

RDA Governance Review

A discussion document

1 Background and context

The development and creation of RDA was built on the firm foundations of the development of the Anglo-American Cataloguing Rules (AACR). The governance, development and operational management are based on those foundations, with structures being shaped to accommodate the new product and the environment in which it sits.

RDA was successfully implemented in key National Libraries by 2013. Now, the Committee of Principals (CoP) is considering the additional potential for RDA and how this will be achieved.

At their 2014 meeting the CoP created a new vision and agreed four Strategic Priorities that will form the basis of their Strategic Plan 2015-2020.

Vision: RDA: the global standard enabling discovery of content

Strategic priorities 2015-2020:

1. Make RDA an internationally recognised standard
2. Increase the adoption of RDA internationally
3. Develop a sustainable business model
4. Develop a relevant governance structure

To ensure that the vision is realised and strategic priorities are delivered, the CoP has decided to review the existing governance structures to assess if they are fit for purpose and what changes may be needed to facilitate development, visibility and market penetration. This work will be completed in tandem with another key piece of work which is being undertaken by CoP: a review of the RDA business model. The initial outcomes of these two reviews and their impact on each other will be discussed at the next full meeting of the CoP in April 2015.

2 Current Governance model

The current governance structure for RDA can be found at Appendix 1. It also includes an alternative diagram which outlines governance roles.

Whilst this currently works well, as more countries implement RDA there will be additional requests and expectations of being able to join the Joint Steering Committee (JSC) and CoP or have some kind of representation on these bodies. In addition, it is important for CoP and JSC to

have a greater level of international and wider community representation so that RDA can become truly relevant and internationally recognised.

But providing a seat at the table for every country and/or community is not practical or financially sustainable. CoP will need to consider how the governance model can be developed in the future.

CoP has begun to consider these issues and is keen to ensure that any changes contribute to the achievement of the Vision and Strategic Priorities for RDA.

3 Principles for a new Governance model

As a first step, CoP has established a number of key principles for any change to the Governance Model.

It was agreed that any new structure should:

- Be flexible
- Ensure that current structures become more effective, not less
- Ensure that committees do not become too large (any more than 10-12 people can become un-workable and, specifically in our context, extremely expensive to run)
- Reflect different communities in line with the strategic plan (e.g., non-English speaking communities, cultural/heritage sector, data communities/vendors)
- Use working groups and, occasionally, contractors to deal with the volume of work
- Ensure that there is adequate succession planning
- Take into account existing structures that can be built upon and leveraged
- Take into account changes to processes which will need to be implemented as a result
- Have a transition period

4 Areas for development

After establishing these principles, CoP prioritised three areas where it was felt there would be benefit in investigating changes to the Governance structure.

4.1 Joint Steering Committee (JSC)

As discussion about the relevance of the standard to wider communities continued, it became clear that the JSC was the first area for further investigation. It is the work of the JSC that will determine the development of the standard and therefore its applicability and usability to both international traditional RDA markets and wider communities.

It is therefore imperative that we consider how this might be developed in the future.

As a first step, and in consultation with the Chair of the JSC, it has been agreed to progress three additional appointments to the JSC so that there is wider representation of key markets that have been identified for:

- Making RDA truly international
- Expanding use by the wider cultural sector
- Expanding use by those working with linked data

However, it has also been agreed to consider, working within the principles that have been defined by CoP, how the JSC will be constituted in the future.

It is clear that continuing to add new members to JSC will not be sustainable. Therefore, we will need to consider how ambitions can be achieved through:

- Exploiting the use of working groups
- Building upon existing structures
- Changing processes which enable constituencies to suggest changes to the standard

One option being considered is for JSC representation to move away from specific constituency representation to selection of representatives based on their mix of knowledge, skills, and expertise to make required decisions.

The Chair of the CoP will attend the JSC meeting in November 2014 to discuss these issues in more detail and to gain feedback before the next CoP meeting in April 2015.

4.2 Investigating other Governance structures and considering other structures that could be built on

Some initial work had been completed before the CoP meeting to identify other Governance structures which might prove of interest to RDA because of the nature of the work. Of particular interest was the work of International Standards Organisation and the governance structures in place for ONIX.

In addition, CoP is keen to investigate other structures within communities which could be built upon to facilitate the development and visibility of RDA.

Work will begin over the next year to research these structures to inform CoP discussions at their next meeting.

4.3 Committee of Principals (CoP)

Following the review of JSC and other structures, the CoP will consider whether representation at CoP level needs to change. It was agreed that because CoP is focused on Governance and Strategic Direction, it was not as important to effect change in the short-term. But the work described in 4.1 and 4.2 will have an impact on CoP.

5 Timescales for review

This report is being made available to JSC and wider stakeholders so that they can consider CoP views.

The following outlines the overall timetable for the Governance Review.

Timescale	Activity
14 th July	Release information about the Governance Review
July 2014 – December 2014	Research into other Governance structures
July 2014 – December 2014	Stakeholders invited to submit a response to this paper
November 2014	Meeting with Joint Steering Committee
February – March 2015	Incorporating feedback and developing options
April 2015	Committee of Principals discuss: <ul style="list-style-type: none">• options for any changes to JSC and agree timescales for transition and implementation• research into other Governance structures and implications for CoP

6 Submitting a response to the consultation document

Stakeholders are asked to submit a response to this paper via email direct to the Chair of CoP.

Send responses to simon.edwards@cilip.org.uk with the email subject field “RDA Governance Review Consultation.”

Submissions should be limited to 1000 words.

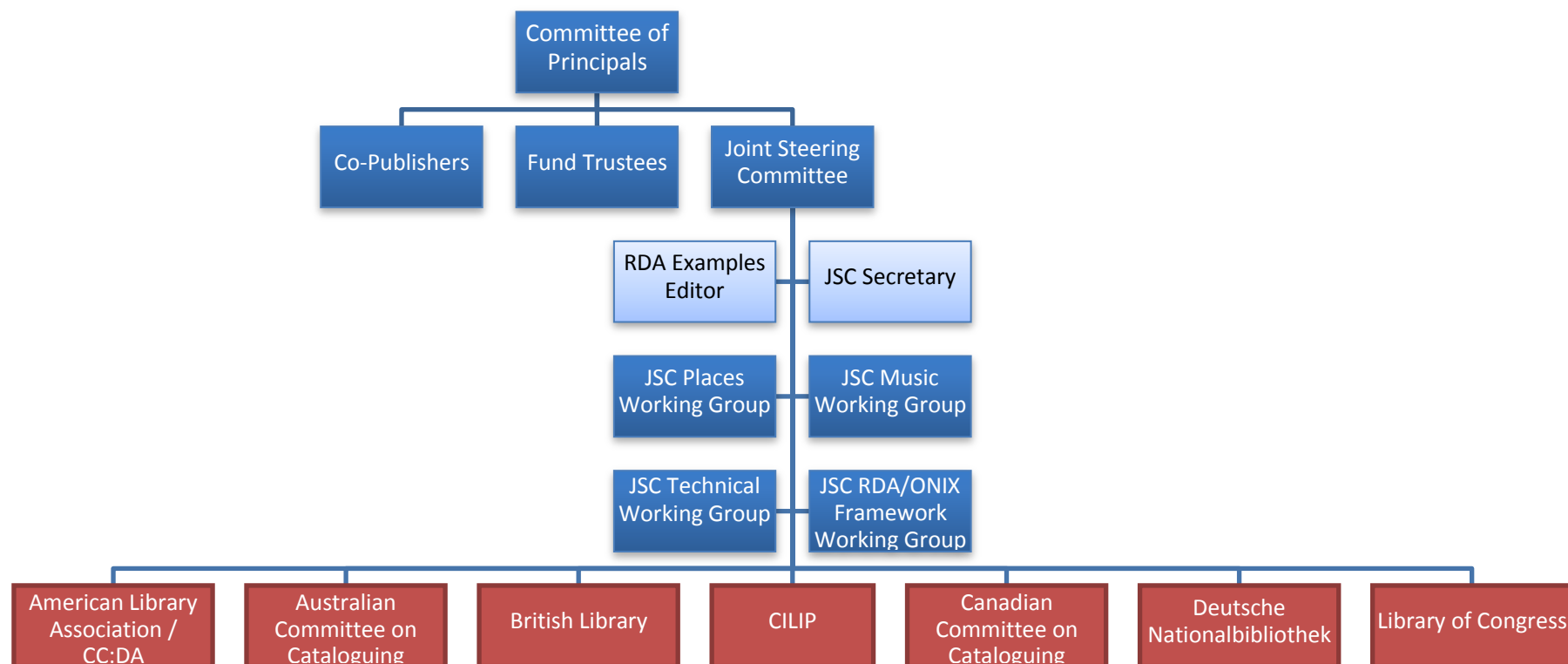
Respondents are asked respond to the following questions and should bear in mind the principles already agreed by CoP (see section 3).

1. How do you think the Governance Structure could be improved?
2. How could structures be developed to facilitate requests for changes to the standard to be submitted and the views of stakeholders to be represented?
3. Are there any existing structures that could be built upon?
4. Are you aware of any other governance models for this kind of activity which you think we should be aware of/investigate?

All responses must be received by **31st December 2014**.

Simon Edwards
Chair of the Committee of Principals
2nd July 2014

Appendix 1 – Current governance structure chart



RDA Governance Structure			
Ownership	Strategy	Rule development and revision	Product Development
Co-publishers and Fund Trustees: ALA , CILIP, CLA	Committee of Principals (CoP): ALA, BL, CILIP, CLA, DNB, LAC, LC, NLA	Joint Steering Committee (JSC): ACOC, ALA, BL, CCC, CILIP, DNB, LC	ALA Publishing