable change in the Opens.

SPARC Europe's Board is geographically and gender-balanced to represent the varied needs of our communities. We partner and join projects discerningly to ensure that we prioritise efforts in initiatives that work towards meeting our own goals and mission for equity. For example, this includes promoting diversity in publishing by focusing on Diamond OA, our work on copyright or through the OA Books Network.

In our daily work, when we act as facilitators and conveners, we take our role of identifying which stakeholders need to be involved seriously, enabling voices from various contexts to be heard, and seeking to maintain gender balance and diversity on a range of levels. We co-create strong Open Educational Practices that facilitate reuse, efficiency and inclusion. This is demonstrated in our grassroots work with ENOEL's aforementioned translations and in our Open Education, Open Access and Open Science larger projects such as DIAMAS, where we help bring together thousands of people from various countries, domains and professions to collaborate through our engagement activities.

## Knowledge for a stronger Europe



SPARC Europe is one of the three partners of the Knowledge Rights 21 (KR21) programme that focuses on bringing about change in legislation and practice across Europe to reinforce everyone's right to knowledge. As a testament to decisive action and results, in 2024, we were thrilled to hear that the Arcadia Fund extended their funding to allow the programme to continue to 2029. This extension enables us to continue to support building a network of national copyright experts in their efforts to reform copyright in their regions, sharing knowledge and

expertise in the key areas of the KR21 programme: rights retention, secondary publishing rights, ebooks, open norms, and contract override.

Notable progress has been achieved in the first phase of Knowledge Rights 21, including 2024. We have spotlighted copyright for research and better access to knowledge, advocating for a “fifth freedom” – the freedom of movement of knowledge – and enabling national-level best-practice reforms via the KR21 strategy, Knowledge for a Stronger Europe. We have collectively built a network of national legal experts in 16 European countries to help make progress on different levels in their countries. Ground-breaking research has been published on key issues such as secondary publishing rights, rights retention, open licensing, and copyright flexibility for research.

As part of our work to engage in rights retention and open licensing policy development, we continued to lead the KR21 Retain Project in 2024. This project intends to accelerate the uptake of rights retention and open licensing to enable researchers to share their work openly. We published a position paper on author rights, Retaining rights in research outputs to enable the open dissemination of knowledge. This position paper highlights key approaches and challenges that authors, researchers, institutions, and publishers can take to facilitate rights retention.

The second phase of Project Retain started in July 2024 and ends in early 2025. SPARC Europe spent time researching rights retention policies in 10 European countries, analysing how these policies differ by jurisdiction and affect author–publisher relationships. A high-level report and ten case studies will be published in 2025.

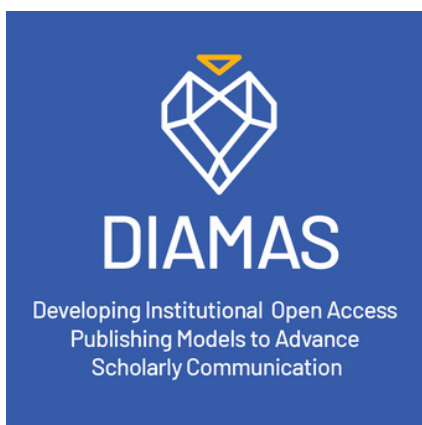
We implemented the following Retain engagement activities:

- Published a webpage, #RetainYourRights, as our launch pad for our call to action campaign for authors, researchers, institutional policymakers and publishers to advance rights retention strategies
- Launched a European Rights Retention Community of Practice as an online collaborative space designed to bring together professionals to discuss and tackle the challenges around rights retention strategies, resulting in over 100 members
- Set up a Rights Retention mailing list to help others stay informed about the latest resources, events, and advocacy opportunities. The list aims to empower researchers and institutions to take control of their works and promote Open Access.
- Started a social media campaign posting information on rights retention and open licensing under #RetainYourRights.

Additionally, we hosted the webinar 'Rights Retention. Emerging differences in policies across Europe', exploring how diverse legislative and policy environments are shaping institutional approaches to retaining rights for Open Access publishing across Europe. We look forward to continuing to improve the non-legislative legal framework for more OA.

## 4. Promoting diversity in publishing Open research and education

### DIAMAS: Advancing Diamond OA publishing in Europe



In January, the [Developing Institutional Open Access Publishing Models to Advance Scholarly Communication \(DIAMAS\)](#) project released an important landscape [report](#) on institutional OA publishers and service providers in the ERA. The publication was a significant milestone for the project and European Diamond Open Access, providing more insights into the European landscape of institutional publishing activities.

SPARC Europe's main focus in this project is sustainability and community engagement. After 18 months of literature reviews, surveys, focus groups and interview-based

research into the financial status and sustainability needs of institutional publishers in Europe as part of the work package SPARC Europe led, the [Institutional Publishing and Institutional Service Providers \(IPSP\) Sustainability Research Report](#) was published in April. This report identifies the sustainability challenges facing Diamond OA publishers and service providers and makes evidence-based recommendations for how public institutions and research funders can help address those challenges.

We also developed and launched the [Diamond OA Sustainability Check tool](#), which helps Diamond OA publishers and service providers conduct self-assessments to gain insights into their financial health to ultimately inform their strategies to strengthen financial sustainability.

As a project partner and responsible for engagement in DIAMAS, SPARC Europe also co-facilitated a series of Diamond OA online events, engaging a total of well over 2,000 people on a variety of topics, including the new DOAS quality standard and sustainability. One event brought over 80 learned society publishers from across Europe together for the first time. They discussed revenue streams for Diamond OA publishing and opportunities to save costs in OA journal and book publishing in the context of the unique circumstances of learned society publishing today. Much attention was paid to co-creation, collaboration and conversation around Diamond OA in 2024.

## 5. Raise the impact of publicly funded research by reimagining the way that Open research is rewarded and incentivised

### Reforming Academic Career Assessment through CoARA

Changes in research assessment policy and practice are fundamental to Open Science progress. SPARC Europe was one of the first to bring together good practices in research assessment to the forefront through case study activities with DORA and the EUA, and this work continues.

This year, SPARC Europe invited a CoARA (The Coalition for Advancing Research Assessment) Board Member to speak to the network of over 20 national OS policymakers it facilitates (CoNOSC) about its progress and relation to Open Science. Here we highlighted CoARA's progress on national levels, including its national chapters. CoARA has a key role in sharing good practices, measuring research assessment progress and impact, and cultural change in research in different countries. Open Science is a horizontal thread that runs through CoARA's efforts. A key message conveyed at the CoNOSC event was that we can accelerate research assessment reform by encouraging governments and funders to use community-owned, shared international open infrastructures in their research assessment. This aligns with our ambitions to increase involvement with the CoARA working group on open infrastructures in 2025 and beyond, depending on the OS priorities of CoARA next year.

## 6. Help sustain the Open infrastructure/service ecosystem

### Strengthening the infrastructure ecosystem for Open Science through SCOSS



SCOSS, a SPARC Europe initiative, is dedicated to securing funding to sustain non-commercial open Infrastructures and strengthening the Open Science ecosystem by fostering collaboration and support through shared SCOSS Family activities..



We extend our gratitude to the libraries and consortia that have continued to fund SCOSS-endorsed infrastructures in 2024. However, recent economic challenges impacted SCOSS in 2024, with funding declining compared to previous years. The SCOSS Board implemented a strategy to engage a broader geographic and sectoral range of library consortia and research funders to address this challenge. The Consortium Task Force is expanding participation by showcasing successful partnerships and creating outreach materials that demonstrate how SCOSS integrates into library workflows to support open infrastructure. Similarly, the Research Funder Task Force is engaging with funders to bolster support for SCOSS-endorsed infrastructures and explore possibilities for funding open infrastructure.

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**6,446,171**

**TOTAL FUNDS PLEDGED**

The total sum pledged encompassing all funding rounds.

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**345**

**INSTITUTIONS THAT HAVE PLEDGED FUNDS**

The total number of institutions that have pledged funds via SCOSS since our launch.

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**19**

**INFRASTRUCTURES FUNDED**

The number of infrastructures that have been, or currently are being, funded via SCOSS.

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The SCOSS Family Community of Practice continues to thrive, bringing organisations together to collaborate, innovate, and share insights. Current efforts focus on operational and service-level collaborations and prioritise enhancing fundraising capacity and strengthening outreach. Related to services, metadata interoperability and process improvement have emerged as critical needs. The new SCOSS Directors' Network offers SCOSS infrastructure leaders a dedicated space to address shared challenges, exchange expertise, and foster strategic collaboration when addressing operations in their organisations. Additionally, the SCOSS Communications Group meets regularly to exchange ideas and share expertise, strengthening advocacy efforts and amplifying the collective voice of SCOSS-endorsed infrastructures.

Late in the year, SCOSS welcomed the next cohort of SCOSS-endorsed infrastructures for Pledging Round 6: African Journals Online (AJOL), Episciences, Make Data Count, and SciPost. These initiatives represent a diverse and essential part of the overall Open Science ecosystem, and we hope the Open Science community will support them from 2025.



## Financially sustaining EOSC over time

SPARC Europe was honoured to be part of a highly experienced group of experts who, over 2 years, worked to outline the context and vision for sustaining the European Open Science Cloud (EOSC) beyond 2027. Our collaborative Final Report presents the main findings of the Financial Sustainability Task Force. It scopes EOSC in a financial sustainability context, outlines eight key principles for sustainably funding EOSC, provides rough cost estimates for EOSC's main components, stipulates financial sustainability requirements on EOSC's future legal entity, and provides information on important further issues relevant to financial sustainability. It closes with recommendations for future work. We were proud to conclude this considerable body of work in 2024 to help see EOSC well into the future.

# Introducing the SPARC Europe Strategy 2025–2028

An important part of the SPARC Europe Board work in 2024 was to develop a renewed Strategy for the next four years. The following provides a summary of our strategy moving forward.

## Vision

Our vision is that European education and research are open by default for the Higher Education community, research, education, industry, and for society as a whole.

## Mission

Our mission is to advance open knowledge by influencing policies that maximise the access and re-use of Europe's research and educational resources. Through convening and collaborating with a variety of stakeholders, we increase the evidence base, share good practices, advocate for policies and initiatives that support inclusive participation in scholarly communication, safeguard open science and open education, and adopt and promote sustainable, longer-term models.

## Core values

We are dedicated to fostering a fair knowledge ecosystem that upholds diversity, equity, and inclusion while securing the future of the opens.

## Goals

1. Strengthen Open Access, Open Science/Research and Open Education policy in Europe and align where possible
2. Help sustain the Opens, i.e. Open Access, Open Science/Research and Open Education, and help make this ecosystem more sustainable
3. Help demonstrate the value of open and measure the impact of Open Science/Research through monitoring
4. Defend the value of open in the face of risking the enclosure of open posed by political and technological developments
5. Better ensure that open knowledge practices are rewarded and incentivised
6. Connect the Open movements of Open Access, Open Science/Research and Open Education

**Read our full [SPARC Europe Strategy 2025–2028](#).**

# Contributors to SPARC Europe

**This work could not have been done without the following individuals in particular:**



**Paola Corti**, Open Education Community Manager, who joined the SPARC Europe team in February 2021, manages the Hewlett Foundation-funded project, which helps implement the UNESCO OER Recommendation. Paola is the always-energetic engine behind the European Network of Open Education Librarians.



**Andrea Davidson** joined SPARC Europe as Communications and Engagement Leader in December 2023. She supports several projects, including the communications for SCOSS and the European Network of Open Education Librarians and the co-ordination of the Open Access Books Network and the Open Science Monitoring Initiative.



**Caroline Fardell** provided administrative support to SPARC Europe. She worked with us since the autumn of 2022 and left for a full-time position elsewhere in 2024.



**Mieke Grooten** has been supporting SPARC Europe since 2017. Mieke built the SPARC Europe, SCOSS, and OpenScholarChampions websites and continues to maintain them and help SPARC with new website needs. Designing things makes Mieke happy.



**Camilla Haycock** started providing administrative support for SPARC Europe in July 2023. She lives in Suffolk, England, and enjoys singing in many choirs and walking her two collie dogs.



**Bianca Kramer** provides SCOSS Community Strategy & Support. She works as an independent advisor, research analyst and facilitator at Sesame Open Science. For SCOSS, she works with participating infrastructures to develop strategies for achieving funding goals. She focuses on strategy & community-building for SCOSS.



**Ignasi Labastida i Juan** has participated in Project Retain, bringing with him his extensive experience in copyright and open licensing. He loves to find solutions to complex problems.



**Rosalie Lack**, SCOSS Coordinator, leads SCOSS Family community activities, manages strategic initiatives and crafts communications to strengthen connections and collaboration. She is an independent consultant with a deep personal commitment to and passion for providing the broadest possible access to knowledge.



**Mariël Lam** designed the current logo of SPARC Europe, SCOSS and ENOEL. She likes the idea of sharing in Open Education and ENOEL to create better opportunities for everyone.



**Iva Melinscak Zlodi** is a scholarly communication librarian at the University of Zagreb. She is involved in Project Retain within the KR21 Programme. She enjoys exploring and discussing the complexities of open science and takes even greater satisfaction in transforming these challenges into practical solutions.



**Vanessa Proudman**, Director of SPARC Europe, is working to make Open the default in Europe. Vanessa tries to make sure that there is a true spark in every SPARC Europe project.



**Clara Riera** has been supporting SPARC Europe with engagement strategy and planning in various projects since 2022. She lives in Barcelona. In 2024, she will continue to contribute to the KR21 Programme.



**Paul Stacey** Connecting opens researcher and advisor working with SPARC Europe to assist with connecting open science and open education across Europe. Paul is a painter, a poet, and outdoor nature lover living in Vancouver, Canada.

**Jon Treadway**, the Founder and Director of Great North Wood Consulting, helped SPARC Europe with various research projects in 2023. He will contribute his analytical skills to more SPARC Europe research projects in 2024.



**Mariska van Harn** and **Robert Pel** have been involved in the financial administration and annual accounts of SPARC Europe since May 2022. They help SPARC Europe extract valuable information from the financials and present that in an efficient, visually appealing way using business intelligence software to help SPARC Europe going forward.



**Robert van der Vooren**, Senior Open Science and Open Education Consultant, joined the SPARC Europe team as an expert member in November 2024 to work on Connecting the Opens. Robert has a deep faith and inexhaustible energy for international cooperation.



## Thank you for supporting our work!

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