Minutes of the
# EOSC Association AISBL
10th General Assembly Meeting
Antwerp, 27-28 May 2025
[Released 30/06/2025]

Date/Time:	27 May 2025, 13:00 – 18:00 28 May 2025, 09:00 – 13:00
Location:	Radisson Blu Hotel, Antwerp City Centre *Koningin Astridplein 7, 2018 Antwerp*
Chair:	[KL] Karel Luyben (EOSC-A) Karel.Luyben@eosc.eu
Secretary:	[UG] Ute Gunsenheimer (EOSC-A) Ute.Gunsenheimer@eosc.eu
Election Committee:	Marek Cebecauer, J. Heyrovsky Institute of Physical Chemistry of the Czech Academy of Sciences Tanja Friedrich, Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)
Invited Guests:	Representatives of the European Commission (EC) and the EOSC Steering Board (EOSC-SB)
Delegates and Observer Representatives:	The participants list is provided in Annex 1.
Date of Production:	30 June 2025
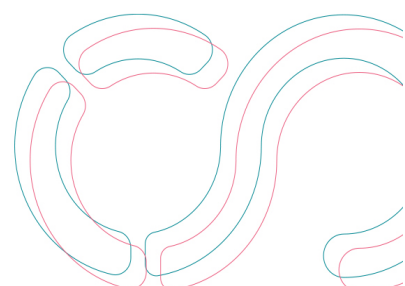
<u>Tuesday, 27 May 2025</u>

12:00   Arrival / Registration / Sandwich lunch

Registration opens and all participants are requested to sign the registration list. All participants received a personalised welcome package, including the agenda, participants list, and their name badge. Delegates are provided with voting slips; those holding proxies of other Member organisations are provided with additional voting slips. During the sandwich lunch participants make use of the first networking opportunity.

<u>Part I</u>

13:00   Item 01: Welcome and opening of General Assembly meeting #10
             Karel Luyben [KL], President, EOSC-A (Information / 10')

KL opens the meeting by inviting the Board of Directors to take a seat on the stage.

- KL gives instructions on the practical aspects of the meeting, and on the process for delegate voting.

- A quorum of 78 delegates is noted as being met; the five items on the agenda to be voted on are reviewed; and the two members of the election committee, who will monitor the voting and count the votes, are introduced as Marek Cebecauer (CAS) and Tanja Friedrich (DLR).

13:10   Item 02: Adoption of draft agenda
             Karel Luyben, President, EOSC-A (Decision / Open voting / 5')

KL reviews the agenda for the delegates, and no questions are raised.

> The agenda is unanimously adopted.

13:15   Item 03: Admission of new Members and Observers of the Association, incl. short presentation of new organisations
             Kamran Naim [KN], Director, EOSC-A, and representatives of the Provisional Members and Observers (Decision / Open voting / 20')

Paper A: New Members and Observers

KL reviews the composition of the EOSC-A membership, which includes 156 Members—of which 28 are Mandated Organisations—and 95 Observers. Indirectly, the EOSC-A membership reaches 3,822 organisations, including 259 organisations outside of the EU. KL estimates that, after accounting for double counting, EOSC-A has some 2,000 stakeholders in Europe that can be reached through the EOSC-A membership.
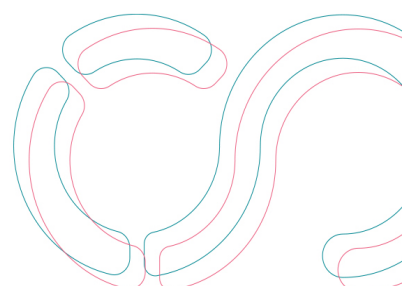
KN takes the floor to review changes to the EOSC-A membership since the November 2024 GA. One Member has resigned in order to re-apply as an Observer:

- Conference of European Schools for Advanced Engineering Education and Research (CESAER), Belgium (applicable as of 2026)

At this point in the meeting it was noted that French Member organization CEA, the Commissariat à l'Energie Atomique et aux Energies Alternatives, had likewise resigned its membership, but the record was corrected by the CEA delegate during the Q&A who informed the GA that CEA had not officially made such a request after all.

One Member has resigned due to dissolution of their organisation:

- The Governmental Agency for Information Technology Development (KIFU), Hungary (applicable as of 2025)

There were four resignations among Observers:

- Institute for Development of Information Society (IDSI), Moldova (applicable as of 2026)
- Łukasiewicz Research Network – Institute of Innovative Technologies (EMAG), Poland (applicable as of 2026)
- Rasdaman, Germany (applicable as of 2026)
- Spanish Center for Pulsed Lasers (CLPU), Spain (applicable as of 2026)

Three new Member applications were received:

- European Paediatric Translational Research Infrastructure (EPTRI), Belgium
- KTH Royal Institute of Technology (KTH), Sweden
- Pro-M Professzionális Mobilszolgáltató Zártkörűen Működő Részvénytársaság (Pro-M), Hungary

And two new Observer applications were received:

- Europlanet Association (Europlanning), Belgium
- Vilnius University (VU), Lithuania

Representatives from the five organisations then present their organisations and their motivation for joining EOSC-A.

KN requested applicants to leave the room while voting on the new applicants takes place.

> It is first agreed by the GA to vote all five applicants in as a batch. The vote is then taken to admit the five applicants, and they are admitted unanimously.
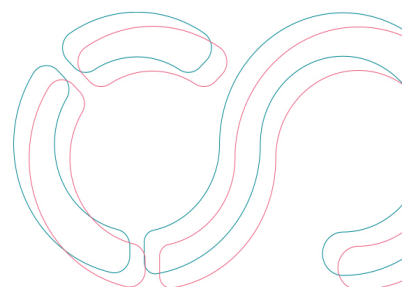
KN welcomes the applicants back into the GA, now in their new capacity as official Members and Observers.

13:35 **Item 04: Interim report of the President and the Secretary General**
Karel Luyben, President, EOSC-A
Ute Gunsenheimer [UG], Secretary General, EOSC-A
(Information / 30')

Paper B: Interim report

KL begins the presentation by explaining that the report follows the structure of the Work Plan adopted by GA#9.

The Tripartite Collaboration and Horizon Europe EOSC Partnership:

- KL presents a timeline of the main activities of the Tripartite Group since the November 2024 Tripartite Governance meeting in Budapest, noting that the Tripartite Group meets every two to three weeks to move the Federation build-up forward. The timeline includes the thorough and open process by which the 13 candidate EOSC Nodes were selected, the progress made in the build-up phase of the EOSC Federation, and the launch and subsequent activities of the EOSC Federation Build-Up Group. KL introduces the Build-Up Group co-chairs, Bob Jones of CERN/EOSC-A and Matteo Zanaroli of ICSC.

- KL notes the highlights of the Tripartite Governance's 25 March meeting in Krakow, including the Tripartite's endorsement of the EOSC-A board-drafted opinion paper, "Why EOSC is pivotal to European Competitiveness" and the public release of the EOSC-A-led first edition of the EOSC Federation Handbook. KL reviews the major points of the Tripartite Governance's opinion paper, and encourages the delegates to share the document with their stakeholders and decision-makers in order to maximise its potential as a political tool.

- KL recaps this year's consultation to update of the MAR 2026-2027, which introduces the "four strategic pillars" concept for organising the SRIA going forward. KL also brings the GA up to speed on EOSC-A's Additional Activities reporting. Notable is that all validated and projected Member in-kind contributions through 2025 add up to €1.3 billion in Additional Activities, with 60-70% of the Members reporting, and thus far exceeding the 2030 target amount of €500 million, and which indicates the high level of activity in the countries.

UG takes the stage to continue the presentation of the report.

- UG reviews the updates to the EOSC Partnership's Monitoring Framework and the progress made on the Partnership KPIs; the procurement of EOSC-A's new Data Management System, EOSC-SCOPE; progress made on the EOSC Macro-Roadmap; and calls the GA's attention to the five National Tripartite Events held since GA#9, including

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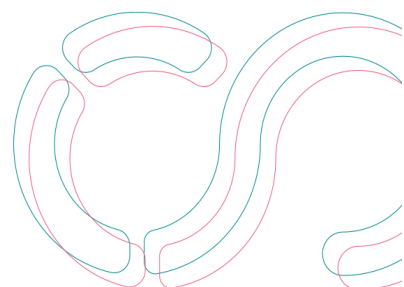
in Slovenia, Greece, Poland, Croatia and the Czech Republic, with a sixth forthcoming in September in Paris.

UG moves onto the second part of the report: Working with the INFRAEOSC Projects:

- UG reviews the EOSC Winter School 2025, noting that the results of the three-day meeting held in January in Seville can be found in the report published on eosc.eu. The annual Winter School was the origin of and is now organised around the EOSC Opportunity Area Expert Groups (OAEG), volunteers mainly working in the projects and others collaborating on common interests.
- Relative to the ongoing co-branding effort, UG notes that all of the 2024 projects have adopted the EOSC co-branding guidelines, which strengthens the EOSC Partnership by making it immediately identifiable among the 50 or so other Partnerships.
- Addressing the return on investment within the Partnership for the EOSC-A membership, UG points out that while one-third of the beneficiaries of HE INFRAEOSC projects 2021-2024 are EOSC-A Members or Observers, the funding distribution within the INFRAEOSC projects favours the EOSC-A membership 60/40 over non-members, with a total distribution of 133.7 MEUR to EOSC-A Members and EOSC-A.
- UG notes that the EOSC Gravity project held a handover meeting the previous day with EOSC Focus, and that the new project will kick off on 01 June 2025.

UG hands over the floor to EOSC-A Director Sara Garavelli [SG] to address plans for the EOSC Symposium 2025

- SG announces that the meeting will take place in Brussels, lunch to lunch on 03-05 November, and that the meeting will serve as the official launch of the EOSC Federation.
- SG shows a draft overview of the three-day programme and describes the registration process, which will be different from last year. The first round will be via targeted invitations pre-summer, which will include one registration per EOSC-A Member, and the second round will be a public registration from mid-September.

UG takes the floor again for part three of the report, Inside the EOSC Association:

- UG notes that the three new Board members for 2025 have taken on positions as Task Force board liaisons, and that the first Task Force deliverable on EOSC AAI architecture has been published.
- UG notes the existence of an ongoing collaboration between the European Health Data Space and EOSC-A.
- Moving on to EOSC-A's work with its membership, UG highlights the EOSC-A Country Pages on eosc.eu, where country-level information is collected, and the forum for EOSC-A's Mandated Organisations, where she highlights the Swiss initiative to collect best practices for developing national nodes among the countries. UG then describes the other four member forums and their recent activities aimed at sharing information with the membership.

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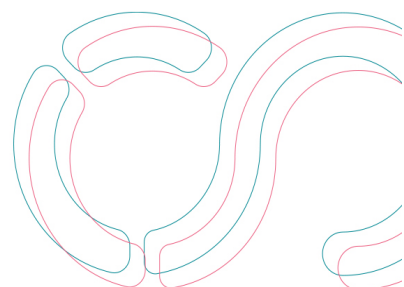
- UG introduces the EOSC-A Gender Equality Plan, published in February 2025, and notes that the membership can contribute to meeting these goals by considering gender balance in appointing delegates and representatives.
- UG notes that the EOSC-A Board of Directors has met 19 times since GA#9, and then introduces the EOSC-A Search Advisory Committee formed in advance of the anticipated Board election at the fall/winter General Assembly where three vacancies will be filled.
- UG updates the GA on staffing and other capacity-building activities within the Secretariat, including the naming of former director Bob Jones as EOSC-A's Special Envoy for the EOSC Federation.
- Finally, UG reviews the analytics and reach of the EOSC-A communication channels, including eosc.eu, the monthly newsletter, social media and the EOSC Forum, highlighting especially the growing significance of the newsletter.

UG opens the floor to questions.

- Cathrin Stöver of GÉANT requests clarification on the "competition" among HE Partnerships. UG clarifies that the competition is for attention and awareness among the 50 or so Partnerships, some of which may be seeking continuation.
- A delegate asks whether EOSC-A has collected information on other dimensions of inclusion aside from gender. UG replies that EOSC-A has so far restricted the initiative to gender.

14:05   Item 05: Annual accounts 2024, discharges of the Board of Directors and Auditor
         Klaus Tochtermann, Director and Treasurer, EOSC-A
         Geert Keunen, VRC Auditors
         (Decision / Open voting /20')

Paper C: Annual accounts 2024 and audit report

KL introduces EOSC-A Treasurer Klaus Tochtermann [KT].

- KT delivers the report on budget realisation for 2024, resulting in a profit of 328 644 EUR.
- KT explains that the reasons for the surplus include:
  - Consultants did not use maximum hours and less expensive staffing;
  - Underspend on communications due to EOSC-A internalising costs that were originally planned as external;
- Fewer travel costs resulting from fewer face-to-face Tripartite meetings and the reduction of the number of Task Forces to four from a budgeted number of 13.

KT introduces EOSC-A's auditor, Geert Keunen [GK] of VRC Auditors, who declares the auditors' opinion is unqualified with no comments, and that the report is a true and fair view of the financial position of EOSC-A and of the financial result of 2024. GK also notes there are no
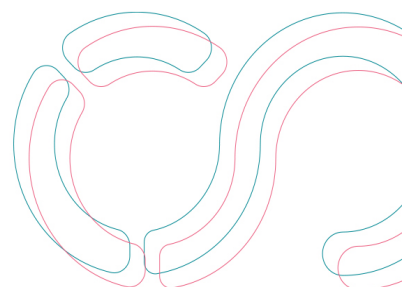
comments or infractions relative to the EOSC-A's compliance with internal accounting regulations and bylaws.

Q&A

KL opens the floor to questions, and there are no questions. KL proceeds to voting.

- Approval of annual accounts 2024: unanimous "yes" vote.

- Discharge the EOSC-A Board of Directors: unanimous "yes" vote.

- Discharge of auditor GK of VRC: unanimous "yes" vote.

Part II - Elections

14:35   Item 06: Election of new President incl. short presentation of candidate
          Karel Luyben, President, EOSC-A (Decision / Anonymous voting / 70')

Paper D: President candidacies

KL explains that while he was elected as EOSC-A president for a three-year term, he had only made a personal commitment of two years. After two years he was asked by the Board to continue and did continue for half a year before stepping down six months prior to the end of his term. Thus, an open call for candidacies was issued.

KL introduces the sole candidate for president, Klaus Tochtermann.

KT reviews his long history of involvement with EOSC, beginning in 2015, and outlines his priorities for EOSC-A, including:

- The successful transition to a post-2027 EOSC;

- Further development of EOSC-A in its role as the voice of community;

- To ensure the needs and wants of the community are reflected in the future governance model of EOSC and the EOSC Federation;

- Ensure that EOSC produces tangible benefits for researchers in Europe.

KL states that according to the EOSC-A articles of association and internal regulations, KT, if elected, can only serve the one-and-a-half years remaining in his second term as an EOSC-A director. KL then gives the floor to UG.
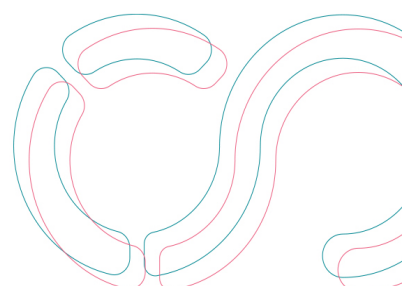
UG explains the voting procedure, which will take place via paper ballots dropped off in ballot boxes. UG states that a two-thirds double majority (of the Mandated Organisations present or represented, and of the Members present or represented) is required to elect the president.

UG then reveals that a collective artwork will be produced for outgoing president KL during the extended coffee break following the voting. UG introduces the artist, Nicky Myny, who explains the process to the GA.

14:45   Casting of votes and extended coffee break

During the extended coffee break, the delegates and guests contribute to the collective artwork and then reconvene in the plenary room for a group photograph.

15:30   Item 06 continued: Presentation of election results
         Karel Luyben, President, EOSC-A

KL thanks the election committee and reveals the results of the election, which is a 100% yes vote for President-Elect Tochtermann.

	Represented at GA#10	Total votes	Yes	Abstain	No	Cast votes	Elected
Mandated Organisations	27	24	24	0	0	24	YES
Other Members	102	102	99	3	0	99	YES
Total Members	129	126	123	3	0	123	YES

KL invites KT to the stage to accept the office of president, and KT thanks the GA for their trust.

KL invites the election committee to leave the stage, and then a ceremonial handing over of a ship's steering wheel takes place between KL and KT. It is explained that the official transition of the office will be on 01 July 2025.

Part III

15:45   Item 07: Status update on building up the EOSC Federation
         Bob Jones, Special Envoy for the EOSC Federation, EOSC-A (Information / 50')
Paper E: Update on the evolution of the EOSC Federation

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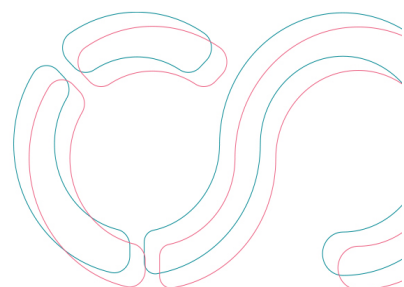
Bob Jones [BJ], EOSC-A's special envoy for the EOSC Federation, takes the stage for an overview presentation of the status of the EOSC Federation.

- After reminding the GA of the guiding principles for building the EOSC Federation, BJ previews the expected status of the Federation by the time of its anticipated launch at the EOSC Symposium in November 2025.
- BJ then gives a quick recap of the Tripartite Group's nearly 10-month process for sequencing the rollout of the 13 first-wave candidate EOSC Nodes, explaining that subsequent Nodes will be onboarded via a simpler process currently being designed.
- A timetable of the deployment of each of the 13 candidate Nodes and the EU Node is presented, demonstrating that some will take longer than others to deploy. BJ explains how the 50 or so scientific and infrastructure use cases proposed by the Nodes will in some cases overlap and require cooperation across Nodes.
- BJ introduces the structure of the EOSC Federation Build-Up Group, including the co-chairs, who are himself, BJ, and Matteo Zanaroli of ICSC. BJ then drills down into the four workstreams (capabilities, resources, science and governance) of the 15 technically-focused sub-groups and classifies the current status of each as either "established" (endorsed by the Build-Up Group, with a mandate and objectives for 2025), "in preparation" or "scheduled for September". BJ explains how the sub-groups will liaise with the ongoing work of the large body of experts in the EOSC-A Task Forces and the EOSC Opportunity Area Expert Groups.
- BJ mentions a simple Memorandum of Understanding being developed to bind the Nodes in a cybersecurity arrangement signalling the early stages of a governance structure for the Federation as a whole.
- BJ also explains that participation in the sub-groups has been kept deliberately restricted to nominated representatives from the Nodes due to the very specific and short-term deadlines assigned to them. BJ says the sub-groups are temporary, with their remit to be reviewed at the end of the year.
- Finally, BJ reminds the GA that the EOSC Federation Handbook was published in March, and that this volunteer effort led by EOSC-A is being used to guide the deployment of the candidate Nodes. BJ notes that the Handbook has established KPIs to be used by the Build-Up Group to monitor the Federation's development. BJ explains that the Handbook will be updated already later this year in response to the early experiences of the candidate Nodes.
- BJ describes the next steps for the Federation as the 17-18 June face-to-face Nodes workshop in Krakow; informing the new EU projects; finalising the MoU; and revising the Handbook.

Q&A
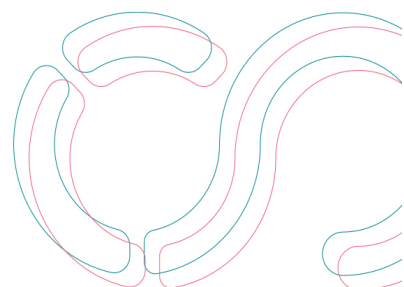
The Q&A takes the form of a panel discussion with three of the coordinators of the 13 candidate EOSC Nodes:

- Petr Holub [PH] of BBMRI (a thematic node)
- Aneta Pazik-Aybar [APA] of NCN representing EOSC-PL (a national node)
- Yann Le Franc [YLF] of EUDAT (an e-Infra node)

The panel discussion is guided by the following questions posed by BJ to each of the panellists.

- What are the objectives of your node?
- What do you see as the advantages for your community in forming a node?
- What challenges are you facing in setting up your node?
- What advice would you give to those organisations considering proposing a node in the future enlargement of the federation?
- How do you see the role of the EOSC Association in the development of the Federation beyond the build-up phase?

The audience is encouraged to ask their own follow-up questions after each set of responses. Audience questions to the panel included:

- Establishing a Node is an expensive process: what is the value a Node brings and what value does it gain?
- What would you do differently?
- How do you manage the diversity of Nodes?
- Open Science is not confined to EOSC—how can EOSC go beyond its borders and engage with the "long tail of science"?

In the discussions prompted by the questions, the audience gains a deeper understanding of what the EOSC Federation is, the value proposition it represents, insights into what is being built at the moment and how the Federation will grow over time.

The importance of the EOSC Association as the coordination and support centre of a future participatory form of governance is agreed by all three panellists.

16:35   Item 08: EOSC post-2027 – Mandate to follow-up on the proposals described in the Opinion Paper
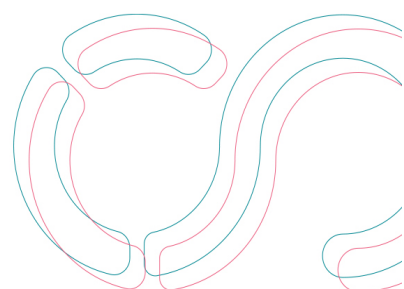
Karel Luyben, President, EOSC-A (Information[1] / 30')

KL takes the floor to ask for the GA's support for the EOSC-A Board to continue discussions with the EC and Member States based on the proposals described in Paper F. KL clarifies that the original agenda Item 08, distributed in advance to the General Assembly and which referenced a vote to approve the EOSC-A Board's Opinion Paper, was incorrectly worded. In response to questions from the GA, Item 08 was revised to make it clear that approval would only be sought "to follow-up on the proposals described in the Opinion Paper", that is, to continue the discussion already begun with the EC.

KL notes that in order to give voice to all the concerns relative to the Opinion Paper Day 2 has been dedicated to this topic. (Ultimately, it was agreed that no vote would take place on Item 08.)

- KL makes an exhaustive review of the nearly three-year history of the discussions between EOSC-A, the EC and the Member States concerning the post-2027 future of EOSC. The discussion, KL notes, began at the urging of EOSC-A with a face-to-face meeting on 04 July 2022.

- For context, KL displays the anticipated timeline for the proposal and implementation process for the EU's next Multi-Annual Financial Framework and a possible FP10.

- KL reviews the various governance and funding models and instruments that have previously been under discussion among the Tripartite and within the EOSC-A GA.

- KL reviews the five tasks for sustaining EOSC as agreed by the Tripartite Governance; and KL explains the Paper F proposals for EOSC-A's role relative to each of the five tasks and why EOSC-A is best-suited to these roles.

- KL states that while the Tripartite has agreed to create an EOSC Federation of Nodes, it has not agreed on how it will be managed and financed. KL proposes that the Federation will not manage itself, and that there are no other organisations in Europe as devoted to EOSC and as unbiased relative to the choices to be made as EOSC-A, which has as its mission only to serve the community's best interests.

- KL presents the two-layered structure (governance and executive) of a proposed Federation Management Organisation (FMO): a governance layer of a non-executive steering board with representation from EOSC-A, the EOSC Nodes, the EC and the Countries; and an executive management layer responsible for the daily operations of the EOSC Federation and management of its contractual and collaboration framework.

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[1] *Item 08 was originally on the agenda as a decision item, but in the course of the following discussion it was agreed to make it an information item only.*

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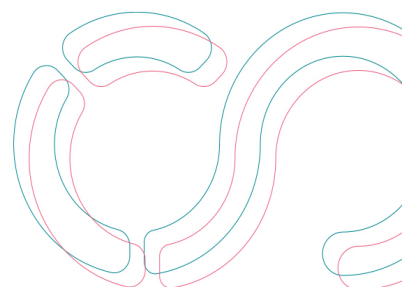
KL also presents the short-term and long-term financing models for the proposal along with the estimated annual costs of each of the five tasks.

Q&A regarding Part III

In the Q&A, the following issues were raised by the GA participants:

- Is it necessary to create another legal entity?

- Should we first go through the discussions planned for tomorrow before agreeing on a way forward?

- What is the division of responsibilities between EOSC-A and the EOSC-A membership in this model? If Members are part of the governance then how should a procurement be conducted such that the Members are not excluded?

- How will EOSC-A evolve as a member-based organisation in this model? Will EOSC-A act as an executive agency, receiving funding from the EC to pass onto others?

- Could the creation of an additional legal entity inside EOSC-A lead to less agility rather than more agility?

It is acknowledged by KL that in the proposed scenario EOSC-A would need to evolve. KL also emphasises that the search for a model is still wide open, and is a discussion ultimately led by the EC and the Members States, but that the EOSC-A Board saw the opportunity to present a concrete proposal on behalf of the EOSC community based on the many discussions that had already taken place both among the Tripartite and within the Association. KL also states that EOSC-A will follow-up on the input of today and tomorrow and the item will come back to the GA.

KL concludes that the item will not be voted on until the full discussion among the delegates has taken place on Day 2 of the GA. (Ultimately, on Day 2 it was decided not to hold a vote at all.)

UG takes the floor to brief the participants on the evening's networking dinner and schedule of events, including instructions for contributing to a selfie-populated photo book for outgoing president, KL.

17:15   Item 09: Appraisal of outgoing President

Outgoing president of EOSC-A, KL, is commemorated for his many years of service to the vision of EOSC.

- The ceremony opens with remarks from EOSC-A Vice-President Marialuisa Lavitrano [ML], who describes the occasion as "a deeply emotional moment". When KL was elected
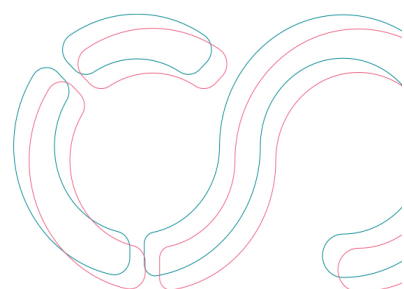
president of EOSC-A in 2021, "the vision of EOSC was clear, but the path ahead was complex," said ML.

- ML states that under KL's firm and constructive guidance, EOSC evolved from an ambitious idea to a "structured, collaborative, and operational ecosystem". ML explains that this gave rise to EOSC-A as the legitimate voice of the community and a trusted partner of the European Commission in the co-programmed Partnership for EOSC.

- In recognition of his faithful and long-standing service, ML conferred upon KL the title of President Emeritus of the EOSC Association.

- KT takes the stage to thank KL for his "leadership, time, and heart". Highlighting both KL's extensive contributions and distinctive personal traits, KT describes KL as "a man who has shaped the data landscape in Europe like no other. "Without you, EOSC might have remained just another nice idea," KT concluded. "With you, it became a real European community-driven infrastructure."

- As a final tribute, artist Nicky Myny unveiled the collaborative portrait of KL created during the earlier coffee break by the GA participants. The ceremony concluded with a standing ovation and champagne toast to mark the end of a defining era marked by KL's strong legacy and remarkable leadership.

KL takes the floor to express that he is not only surprised, but flabbergasted.

- KL then thanks all the participants for their collaborative gift and the testimonials from ML and KT.

- KL gives a short history of his personal involvement with EOSC and its origins in his early days as a professor at the Delft University of Technology. KL then details how the EOSC Association came into being as the legal entity representing the EOSC community in a new Partnership with the EC.

- KL thanks EOSC-A board members past and present, and reserves a final thank you to EOSC-A's Secretary General Ute Gunsenheimer.

18.00   End of meeting Day 1
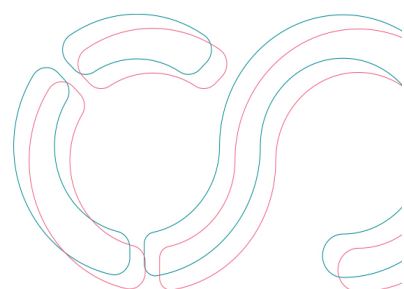

Wednesday, 28 May 2025

Part IV

9:00   Start of Day 2

9:00   Item 10: The Future post-2027 – Introduction to breakout sessions
          Karel Luyben, President, EOSC-A

3 parallel sessions discussing the proposal of the EOSC-A Board presented in the Opinion Paper on EOSC post-2027

KL opens the meeting by declaring that there will be no vote on Item 08 since the previous day's discussion showed that this would be premature.

KL then frames the upcoming parallel sessions as an opportunity to collectively define EOSC-A's boundary conditions for the discussions concerning the future of EOSC post-2027. KL then gives three examples of possible boundary conditions.

KL then reviews the five tasks, requesting that the breakout discussions focus on EOSC-A's role relative to Task 2 and Task 4 only.

UG takes the floor to review the instructions for dividing into three breakout groups, and introduces the moderators, supporters and note-takers. Rapporteurs are to be appointed by the individual groups.

KL takes the floor to introduce the topics of the three sessions:

09:30 – 10:00 Reflections on the role of the EOSC-A in the 5 Tasks

10:00 – 10:30 Reflections on the proposal of the EOSC-A Board on how to organise the management of the EOSC Federation (focused discussion on Task 2, including feedback on governance and financing mechanism)

10:30 – 11:00 Reflections on the role of the EOSC-A Members in the 5 Tasks

The participants break out into the three rooms designated for the group sessions according to designations on their name tags.

11:00   Coffee break / start of editorial work by moderators / rapporteurs

11:30   **Item 11: EOSC Focus / EOSC Gravity / EOSC United**
Ute Gunsenheimer, Bob Jones, Project Coordinators (Information / 30')

Paper G: Achievements and way ahead

KL again clarifies to the GA that there will be no vote on Item 08 today and gives the floor to UG.

- UG states that the EOSC-A-coordinated EU project EOSC Focus will end on 31 May 2025, while its successor project EOSC Gravity, also coordinated by EOSC-A, will begin 01 June 2025. Also, the EOSC-A coordinated EOSC United will begin in September with Bob Jones as coordinator.

- UG reviews the key achievements of EOSC Focus and how some of those will be handed over and sustained via EOSC Gravity and EOSC United. After describing the full-day EOSC
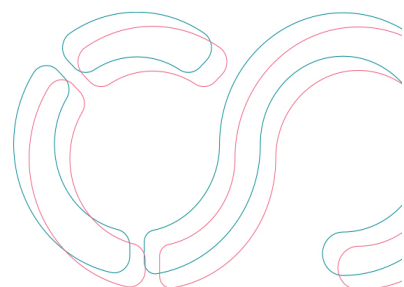
[Focus – EOSC Gravity handover meeting](link) held two days prior, UG explains some of the key differences between the two projects, in particular the cascading funding mechanisms in EOSC Gravity.

- UG gives a full overview of the EOSC Gravity project, which has the mission to support the transition of the EOSC Partnership into its new governance and funding framework.

- UG details the project participants and the project's objectives and Key Exploitable Results. UG emphasises the opportunities in EOSC Gravity to adapt the project to the evolving needs of EOSC-A and the EOSC Federation.

BJ takes the floor to present EOSC United, which has the mission to anchor the European research community in the EOSC Federation and to grow the Federation, including through support of the EOSC EU Node.

- BJ reviews the project's partners and work package structure, which he states is focused on coordination and support and includes no technology development or R&D, but rather is planned to put the EOSC Federation on solid ground.

- BJ highlights that United will deploy four use cases inside the Federation, with additional use cases adopted halfway through the project.

- BJ looks at the project's timeline, which is strategically aligned with the build-up phase of the EOSC Federation, and reiterates UG's point that United also will require flexibility to evolve together with the decision-making guiding the Federation's future.

12:00	Item 12: Reporting from breakout sessions
	Moderators of breakout sessions
	(Information / 30')

KL introduces the rapporteurs from the morning's breakout sessions: Sally Chambers of DARIAH-EU, Jiři Marek from Masaryk University, and Miguel Rey Mazón of TU Graz. Summaries of the breakout sessions, used to define the Association's boundary conditions for further discussions relative to its future post-2027, are as follows:

**Most important common findings of the breakout sessions**

- The community stands united in its desire to lead the discussion within the Tripartite.

- It is acknowledged that the Federation requires active management at both operational and strategic levels to function effectively.

- The ongoing development and innovation of the Federation are best overseen within established Federation governance structures.
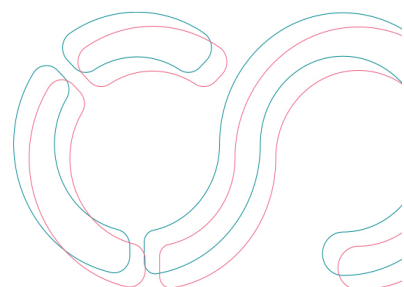
- EOSC-A is the most devoted and unbiased organisation in Europe relative to the future governance of EOSC; EOSC-A's role lies in supervision, quality assessment, strategic guidance, and ensuring that the EOSC Federation evolves with user needs.

- Key to that division are the delineated tasks of running the basic operations of the Federation and that of driving the innovation and capacity-building essential to the Federation's long-term sustainability.

- Further discussion is needed as to how the Association could evolve in order to serve as both a management organisation and as the voice of a member-based organisation within the emerging legal framework of an EOSC Federation of Nodes.

Session 1: Reflections on the role of EOSC-A in the 5 Tasks

- The EOSC Association is strategically positioned to contribute to the future development of the EOSC Federation, particularly through lightweight operational support under Task 2 and by guiding innovation under Task 4. Its continued involvement in advocacy, communication, and policy development through Tasks 3 and 5 remains important. EOSC-A is encouraged to carefully consider the implications of taking on a funding role and reflect on whether this aligns with its mission and capabilities. Likewise, operating the EU Node (Task 1) would compromise its neutrality and create potential conflicts of interest.

- Governance structures for Tasks 2 and 4 could be suitably integrated within the Federation framework. As EOSC evolves beyond 2027, it is expected to become more inclusive, particularly to accommodate smaller organisations and underrepresented groups such as universities. The current misalignment between EOSC-A and EC-funded projects needs to be addressed to ensure better coordination and impact.

- Financial sustainability remains a challenge, as project-based funding is not stable enough to support core operations. There is a need for a clear business model to define how resources are allocated and compensated, along with more consistent contributions from Member States. However, over-reliance on Member State funding could reduce innovation and flexibility. The legal frameworks for such contributions, including options like framework partnership agreements and cascading grants, remain undecided.

- The Federation must broaden its concept of innovation to include the development of policies, standards, and services, not just data sharing. Successful integration with thematic communities and national infrastructures is crucial. To ensure interoperability and relevance, EOSC must align closely with European Data Spaces and other initiatives such as AI and HPC infrastructures.

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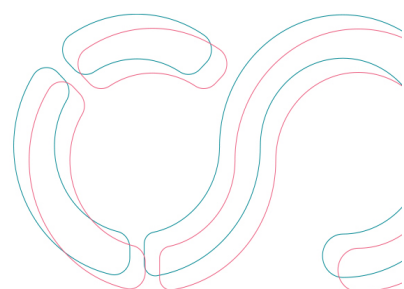
- There are significant risks to consider. Handling large budgets could introduce conflicts of interest and legal liabilities, while a centralised or bureaucratic Federation model might reduce community engagement and trust. Current project-based mechanisms like INFRAEOSC are not sufficient to build a sustainable long-term structure.

- Looking ahead, EOSC-A's role is expected to focus on supervision, quality assurance, and strategic oversight. It must help ensure the Federation remains responsive to user needs and aligned with broader European interoperability goals. A clear long-term roadmap is essential, with opportunities for broad community participation. Close cooperation with the European Commission and Member States will be critical to establishing a robust and sustainable operational model for EOSC after 2027.

Session 2: Reflections on how to organise the management of the EOSC Federation

- Effective governance of the EOSC Federation requires inclusive representation that goes beyond node operators to involve Member States, broader EOSC-A members, users, and the wider research community. A participatory, consultative model is favoured to ensure that technical and financial contributions are balanced with policy and user interests. Proposals such as a "Board of Nodes" or "Node Forum" could offer a structured way for infrastructure operators to contribute formally, but there is concern that current governance models may not give sufficient voice to non-node users.

- From a legal and structural perspective, the idea of creating a limited liability company for operational tasks has raised concerns about legitimacy and inclusivity. An alternative proposal suggests modifying the existing AISBL structure of EOSC-A to include an operational arm, thereby maintaining unity while adapting for function. The ERIC model, as used in OPERAS, is also cited as a viable hybrid, combining scientific organization membership with Member State influence through open governance seats.

- Operational strategies could benefit from more actively drawing on the technical expertise already present among EOSC-A members. A model in which members provide compensated services could avoid outsourcing and strengthen community involvement. There is also support for evolving EOSC-A into a more professional executive body with a CEO to lead coordination, roadmap execution, and operational oversight. However, it remains essential to clearly distinguish operational responsibilities from innovation and strategic planning functions.

- National engagement and funding are critical for long-term sustainability. Early dialogue with Member States is needed to determine which governments are willing to participate and invest in the Federation. A compelling, transparent business model must show how Member State contributions translate into real governance influence and benefits. Importantly, funding streams for innovation and operations should be separated, allowing Member States to support the areas that align with their national priorities.
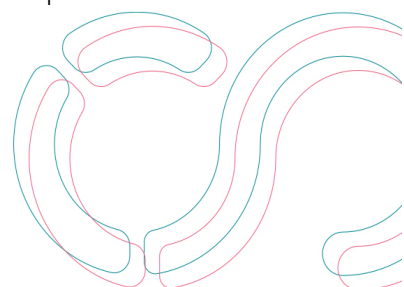
- There is also a call for more clarity around the role of the Federation Management Organisation, which should have a well-defined scope that complements rather than overlaps with EOSC-A's mandate. Additionally, EOSC's connection to broader initiatives such as the Common European Data Spaces must be strengthened to maintain interoperability and strategic relevance.

- Risks include the potential for overly complex governance structures that alienate parts of the community and a loss of buy-in if only Node operators are given influence.

- Better communication and transparency are needed throughout this transition period, especially ahead of the anticipated extraordinary General Assembly proposed for September[2], which will be critical for reviewing and refining the governance model following the anticipated release of the draft Multiannual Financial Framework in July and the advancement of the EOSC Steering Board's opinion on the future governance of EOSC.

Session 3: Reflections on the role of the EOSC-A members in the 5 tasks

- The future success of the EOSC Federation relies on resolving key challenges in governance, innovation, funding, and user engagement. Task 4 is widely seen as the cornerstone for driving innovation, but its scope must be expanded to include disruptive technologies, not just the advancement of existing solutions. Innovation could also consider how services developed externally are effectively integrated into the Federation. Thematic and non-national nodes, which enable cross-disciplinary collaboration, require more structural support within the Federation model.

- Funding mechanisms, particularly the use of cascading grants, offer flexibility but come with risks when applied to operational tasks. There is still uncertainty around whether EOSC-A Members can apply for these grants, and how operational costs could be distributed—either through node contributions or broader member fees. A more transparent and capability-based funding model is needed to ensure sustainability and fairness.

- Closer alignment with European initiatives such as Data Spaces, AI Factories, and EuroHPC is essential to ensure complementarity and avoid duplication. A stronger policy and governance framework is required to support this integration, with the Funders Forum potentially playing a larger role in securing Member State commitment and long-term funding alignment.

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[2] The extraordinary GA proposed during the meeting for September is now expected to take place on 10 October 2025.
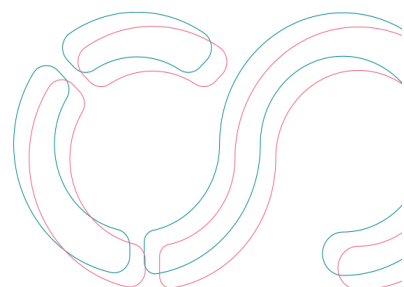
- Members of EOSC-A are especially motivated to engage in Task 4 and continue to value their involvement in advocacy and policy development through Tasks 3 and 5. Some also seek more influence over the EU Node's direction under Task 1, though better collaboration between EU and national nodes is needed to streamline processes and improve service accessibility.

- Finally, broadening participation beyond traditional actors would be valuable. Including non-node contributors such as libraries, students, and support services could enhance diversity and relevance. Likewise, incorporating systematic user feedback into service development may help ensure that the EOSC Federation remains user-oriented, inclusive, and responsive to the evolving needs of the research community.

12:30   AOB
Wrap-up / Session for open discussion / Closing

KL opens floor for final questions and remarks. These included discussions on:

- Next steps for the evolution of EOSC-A, in which KL repeated the possibility of an Extraordinary General Assembly to be held following the anticipated release of the EU's Multiannual Financial Framework in order to consolidate the feedback from today's discussion in the context of the latest information from both the EC and the Member States.[3]

- The EOSC Steering Board survey to determine costs for the 5 Tasks.

- The immediate need to safeguard research data in the current political climate.

- EOSC-A's choice to forego direct engagement with researchers and its choice not to expend resources on certain types of social media.

12:40   Lunch / End of GA #10

KL thanks the participants for contributing to his gift and to his farewell party, and closes the EOSC-A 10th General Assembly by inviting the participants to join the lunch.

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[3] The Extraordinary GA is now planned for 10 October 2025.
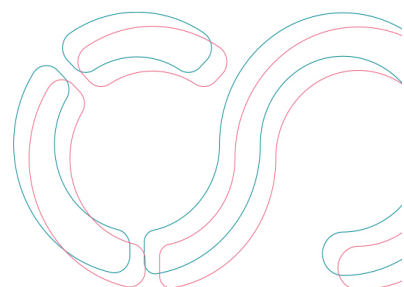
ANNEX 1: List of actual participants in GA#10

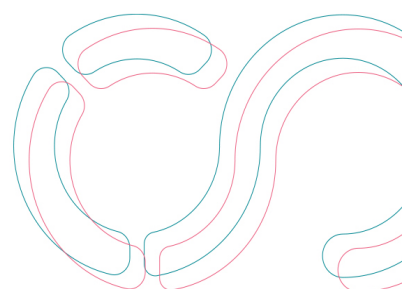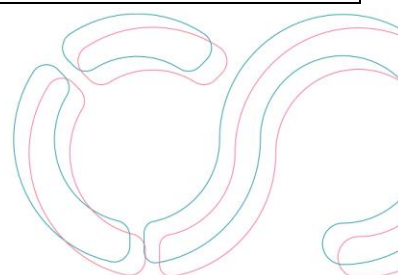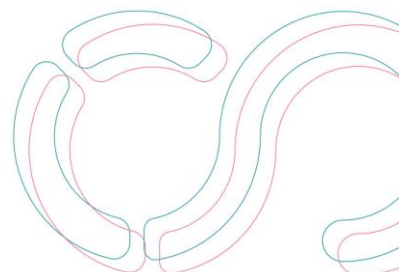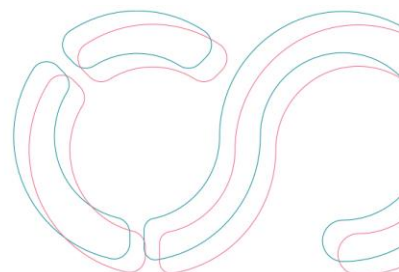| Last Name	First Name	Organisation
Agasøster	Bodil	ESS ERIC - European Social Survey European Research Infrastructure Consortium
Allegaert	Karel	European Paediatric Translational Research Infrastructure (EPTRI)
Altobelli	Chiara	Istituto Nazionale di Oceanografia e di Geofisica Sperimentale
Amez	Lucy	Vlaamse Interuniversitaire Raad
Anderberg	Sabina	Stockholm University
Antol	Matej	Masaryk University
Antosz	Patrycja	NORCE Norwegian Research Centre
Ardagna	Danilo	Politecnico di Milano
Armstrong	Margaret	EOSC-A Secretariat
AUGE	Etienne	Universite Paris-Saclay
Bangert	Daniel	Technische Universiteit Delft (TU Delft)
Barbu	Dragos-Catalin	Institutul National de Cercetare-Dezvoltare in Informatica - ICI Bucuresti
Bartczuk	Rafał	European Paediatric Translational Research Infrastructure (EPTRI)
Barthet	Emilie	Consortium unifié des établissements universitaires et de recherche pour l'accès aux publications numériques
Beckmann	Volker	EOSC Steering Board
Bertino	Andrea	SWITCH
Bicarregui	Juan	UKRI
Blanquer	Ignacio	EOSC-A Board
Boehme	Olivier	Fonds Wetenschappelijk Onderzoek Vlaanderen (Research Foundation Flanders)
Bonifazi	Donato	EPTRI
Both	Joeri	OpenAIRE
Bozzi	Concezio	Istituto Nazionale di Fisica Nucleare (INFN)
Burg	Helena	Fonds National de la Recherche Luxembourg
Cabrerizo Padilla	Patricia	EOSC-A Secretariat
Cacciaguerra	Stefano	Istituto Nazionale di Geofisica e Vulcanologia (INGV)
Caetano	Isabel	EOSC-A Secretariat
Campanella	Mauro	Consortium GARR
Cappelluti	Federica	Politecnico di Torino
Capriotti	Emidio	University of Bologna
Carrero	Almudena	Consejo Superior de Investigaciones Científicas (CSIC)
Cebecauer	Marek	J. Heyrovsky Institute of Physical Chemistry of the Czech Academy of Sciences

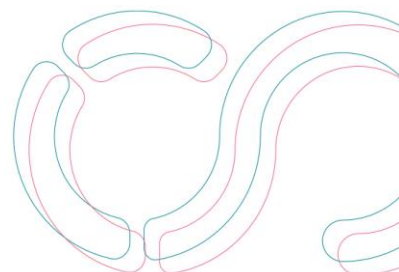| Last Name	First Name	Organisation
Chambers	Sally	Digital Research Infrastructure for the Arts and Humanities (DARIAH-EU)
Clare	Helen	Jisc LBG
Collot	Mélanie	EOSC-A Secretariat
Correa	Ricardo	European Centre for Medium-Range Weather Forecasts
Dahlberg	Linda Solstrand	The University of Tromsø – The Arctic University of Norway (UiT)
Damiano	Rossana	Università degli studi di Torino
De Bal	Ils	euroCRIS
De Loof	Chris	Belnet
De Wever	Aaike	Research Institute for Nature and Forest (INBO)
DECROIX	Gaelle	Commissariat à l'Energie Atomique et aux Energies Alternatives (CEA)
Delipalta	Alex	Research Data Alliance Association
Di Nunzio	Giorgio Maria	Universita' Degli Studi di Padova
Didou	Yasmine	EOSC-A Secretariat
Dillo	Ingrid	Data Archiving and Networked Services (DANS)
Dominguez Del Angel	Victoria	Institut National de Recherche en Informatique et Automatique
Drobnjak	Marko	ARNES
Dumouchel	Suzanne	EOSC-A Board
Edman	Fredrik	Lund University (LU)
Eeckhout	Jerome	Conseil des recteurs
El Khouri	Laurence	National Center for Scientific Research (CNRS)
Feldman	Adina	Karolinska Institutet
Fernandez Sanchez	Carlos	Fundacion Publica Gallega Centro Tecnológico de Supercomputación de Galicia
Ferrari	Tiziana	EGI Foundation
Fink	Anne Sofie	Danish e-Infrastructure Consortium (DeiC)
Finn	Rob	European Molecular Biology Laboratory (EMBL)
Fischer	Lars	NORDUnet A/S
Fišer	Darja	CLARIN ERIC
Florio	Licia	EOSC-A Board
Forni	Monica	Alma Mater Studiorum - Università di Bologna
Friedrich	Tanja	Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)
Fritzinger	Anne-Catherine	Sorbonne Université
Fuhrmann	Patrick	Deutsches Elektronen-Synchrotron DESY
Garavelli	Sara	EOSC-A Board
Garijo	Daniel	Universidad Politécnica de Madrid
Gåseidnes	Sigrid	Sikt - Norwegian Agency for Shared Services in Education and Research
GHARBI	Nebras	Institut national de la santé et de la recherche médicale / National Institute for Health and Medical Research

Last Name	First Name	Organisation
Giglia	Elena	Open scholarly communication in the European Research Area for the Social Sciences and Humanities (OPERAS)
Glauner	Annika	ETH Zürich
Gonzalez Lopez	Jose Benito	European Organization for Nuclear Research (CERN)
González-García	Juan	Aragonese Institute of Health Sciences (IACS)
Götz	Andy	EOSC-A Secretariat
Grevins	Janis	The Higher Education and Science Information Technology Shared Service Centre
Grimm	Christian	Verein zur Förderung eines Deutschen Forschungsnetzes (DFN)
Guba	Beate	Technische Universität Wien (TU Wien)
Gunsenheimer	Ute	EOSC-A Secretariat
Hasani-Mavriqi	Ilire	ACONET Verein
Hoefler	Anna Maria	ZBW - Leibniz Information Center for Economics
Holm Rod	Thomas	European Spallation Source (ESS)
Holub	Petr	BBMRI-ERIC
Hubbard	Tim	European Molecular Biology Laboratory (EMBL)
Ivanovski	Stavro Lambrov	Europlanet Association
Jakobsson	Ulf	University of Gothenburg
Jeney	Sylvia	Swiss National Science Foundation
Johnson	Mark	Institute Max von Laue-Paul Langevin (ILL)
Jones	Bob	EOSC-A Secretariat
Kadarne Kelemen	Ildiko	Pro-M Professzionális Mobil és Hálózati Szolgáltató Zártkörűen Működő Részvénytársaság (Pro-M)
Kanner	Janne	CSC - IT Center for Science
Karlsson	Hans	Uppsala University
Klein Ikkink	Vincent	CESAER
Kok	Ruben	Stichting Health-RI (HRI)
Koumantaros	Kostas	National Infrastructures for Research and Technology - GRNET
Krivjanska	Anna	Slovak Centre of Scientific and Technical Information
Laurent	Anne	Université de Montpellier
Lavitrano	Marialuisa	EOSC-A Board
Lazzeri	Emma	Consiglio Nazionale delle Ricerche (CNR)
Le Franc	Yann	EUDAT
Leporati	Alberto	Università degli studi di Milano-Bicocca
Libaers	Yann	EOSC-A Secretariat
Lindell	Kristoffer	Umeå University
Lindroos	Hanna	Swedish University of Agricultural Sciences (SLU)
Luppi	Eleonora	Università degli Studi di Ferrara
Lutz	Jean-Francois	Université de Lorraine
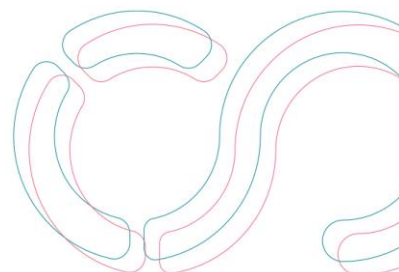
Last Name	First Name	Organisation
Luyben	Karel	EOSC-A Board
Maes	Elisa	Vrije Universiteit Brussel
Maes	Katrien	League of European Research Universities (LERU)
Makula	Lorenz	Universität Wien (University of Vienna)
Mallmann	Daniel	Forschungszentrum Jülich
Marek	Jiří	Masaryk University
Maric	Ivan	University of Zagreb University Computing Centre
Mathur	Aastha	Euro-BioImaging ERIC
Matilla	Oscar	Consorcio para la Construcción, Equipamiento y Explotación del Laboratorio de Luz de Sincrotrón
Matyska	Ludek	CESNET
Meijer	Sebastiaan	KTH Royal Institute of Technology (KTH)
Meijer	Jan	Sikt - Norwegian Agency for Shared Services in Education and Research
Menager	Mickael	Université de Paris
Mendes Moreira	João	Foundation for Science and Technology (FCT)
Mergen	Patricia	Agentschap Meise Botanic Garden
Meyer	Norbert	Institute of Bioorganic Chemistry - Poznan Supercomputing and Networking Center
Mishev	Anastas	University Ss Cyril and Methodius in Skopje, Faculty of Computer Science and Engineering (FCSE-UKIM)
Mohrs	Simone	The Guild of European Research-Intensive Universities
Muscella	Silvana	Trust-IT
Naim	Kamran	EOSC-A Board
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Noro	Jorge	University of Coimbra
Oliveira	João Pedro	Instituto Universitário de Lisboa (Iscte)
Oort	Frans	Universiteit van Amsterdam
Otsu	Kaori	Centro de Investigación Ecológica y Aplicaciones Forestales
Ounsy	Majid	Synchrotron SOLEIL
Pansanel	Jérôme	University of Strasbourg
Pavlic-Zupanc	Jana	BBMRI-ERIC
Pazik-Aybar	Aneta	National Science Centre
Peeters	Sofie	EOSC-A Secretariat
Perrin	Jean-François	European Synchrotron Radiation Facility (ESRF)
Petrauskaitė	Rūta	EOSC Steering Board
Petrauskienė	Žibutė	Vilniaus universitetas
Philips	Johan	KU Leuven
Piasini	Eugenio	Scuola Internazionale Superiore di Studi Avanzati (SISSA)
Ploomipuu	Ave	University of Tartu
Poelmans	Hanne	Hasselt University

Last Name	First Name	Organisation
Possenti	Andrea	Istituto Nazionale di Astrofisica - National Institute for Astrophysics
Poveda	Lucy	Swiss Institute of Bioinformatics (SIB)
Povey	Marcus	Instruct Integrated Structural Biology Infrastructure in Europe
Prenassi	Marco	Area Science Park
Presser	Karl	Premotec
Priess-Buchheit	Julia	Miller International Knowledge (MIK)
Pronk	Martine	Stichting LIBER
Quareni	Francesca	Istituto Nazionale di Geofisica e Vulcanologia (INGV)
Quesneville	Hadi	National Research Institute for Agriculture, Food and Environment (INRAE)
Rank	Sven	Forschungszentrum Jülich
Reichmann	Stefan	Graz University of Technology
Rey Mazón	Miguel	Graz University of Technology
Rizzo	Alessandro	EOSC Steering Board
Robertson	Dale	EGI Foundation
Rodopoulos	Yannis	European Commission
Rohden	Jan	Deutsche Forschungsgemeinschaft (DFG - German Research Foundation)
Romaniello	Martino	European Organisation for Astronomical Research in the Southern Hemisphere (ESO)
Rousset	Sylvie	National Center for Scientific Research (CNRS)
Ruda	Miroslav	Masaryk University
Sabatino	Roberto	HEAnet CLG
Saenen	Bregt	Science Europe
Sanchez	Barbara	Technische Universität Wien (TU Wien)
Sandquist	Erik	University of Bergen (UiB)
Sarracco	Eleonora	European Paediatric Translational Research Infrastructure (EPTRI)
SARRAMIA	David	Université Clermont Auvergne (UCA)
Schmidt	Birgit	Georg-August-Universität Göttingen Stiftung Öffentlichen Rechts
Scory	Serge	Royal Belgian institute of Natural Sciences (IRScNB – KBIN)
Segers	Philippe	Partnership for Advanced Computing in Europe
Serjeant	Stephen	The Open University
Sesink	Laurents	Coöperatie SURF
Sharma	Curtis	Technische Universiteit Delft (TU Delft)
Slaninova	Katerina	VSB – Technical University of Ostrava
Stensköld	Eva	University of Gothenburg
Stocker	Markus	TIB Leibniz Information Centre for Science and Technology
Stöver	Cathrin	GÉANT Association
Sure-Vetter	York	Nationale Forschungsdateninfrastruktur (NFDI)
Svistunov	Sergiy	Bogolyubov Institute for Theoretical Physics of the National Academy of Sciences of Ukraine

Last Name	First Name	Organisation
Swiatek Cassafieres	Cecile	Universite Paris Nanterre (UPN)
Szprot	Jakub	University of Warsaw
Szuflita-Żurawska	Magdalena	Gdańsk University of Technology
Tedds	Jonathan	European Molecular Biology Laboratory (EMBL)
Teperek	Marta	The Dutch Research Council (NWO)
Thirion	Paul	Conseil des recteurs
Tierney	James	EOSC-A Secretariat
Tochtermann	Klaus	EOSC-A Board
Toli	Eleni	Athena - Research and Innovation Center in Information, Communication and Knowledge Technologies
Torras-Calvo	Maria-Carme	University of Bergen (UiB)
Tuerk	Andreas	BBMRI-ERIC
Tyberghein	Lennert	Flanders Marine Institute (VLIZ)
Ulfsparre	Sanna Isabel	Vetenskapsrådet: The Swedish Research Council
Unge	Lenka	EOSC-A Secretariat
Utka	Andrius	Vytautas Magnus University (VMU)
Van Nieuwerburgh	Inge	Ghent University
Van Wezel	Jos	Karlsruhe Institute of Technology
Vandaele	Ann C.	Europlanet Association
Verendel	Vilhelm	Chalmers tekniska högskola Aktiebolag
Vevera	Adrian-Victor	Institutul National de Cercetare-Dezvoltare in Informatica - ICI Bucuresti
Vidlund	Linda	Swedish University of Agricultural Sciences (SLU)
Walter	Nicolas	European Science Foundation
Wardemann	Rasmus Kvaal	The Research Council of Norway
Weeks	Allen	The Extreme Light Infrastructure ERIC
Wilk	Roksana	Academic Computer Centre CYFRONET of the AGH University of Science and Technology
Winkler	Kathrin	European Commission
Witkowska	Iza	Coöperatie SURF
Wolff	Russel	Universitetet i Oslo
Wolff-Boenisch	Bonnie	Consortium of European Social Science Data Archives - CESSDA
Wyns	Roxanne	EOSC-A Board
Xemantilotou	Eirini	Instruct Integrated Structural Biology Infrastructure in Europe
Xhelaj	Arjan	Rrjeti Akademik Shqiptar
Zachar	Ondrej	Slovak Centre of Scientific and Technical Information
Zanaroli	Matteo	Foundation ICSC