Working Document - Collation of Notes and Proposed Governance Models

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11/30/2017

How to Use this Document:
This document is intended to provide a point of review and discussion for the Governance Working Group of the Samvera Community. As of 11/30/2017, this document is not intended for comment by the larger Partners group of Samvera Community. A secondary document will be provided pending further work when we are prepared for a period of discussion.

Review

Summary:
Collation of notes and keypoints from Governing Board Model Discussion, Partners' Meeting regarding development of Governance model for Samvera

Key Need: A process to make decisions to raise and set direction for Samvera.

Issues:

- Legal
- Funding
- Resourcing
- Direction of Samvera as Model or Set of Tools
- Direction of Hyrax
- Separating out Core Code Component Development from Governance
- Are there full-time roles associated with Samvera once governance is established?
    - If so, what are the roles
- How do WGs and IGs tie to governance?
- How do Solution Bundles tie in with the model?

Opportunities and Challenges:

Opportunities:

- Things the way they are
- Like the egalitarian, broad-base of how Samvera works as a community
- No glass ceilings
- Spirit of collaboration (93% of work done by one institution, only 5-6 institutions contributing)
- Code of Conduct is rock solid
- Lightweight processes for getting people engaged (technology or socially?)
- All invested in community as a whole going forward

Challenges:

- Steering is invitation only
- Individuals not institutions at table for steering (funding issue?)
- No turn-over in steering
- Issues from lack of formality as Samvera community has grown
- Gender bias (example: are metadata people heard? Mostly women who don't engage like mostly male developer community on Slack, etc…)
- Broaden scope of inclusion for gender and non-North Americans

Notes on Proposed Models

Apache Model:

1. General unease over losing voice - who will serve on the board? How long? Will the voice of the Partners disappear?
2. PMC's - How are projects approved within official capacity? Does that leave room for people not seeking approval? How do we staff PMC's - what is the structure (seems like this is something decided as needed)?
3. Concern over meritocracy - only support those who look like them? (this seems to be inherent in the Samvera model now)

From my observations, we're already operating in this model. Very few contributors to Samvera, lack of diversity among participants and developer community. Wealthy schools talking to wealthy schools. Charters to drive diversity in selection of PMC make-up may help resolve this issue.

ALA Model

If developers are considered a WG, this model at least provides responsible governance and an eye toward end users of the product over developer-driven models. That said, it does appear that this would kill the alacrity and agility of the developer community as it is hard to imagine the developers would stick with Samvera if they had to push changes up through three levels of governance.

Benefits of a democratic management of the community are attractive but far easier to implement in other models without getting bogged down in parliamentary procedure. And, frankly, having the final decision makers a large, top-heavy group that could debate/discuss indefinitely seems unappealing.

Samvera Foundation

- A Roadmap Manager to ensure greater compatibility and communication across development efforts and coordinate greater efforts across more institutions.
  - Financial Contribution
  - Staff Contribution
  - More institutions with an investment in the project
- Challenge to determine relationship between Partners and Foundation.
- Split funding between Samvera proper (I'm not sure what the impact is here) and the Samvera Foundation
- Certain inherent circular discussion based on model that seems to allow for nothing to be resolved and continue in loops of discussion throughout community

American Red Cross Model

- This seemed to be taken off the table as the "Chapters" idea wasn't a good fit for the Samvera community.
- Having an elected committee with no filter between that needs to respond to the needs of IGs and WGs seems complicated and makes all of this nobody's job
- However, a Board of Directors and Executive Committee could be useful and provides for democratic representation

Proposals for Governance:

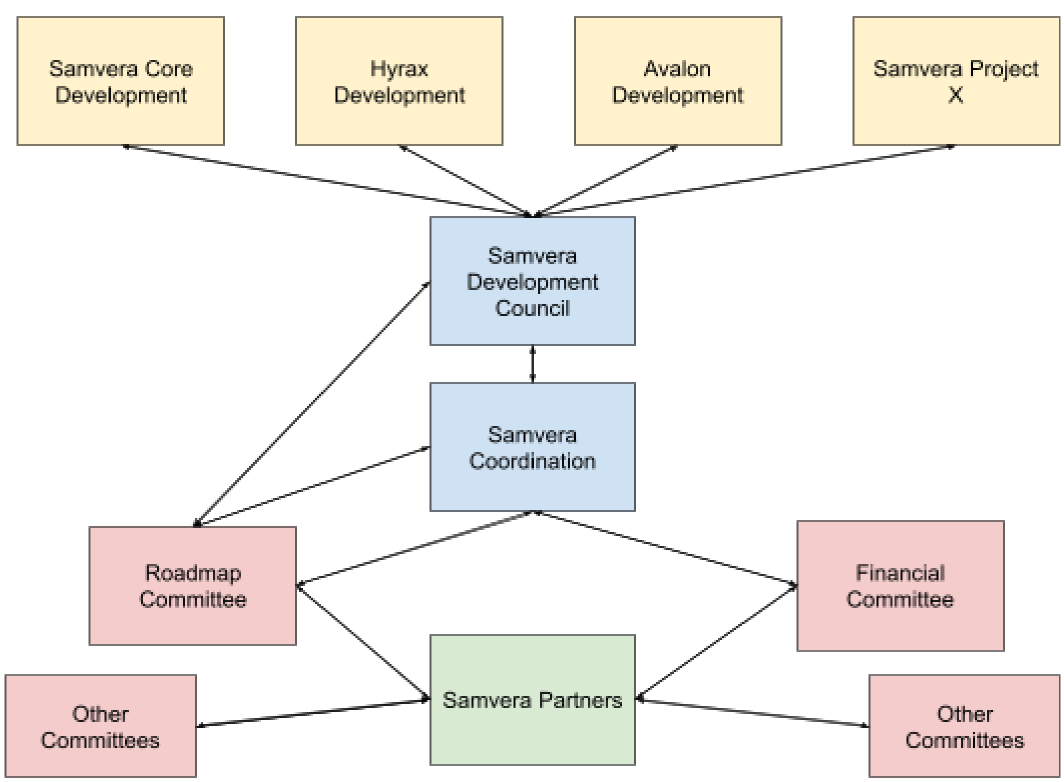
Requirements:

Have a group responsible for legal aspects of Samvera as a community. We need to make sure it is consistent, and has a tracking of history/ institutional knowledge.

Values

1. a vision of a shared roadmap and synchronized development
2. democratic representation
3. valuing commitment via fiscal or service contributions
4. Growth of the the Samvera community and adoption of Samvera
5. Ability to change and adapt, depending on needs of Museum, Library and Archival community

Proposal 1: Technology First



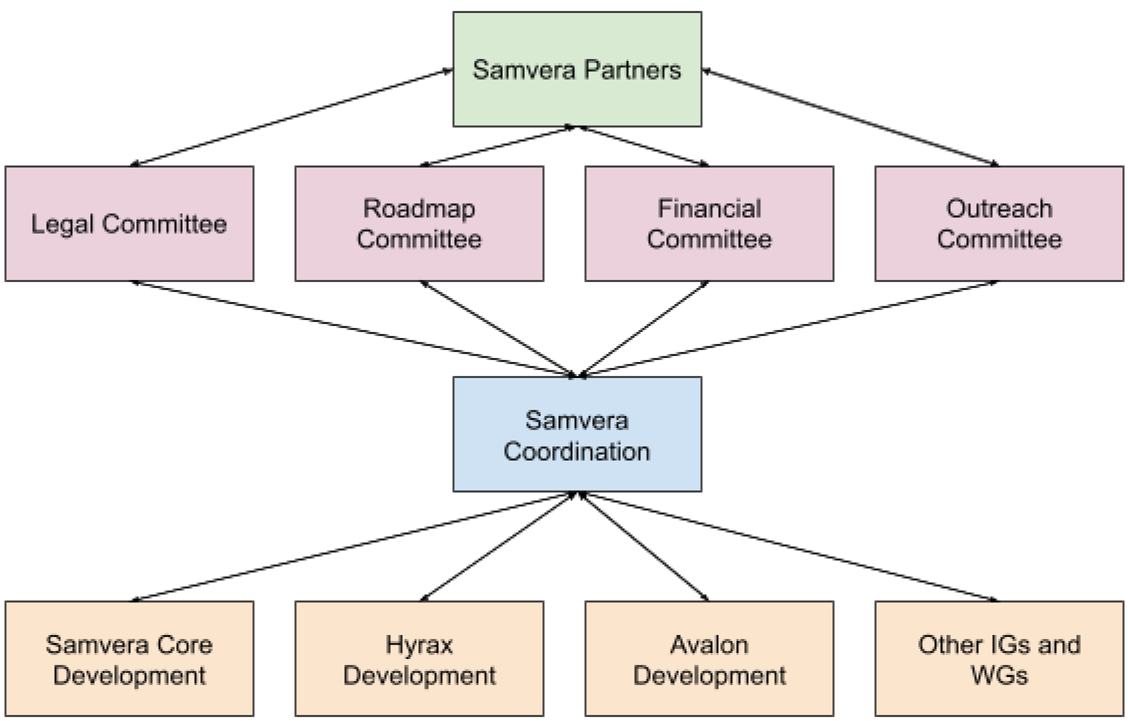
In order to better maintain the development and technology focus of the Samvera Community, governance would be managed from two sides: Representation from the Technologists and representation from Samvera Partners.

1. Samvera Development Council
    a. Comprised of appointed representatives from each project
        i. Two per project
        ii. Rotating on and off on 2 year, staggered cycles
    b. Samvera Core Developers may attend at will
    c. Meet monthly virtually
    d. Meet for 2 half days 2 x per years (as part of other conferences)
    e. Will share and discuss development of Samvera in relation to all projects
    f. Responsible for working with Samvera Coordinator and Partner's Roadmap Committee toward an annual roadmap
    g. Identify other issues and share with Samvera Coordinator to communicate to Partners via Samvera Partners committees.
2. Samvera Coordinator
    a. Provides understanding of underlying technical issues to new users
    b. Develops Communication networks for developers and pushes information back to development and technology community
    c. Recruits developers and spurs development based upon Pull Requests
    d. Organizes Developers toward shared project sprints, when possible
    e. Assists with coordination of Samvera Projects groups
        i. Development projects (bundles)
        ii. WG's
        iii. IG's
    f. Assists with Samvera Connect
3. Samvera Partners
    a. A large, non-voting organization, but a deliberative body
    b. Committees:
        i. Participation in committees
            1. Developed by
        ii. Permanent:
            1. Volunteered from within the Partners
            2. Roadmap committee
                a. works with Samvera Coordinator and Samvera Development Council to develop an annual roadmap. This committee has final sign-off for what will be shared with Samvera Partners.
                b. Via Samvera Coordination, defines and works with Hyrax roadmap, in particular
            3. Financial Committee

a. Manage and project finances - democratic decision making regarding financial needs of Samvera Community
b. Manage Legal issues for Samvera Community
4. Manages financial recruitment for Samvera to Samvera Community
5. Establishes financial goals and sets dues for participating in Samvera Community

iii. Ad-Hoc:
1. As needed committees to address specific issues within the community
2. By-laws
3. Hiring committees

Proposal 2: Committee Driven Model

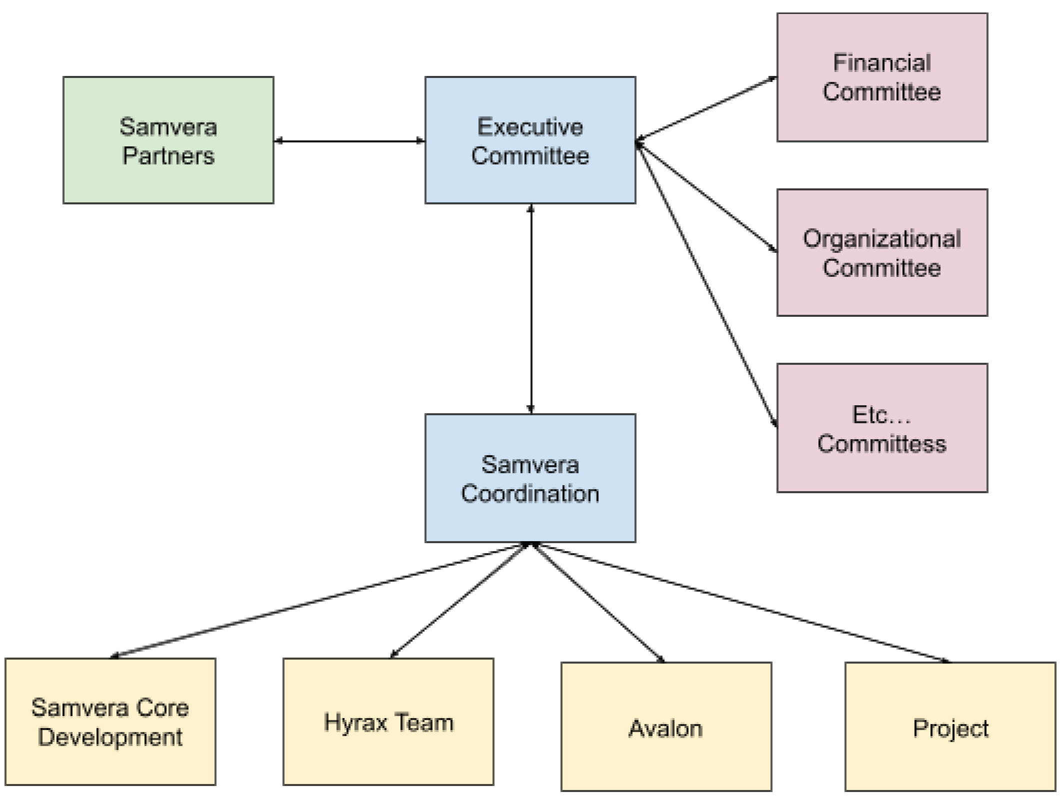


1. Committees
   a. Partners are required to serve on a committee
   b. Committees meet monthly (as needed)

c. May not serve on more than two committees
d. Committees authorized to either
    i. make executive decisions in their area (as established by charter and/ or by-laws)
    ii. Send decisions to Partners for review and comment
e. Egalitarian benefits
    i. No centralization of oversight
    ii. No elections

2. Samvera Coordination
    a. Will oversee scheduling of committees
    b. Distribute minutes of committee notes
    c. Connect Technology teams with Committees as needed
    d. Will provide information from Technology teams to Roadmap Committee
    e. Will convene IGs and WGs based upon the needs expressed in either committees or from technology teams
    f. Will provide data to financial committee regarding overview from technology teams and roadmap teams

Proposal 3: Federalist Model

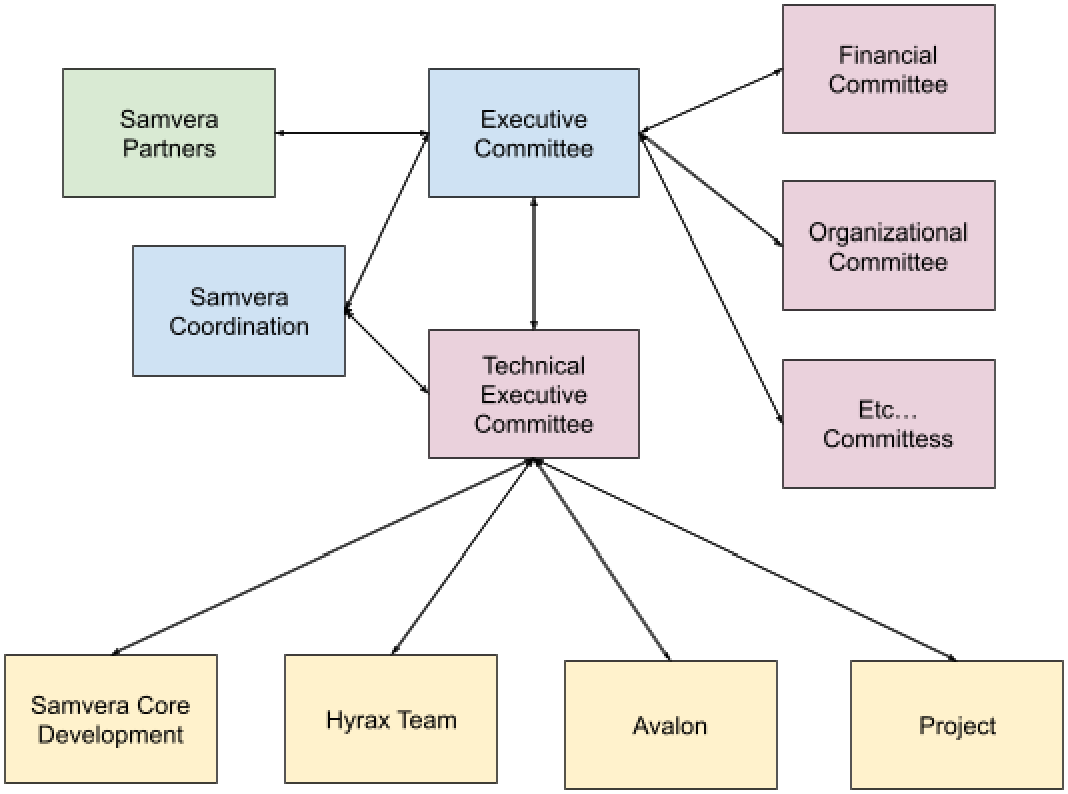


1. Executive Committee:

    a. Voting and hiring organ of Samvera organization.
    b. Reviews, Alters and Confirms annual roadmap submission from Samvera Coordination.
    c. Meet 2-3 times annually - no proxies
    d. Mixture of elected positions and permanent seats.
        i. Elected positions
            1. Pulled from the Samvera Partners organization who do not meet threshold for contribution for permanent seat.
            2. Financial stake of elected seats TBD.
            3. Terms of elected reps should last multiple years to allow for ramp-up and to stagger elections of seats yearly (and allow for folks who step away).
        ii. Permanent seats
            1. granted to those making significant staffing (example: minimum 1 FTE) or financial contributions ($20K).
            2. For-profit organizations may have seats as permanent or elected positions.
    e. All votes are equal.
    f. Has officers (Chair, Vice-Chair (chair elect), Treasurer).
    g. Executive Sub-Committees
        i. Comprised of members of Executive Committee (negotiable as needed, especially in Ad-hoc)
        ii. Report up to Executive Committee
        iii. All Committee Decisions are for a vote by Executive Committee
        iv. Permanent Committees:
            1. Fiscal management and reporting
                a. Determine FInancial Needs
                b. Secure funding to ensure to unfunded mandates go forward
                c. Track all Samvera grants
            2. Organizational (manage by-laws, legal and organizational questions)
        v. Ad-Hoc:
            1. As needed. Essentially internal working groups to address issues and return solutions to Executive Committee. Hiring/ Search committees for new roles.
2. Samvera Partners
    a. Not a decision-making body
    b. Will receive regular reports from Samvera Coordination
    c. May inquire or discuss with Executive Committee or Samvera Coordinator
    d. Will meet annually at Samvera Connect for Open Discussion, Roadmap, etc…
    e. Elect members of Samvera Partners to Executive Committee for representation
    f. Can start, lead WG’s and IG’s

3. Samvera Coordination
    a. Does not direct work of any Working Group or Community
    b. Provides central hub of communication for Samvera development activities
        i. Organizing Cross-functional teams from Samvera Community
            1. Working Groups
            2. Interest Groups
            3. Development Teams
        ii. Synthesizes data from development efforts
            1. Coordinates Samvera community efforts
            2. Informs and alerts separate groups of community activity
            3. Develops roadmap including all Community work
        iii. Community Work
            1. Recruits for development efforts from larger body
            2. Ensures reporting of work to Samvera Community
        iv. Attends Executive Committee meetings
            1. To provide information
            2. To keep abreast of activity
    c. Executive Committee responsibilities
        i. Reports technical progress to
            1. Executive Committee
            2. Samvera Partners
        ii. Provides issues and decisions that require further review to Executive Committee
        iii. Organizes Executive Committee and Subcommittee meetings
            1. May provide data for review
            2. May attend meetings
        iv. Provides Roadmap review and options to Executive Committee
        v. Assists organize Samvera Connect

Proposal 4: Technical Executive Model



1. Very similar to Federalist Model
2. Would include a Technical Executive Committee
    a. Membership:
        i. Members of elected Executive Committee
        ii. Members of each technology WG
    b. Would be responsible for Roadmap
    c. Would be accountable to Executive Committee
    d. Samvera Coordination would be responsible for tracking and illustrating work