VIVO Leadership: Orientation Feedback and ITAV Assessment
Dec 2019

Background: Below is VIVO governance related feedback from the Orientation Exercise conducted Summer 2019 (OE) and the ITAV Assessment Conducted Fall 2019 (ITAV). They fall into three main categories.

Succession Planning

- The LG should discuss a succession plan for our Project Director, including how to capture his deep institutional knowledge and how to carry out the work he's been doing (OE)

Roles and Responsibilities

- All roles on the LG should be better defined (OE)
- Internally confusing how decisions get made; externally even murkier (ITAV)
- Training for new board members is not as robust as needs to be (ITAV)
- Job descriptions necessary: Leadership member, chair, task force members, etc. (ITAV)
- Right now, there is no key staff member; program not well staffed comparatively (.5 Andrew as tech lead, .1 David, .1 Mic) real gap in program management; project director role is volunteer; Mike occupied part, but inconsistently and not well documented. The entire project has .8 fte and no project management role; unclear if community or governance is prepared to absorb his responsibilities; for example, who is responsible for the budget; who is the main day to day driver of key activities etc.? (ITAV)

Governance Structure

- In LG meetings, we need to engage all members and not just the loudest, most strident voices (OE)
- We need a new governance model, not the same one inherited from DuraSpace and LYRASIS (OE)
- Need to have governance more engaged, have ownership over project, join groups and push goals forward with overall objective to set out statement direction (ITAV)
- VIVO struggles with gaining more voices from broader community in many aspects (ITAV)
- To facilitate more participation from Europe, governance would need to consider ways to make it easier for global participation such as meetings in time zones that work for Europeans. Need to change to be less North American centric in order to gain voices from different groups (ITAV)
- Frequency of leadership/steering meetings is an issue (ITAV)

Note: There were additional governance related issues surfaced in the orientation and assessment, but which have been resolved since (such as veto, project director role) and so have not been included here.