

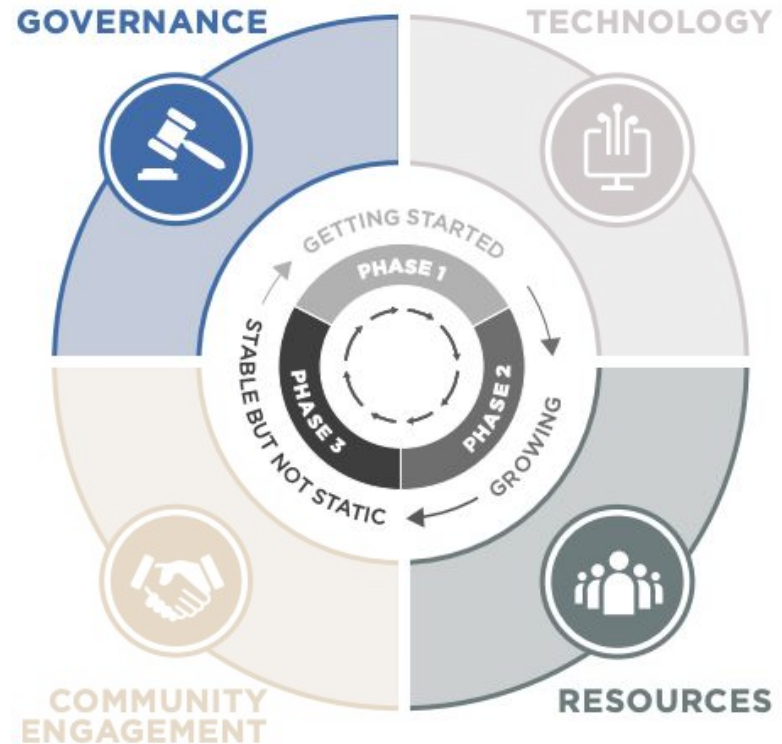
# Perspectives from the Repository Community: Fedora and Samvera

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**Mark A. Matienzo, Stanford Libraries** / @anarchivist  
Society of American Archivists, Session 609 #s609  
5 August 2019

# Overview and acknowledgements

- **Evolution & interconnection** of facets from ITAV wheel for Fedora and Samvera, focusing on changes to **Governance & Resources** in response to challenges
- Gratitude to **Rosalyn Metz** (Emory University) and **Michael Giarlo** (Stanford University) for ideas. feedback



# Background

## Fedora

- Project with 22+ year history
- Used by over 450 organizations in 46 countries
- Multiple evolutionary steps from research project to core infrastructure
- A **core component** of repository applications and systems

<https://duraspace.org/fedora/>

## Samvera

- Project with 11 year history; formerly known as Hydra
- Used by over 80 organizations in 10 countries
- First developed as framework to build applications with Fedora
- Related but **distinct** community from Fedora

<https://samvera.org/>

# Understanding the landscape

- Both Fedora and Samvera are arguably mature across all four facets of the ITAV framework
- “Stability” is relative across communities
- Considerable evolution in governance and resources also tied to changes in the two other ITAV facets: technology and community engagement

# Fedora's challenges

- Technology
  - Fedora 4 as significant technical shift
  - Concerns: persistence transparency, complexity, performance, trust
  - Barriers to migration from Fedora 3 to 4<sup>1</sup>
- Resources
  - Trend changes in membership revenue<sup>2</sup>
  - Lack of geographic diversity in membership<sup>2</sup>
- Governance
  - Leadership doesn't represent geographic diversity of user base<sup>2</sup>
  - Potential gaps in stakeholder input

1. "Designing A Migration Path: Assessing Barriers Upgrading to Fedora 4.x." <https://wiki.duraspace.org/x/UR4RBg>

2. Michele Mennielli, "Fedora Membership Analysis." 2018-11-13. <http://bit.ly/fcr-membership>

# Fedora's evolutionary strategies

- Community engagement<sup>2</sup>
  - Key to membership, and hence governance and resources
  - Vary strategies between regional distribution of adoption/members
- Membership (resources and governance)<sup>2</sup>
  - Lower dependency on specific countries/membership tiers
  - Targeted outreach strategies
- Governance
  - Creation of Vision and Strategy Task Force
  - Organization of work through strategy template<sup>3</sup> and white papers<sup>4, 5</sup>

2. Michele Mennielli, "Fedora Membership Analysis." 2018-11-13. <http://bit.ly/fcr-membership>

3. Maurice York, "FCREPO Strategy Template." <http://bit.ly/fcr-strategy>

4. "Supporting Digital Preservation with Fedora and the Oxford Common File Layout." <http://bit.ly/fcr-ocfl>

5. "Fedora Vision and Strategy: Product Position White Paper." <http://bit.ly/fcr-product-position>

# Fedora strategy template: governance

Governance & Business Model (steward: Jennifer)		Now	Soon	Later	Desired Future Condition
<p><b>GUIDING PRINCIPLE (Higher Purpose)</b></p> <p>Fedora Leadership</p> <p>Developing and onboarding new members</p> <p>Financial Sustainability Plan</p> <p>Programmatic Budgeting / Fiscal Strategy</p> <p>Membership strategy</p> <p>Assessment Plans as needed for strategies and processes listed in this Governance section.</p> <p>Strategic Planning</p> <p>HIGH LEVEL GOAL:</p> <p>An engaged, inclusive, democratic, transparent, international governance group organized around a clear structure and model, including charters, relationships, and assessment guidelines.</p>		<p><b>ARTICULATE</b></p> <p>The current governance process</p>	<p><b>IDENTIFY</b></p> <p>Metrics for assessing leadership's engagement with governance</p>	<p><b>Assess</b></p> <p>Leadership's engagement with governance</p>	<p>An actively engaged governance group that stewards a healthy organization and helps to create coherence between the major community software projects.</p>
		<p><b>ADOPT</b></p> <p>onboarding process</p>	<p><b>DEVELOP</b></p> <p>mentorship processes</p>	<p><b>Assess</b></p> <p>Onboarding and mentorship processes</p>	<p>An engaged, inclusive, democratic, transparent, international governance group, with well-defined onboarding and mentorship processes for new members.</p>
		<p><b>INVESTIGATE</b></p> <p>Viability of business model</p>	<p><b>DEFINE</b></p> <p>Recommendations to the DuraSpace board.</p>	<p><b>Implement</b></p> <p>Recommendations</p>	<p>A clearly articulated business model with diverse, sustainable funding streams</p>
		<p><b>DEFINE</b></p> <p>Fiscal strategy</p>	<p><b>IMPLEMENT</b></p> <p>programmatic budget</p>	<p><b>Assess</b></p> <p>fiscal strategy and budget</p>	<p>An adaptable fiscal strategy and budget that aligns with our financial sustainability plan and supports our strategic plan, goals, and initiatives.</p>
		<p><b>DEVELOP</b></p> <p>A membership strategy and implementation plan (including risk assessment) that supports the financial sustainability of Fedora</p>	<p><b>IMPLEMENT</b></p> <p>The strategy and implementation plan</p>	<p><b>Build</b></p> <p>A diverse foundation of contributing members with an expanded, international, actively-contributing membership base</p>	<p>Our membership supports the financial sustainability of Fedora. We have a diverse foundation of contributing members with an expanded, international, actively-contributing membership base.</p>
		<p><b>DOCUMENT</b></p> <p>metrics for assessing each of the governance areas</p>	<p><b>DESIGN</b></p> <p>Assessment procedures for each area, including external review where appropriate</p>	<p><b>Implement</b></p> <p>Regular assessments based on defined procedures</p>	<p>Regular internal and external assessment rhythms for governance, product, staff, membership, and community, that inform an active, adaptive approach to updating the strategic roadmap streams</p>
		<p><b>DEVELOP</b></p> <p>A process for regular planning and review of Fedora strategy and the well-functioning of the Leadership Group.</p>	<p><b>DEVELOP</b></p> <p>A strategic plan, with mission and vision statements, that encompasses topics listed in this Governance section (Leadership, financial sustainability, fiscal strategy, etc.)</p>	<p><b>Assess</b></p> <p>The effectiveness of the strategic planning process/es and retool as needed.</p>	<p>We have established regular processes for high-level planning and review of Fedora strategy, mission, and vision, the well-functioning of the Leadership Group, and other strategic plans and initiatives that fall within the governance responsibilities of the Leadership Group.</p>

3. Maurice York, "FCREPO Strategy Template." <http://bit.ly/fcr-strategy>

# Samvera's challenges

- Impacts all four areas, but still focused on **governance** and **resources**
- Community engagement and technology needed stronger direction and leadership
- Partnership model is unclear, both in terms of expectations, level of contribution, and what partners receive in return; fear of bifurcation from vendors
- Lack of program staff to coordinate efforts



# Samvera's evolutionary strategies

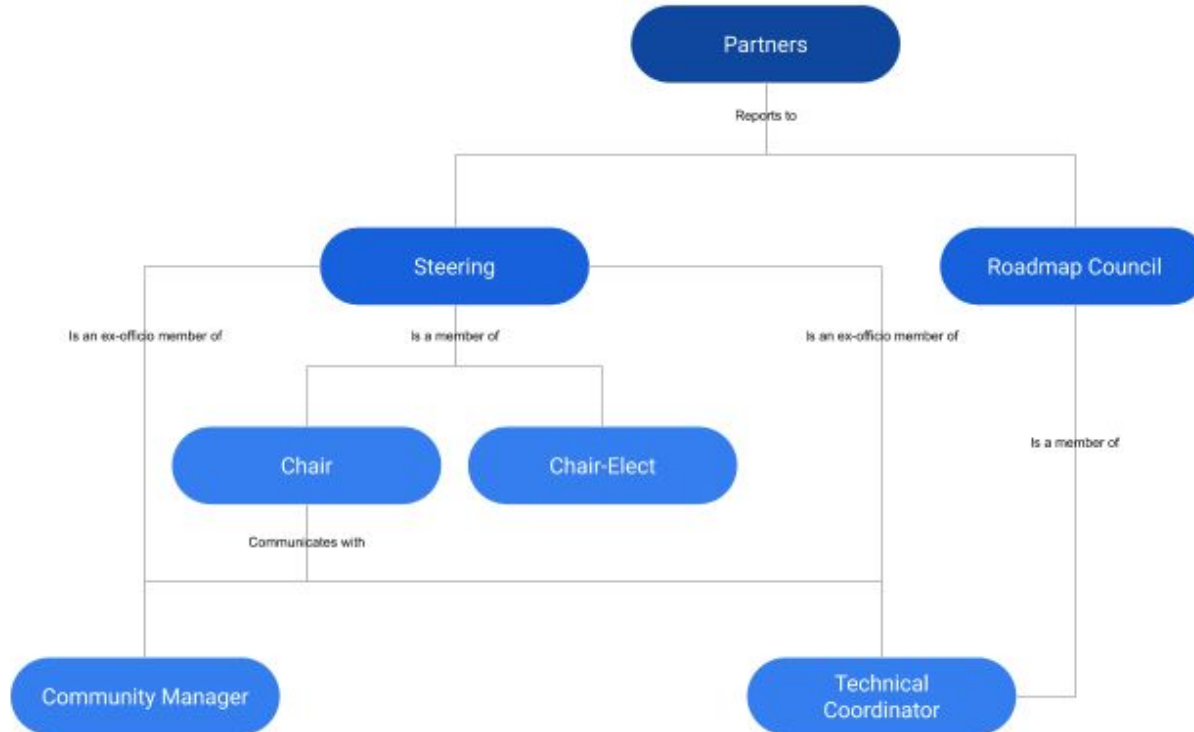
- Development of governance proposal<sup>6</sup> by working group
- Transition Samvera steering to elected body
- Hire staff (technical coordinator; community manager)
- Develop contribution model (both financial & in-kind)<sup>7</sup>
  - Financial model based on JSTOR tiers and Jisc bands
  - Expansion of models to vendors
- Establish roadmap council<sup>8</sup>
- Update bylaws; assess governance at end of 2019

6. "Samvera Governance Next Steps." 2018. <http://bit.ly/samvera-governance-next-steps>

7. "Samvera Contribution Model Working Group." <https://wiki.duraspace.org/x/Mw7IBQ>

8. "Samvera Roadmap Council." <https://wiki.duraspace.org/x/nIU7Bg>

# Revised Samvera governance model



6. "Samvera Governance Next Steps." 2018. <http://bit.ly/samvera-governance-next-steps>

# Things to consider

- Projects like Fedora and Samvera are “messy” in the ITAV framework
- Stable governance may mean calcified, unclear, and exclusionary governance
- Exit strategies lacking emphasis across ITAV framework

# Thank You!

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