

Report of the DCMJ Joint OC/AB Membership Task Group

August 1, 2012

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Executive Summary

Since the incorporation of DCMI in Singapore in 2008, development of both the Member and Partner programs has been extremely problematic. Of the six current Members, five memberships pre-date the Singapore incorporation with start dates ranging from 2003 through 2006. Since incorporation, only one new Member has joined. All of the 3-year membership agreements are up for renewal this year and next year.

The Partner program currently has no funding members and two members contributing services (hosting contributions etc.). The Partner program had one long-term funding Partner (2008-2012) that did not renew this year and several short-term members contributing below the Platinum-level. Currently there are no funding Partners. It is clear that long-term fiscal sustainability of DCMI is threatened without timely structural revisions to the membership programs that make them more attractive and expand the membership base. The focus of the work of the Joint OC/AB Task Group on Membership Programs is to provide the groundwork for discussion and action on such revisions.

In addition to the long recognized need to better articulate the value proposition for DCMI membership, this report provides the groundwork for AB/OC discussion of the following next steps in achieving a more robust and attractive membership program structure, and exploring other legal structures for DCMI through partnership:

- Create a non-voting Supporting Member category for individual memberships in DCMI
- Review current Member fee structure (and fee structures in general) and make appropriate fee re-alignment decisions;
- Revision of the bylaws to simplify the institutional Partner category and enhance return on investment by possible membership on the Oversight Committee;
- Revision of the Articles of Association to open the possibility of non-geographic entities as Members; and
- Agreement for the directorate to move ahead on exploring partnership possibilities with other non-profit organizations as opposed to its current independent corporate structure to ensure long-term organizational sustainability.

Introduction

At the Oversight Committee meeting in Den Haag, prior to the DC-2011 Annual Conference, the OC agreed to undertake a review of the membership structure for DCMI, through a subcommittee composed of members of the OC and Advisory Board. The following report is a summary of the purpose, methods, findings and recommendations of that committee.

Task Group Members

Co-Chairs

- Mike Crandall (OC Independent Member)
- Rachel Bruce (OC Charter Member)

Members

- Ana Alice Baptista (Advisory Board Member)
- Joseph Busch (Advisory Board Member)
- Keven Liu (Advisory Board Member)
- Emma Tonkin (Advisory Board Member)
- Paul Walk (Advisory Board Member)

Ex Officio

- Raju Buddharaju (DCMI Directorate)
- Stuart Sutton (DCMI Directorate)
- Tom Baker (DCMI Directorate)

Charter

The charter for the Joint OC/AB Task Group on Membership Programs as defined in the OC meeting in Den Haag was to critically review the current criteria for membership in DCMI's Member & Partner programs to determine whether DCMI should:

- Include organizations based on criteria other than regional representation in the Member category
- Enhance opportunities for membership participation by revising the original membership fee structures to better reflect actual member capacity as well as existing and potential return on investment
- Explore potential direct DCMI services for membership organizations that could enhance return on investment and spur membership development

A fourth area arose as the task group pursued their investigation which is outside this original scope but the members felt was important to address:

- Investigate alternate organizational structures to enhance long-term sustainability of the organization

Work Process

The initial work process defined for the task group consisted of the following steps:

- a. Collect existing documents related to this charge, in particular:
 - the current DCMI membership and partnership agreements [1, 2]
 - the current DCMI member fee table [3, Appendix 1]
 - the analysis of revenue options that was generated from the Oversight Committee's 2007 Frankfurt retreat and subsequent followup to that [5, Appendix 2, Appendix 3]
- b. Create a shared workspace DCMI's MediaWiki site and a member listserv for the Task Group to share documents and record discussions [6, 7].
- c. Craft statements related to the following areas for discussion:
 - Revised set of member/partner categories
 - Revised rationale for member and partner fees
 - Definition of member/partner responsibilities
 - Return on investment for partners and members
 - i. Good examples of this came up in the vocabulary management workshop at the Den Haag conference, including http://labs.mondeca.com/dataset/lov/details/vocabulary_dc.html, and Gordon Dunsire's explication of DC's role as top-level aggregator for disparate vocabularies.
 - ii. Stuart Sutton also listed several existing benefits, such as the OCS role in providing infrastructure and archival resources for regional meetings, the role of DCMI as an integrator for multiple standards/tools, documentation and maintenance of the Dublin Core standard, and education and training.
- d. Provide a final report with multiple options for moving forward for discussion among the OC & AB.
- e. The original timescale for this work was November 2011 for the first meeting of the Task Group with complete work including a report and recommendations delivered to the Oversight Committee by the end of April 2012.

Work Methods

- The Task Group reported to the DCMI Oversight Committee.
- Membership included Mike Crandall and Rachel Bruce as co-chairs, with responsibility for the agendas and notes of agreements of the meetings and communication with the Oversight Committee. Five additional members were invited from the Advisory Board to participate in the Task Group.
- Meetings were held using Skype.
- Members planned to undertake background work allocated at the first meeting to support the above work plan, including the drafting of a report for the Oversight Committee, as per the statements suggested above. It was anticipated that members would need to dedicate one and half days work per month to the Task Group from December 2011 – April 2012.

In actuality, the Task Group started later than anticipated and subsequently finished later, meeting four times using Skype, on the following dates:

- 3 January 2012
- 28 February 2012
- 3 April 2012
- 17 May 2012

Minutes and associated documentation were collected on a restricted wiki site hosted by DCMI [6].

Approach

Four work items were defined in the initial task group meeting, with three additional items added mid-stream, but not pursued due to lack of time:

- Original work items:
 - Work Item 1: Potential Value Proposition
 - Work Item 2: Current Member Value Proposition
 - Work Item 3: Membership Structures
 - Work Item 4: Investigate audiences for DCMI services and products
- Additional work items:
 - Work Item 5: Investigate what works for other organizations—lessons learned
 - Work Item 6: Investigate partnership options as an alternative to an independent DCMI
 - Work Item 7: Develop use cases for services and products

For each work item the task group reviewed existing materials related to the item in the DCMI bylaws, documents and other sources, looked at a number of other membership organizations for comparative examples, and where appropriate, did informal polling to explore possible answers to questions posed by this background research. The following sections describe in detail the findings for each work item.

Work Items

Work Item 1: Potential Value Proposition

It has come up in numerous discussions over the years that DCMI has not been effective in defining the potential value proposition for membership. To explore this area, the Task Group reviewed other membership organizations to better understand what they articulate as their value for members. The Task Group looked for answers to the following questions: Why is it important to be a member? What are the rewards? What products and services are desired by our market that we are able to deliver to the membership? The assumption was that providing value involves both understanding the need for content, community, savings, etc. and also the organization's knowledge and ability to deliver what is needed.

Membership Organizations Analysis

Organizations examined included:

- GreyNet
- Association for Information Systems (AIS)
- American Society for Information Science and Technology (ASIST)
- The International DOI Foundation (IDF)

A brief summary of the findings for each of these organizations follows.

GREYNET

Membership Levels	Cost	Information Products & Services	Other Benefits
Individual	€295	<ul style="list-style-type: none">- Printed conference proceedings- Printed newsletter- Moderated listserv- Membership directory	<ul style="list-style-type: none">- 20% off on conference fee- 20% off on a number of the Grey Journal- Invitation to awards dinner
Institutional	€1,000	<ul style="list-style-type: none">- Annual subscription of the Grey Journal- Printed conference proceedings- Printed newsletter- Logo and link in website	<ul style="list-style-type: none">- One conference pass- Guaranteed authorship/speaking slots- Inserts in conference materials- Advertisings- Invitation to awards dinner
Associate	€2,000	<ul style="list-style-type: none">- Corporate authorship on several publications- Annual subscription of the Grey Journal- Two GL14 Conference-Passes- Logo and link in website	<ul style="list-style-type: none">- Two invitations to Awards Dinner- Sponsor Name on Book and Conference Proceedings covers- Full-page advert placed in Book and Conference Proceedings- Full-page advert in The Grey Journal- Quarter page adverts in GreyNet's Quarterly Newsletter- Sponsor inserts in the GL14 conference pouches

Association for Information Systems (AIS)

Membership Levels	Cost	Information Products & Services	Other Benefits
Individual	Ranges from 4 USD to 125 USD	<ul style="list-style-type: none">- Complimentary downloads to AIS e-Library- IS Journals and AIS	<ul style="list-style-type: none">- Facilitate Peer Networking- Aid IS Research- Strengthen Curriculum and Pedagogy

	depending on [HDI] level [see details]	conference proceedings - Special Interest Groups (SIGs) and Chapters - AISworld Listserve - Exclusive access to AIS conferences and affiliated conferences (ECIS, PACIS) - Complimentary resume posting at AIS Career Placement Services - AIS Undergraduate Student Chapters - AIS Staff Services	- Provide Practical Career Assistance - Provide Undergraduates with a vision for IS - Offer Recognition in the Global IS Community
Institutional	Ranges from 88 USD to 1750 USD depending on [HDI] level [see details]	-- the same --	- 5 individual academic memberships in AIS - 1 complimentary registration at an annual AIS conference (AMCIS or ICIS) \$500.00 - 1 Institutional elibrary Subscription - 1 year - 1 Complimentary 90 placement ad on the Career Placement web site - 1 Complimentary Private Placement Room at AMCIS or ICIS - Bonus: Member institutions may purchase additional individual AIS academic memberships at reduced price if they are purchased at the same time as the Institutional Membership Note: Joint Institutional Memberships: AIS-SIM and AIS-ANIEI at special prices. [See details] .

American Society for Information Science and Technology (ASIS&T)

Membership Levels	Cost	Information Products & Services	Other Benefits
Individual	140 USD +\$10 for as many additional SIGs as desired \$5 discount for employees of	- Online membership directory. - Reduced rates to annual conferences, summits and continuing education seminars.	- Membership in an ASIS&T local chapter. - Membership in 1 ASIS&T Special Interest Group (SIG) - Access to ASIS&T JobLine. - Participation in Placement

	corporate patrons	<ul style="list-style-type: none"> - Subscriptions to <i>Bulletin</i> (online) - Subscriptions to <i>Journal</i> (JASIST-printed and/or online). - Discounts on ASIS&T publications. - Bookstore discounts. 	<p>Center at Annual Meeting.</p> <ul style="list-style-type: none"> - Optional insurance plans (term life, disability, in-hospital, comprehensive health, major medical, and medicare supplement insurance). - 10% Discount for Drexel's online degree program.
<p>Student</p> <p>Open to full and part-time students</p> <p>Requires faculty member signature</p>	<p>40 USD</p> <p>+\$10 for as many additional SIGs as desired</p> <p>+15 for JASIST print subscription</p>	<ul style="list-style-type: none"> - Online membership directory. - Reduced rates to annual conferences, summits and continuing education seminars. - Subscriptions to <i>Bulletin</i> (online) - Subscriptions to <i>Journal</i> (JASIST-printed and/or online). - Discounts on ASIS&T publications. - Bookstore discounts. 	<ul style="list-style-type: none"> - Right to vote and hold office in ASIS&T. - Membership in an ASIS&T local chapter. - Membership in 1 ASIS&T Special Interest Group (SIG) - Access to ASIS&T JobLine. - Participation in Placement Center at Annual Meeting. - Optional insurance plans (term life, disability, in-hospital, comprehensive health, major medical, and medicare supplement insurance).
<p>Retired</p> <p>Requires prior 5 years of regular membership</p>	<p>70 USD</p> <p>+\$10 for as many additional SIGs as desired</p> <p>+25 for JASIST print subscription</p>	<ul style="list-style-type: none"> - Online membership directory. - Reduced rates to annual conferences, summits and continuing education seminars. - Subscriptions to <i>Bulletin</i> (online) - Subscriptions to <i>Journal</i> (JASIST-printed and/or online). - Discounts on ASIS&T publications. - Bookstore discounts. 	<ul style="list-style-type: none"> - Right to vote and hold office in ASIS&T. - Membership in an ASIS&T local chapter. - Membership in 1 ASIS&T Special Interest Group (SIG) (+\$10 for as many additional SIGs desired). - Access to ASIS&T JobLine. - Participation in Placement Center at Annual Meeting. - Optional insurance plans (term life, disability, in-hospital, comprehensive health, major medical, and medicare supplement insurance).
<p>Institutional Affiliate</p> <p>Open to all organizations</p>	<p>650 USD</p> <p>\$5 off regular membership fee for</p>	<ul style="list-style-type: none"> - Online membership directory. - Special group rates for 	<ul style="list-style-type: none"> - Right to vote and hold office in ASIS&T (for institutional rep) - Access to ASIS&T JobLine.

One free individual membership for designated representative	employees of corporate patrons	<p>ASIS&T conferences: register 6 people and 1 person is free.</p> <ul style="list-style-type: none"> - Subscriptions to Bulletin (online) - Subscriptions to Journal (JASIST-printed) - Subscription to <i>Annual Review of Information Science and Technology</i> (ARIST) - <i>Proceedings of the ASIS&T Annual Meeting</i>. - Discounts on ASIS&T publications. - Bookstore discounts. 	<ul style="list-style-type: none"> - Participation in Placement Center at Annual Meeting. - Optional insurance plans (term life, disability, in-hospital, comprehensive health, major medical, and medicare supplement insurance).
<p>Corporate Patron</p> <p>Open to all organizations</p> <p>One free individual membership for designated representative</p>	<p>800 USD</p> <p>\$5 off regular membership fee for employees of corporate patrons</p>	<ul style="list-style-type: none"> - Online membership directory. - Special group rates for ASIS&T conferences: register 6 people and 1 person is free. - Subscriptions to Bulletin (online) - Subscriptions to Journal (JASIST-printed) - Subscription to <i>Annual Review of Information Science and Technology</i> (ARIST) - <i>Proceedings of the ASIS&T Annual Meeting</i>. - Discounts on ASIS&T publications. - Bookstore discounts. 	<ul style="list-style-type: none"> - Access to ASIS&T JobLine. - Participation in Placement Center at Annual Meeting. - Optional insurance plans (term life, disability, in-hospital, comprehensive health, major medical, and medicare supplement insurance).

The International DOI Foundation (IDF)

Membership Levels	Cost	Information Products & Services	Other Benefits

General (any organization wishing to support the development of the DOI System and is not and active Registration Agency)	35,000 USD	- Monthly briefings on activities	<ul style="list-style-type: none"> - Vote in annual IDF elections; - Free DOI prefix for experimental purposes; - Possibility of offering value-added services; <p>All other benefits derive from the opportunity to participate and collaborate within such an organization. Some of the mentioned are: >br/></p> <ul style="list-style-type: none"> - Participation and potential influence in the standardization effort; - Possibility to influence the course of activities; - Collaborations and discussion with other organizations with similar or complementary interests; - Participate in working groups, meetings, prototypes, stand for election and lobby board members - Access to up-to-date information of what's going on with others; - Possible liaison / contacts with other organizations in other countries and continents with similar or complementary interests
Charter (offered to organizations whose main activities are in the creation or production and dissemination of intellectual property)	70,000 USD	-- The same --	-- The same -- It's not clear what other benefits Charter members have.
Agency (to organizations which have signed a formal Registration Agency Agreement with the IDF)	35,000 USD	-- The same --	-- The same --
Affiliate (restricted to professional associations who have one or more of their current members in current membership of the IDF)	2,000 USD	-- The same --	-- The same EXCEPT that affiliate members DO NOT VOTE in annual elections --

Note: Membership usually not open to individuals, but the board may decide to open an exception

Implications for DCMI

This information was used to develop a list of DCMI's current and potential products and services, and benefits at various membership levels.

DCMI Products and Services

- Annual event (to attend, or receive publications)
- Local events
- Tutorials
- Webinars
- Community (to participate in, benefit from) - Communities, Task Groups, Forums
- Publications (to create, or benefit from)
- Governance eligibility (Oversight Committee, Advisory Committee, Usage Board)

DCMI Members Benefits

- Official representational body and support
- Eligible for Oversight Committee representation
- Visibility on DCMI Web site
- Active link to Partner's Web site
- DCMI logo use
- Visibility at annual Dublin Core event
- Press release announcements
- Event co-organizer
- Event presentation

DCMI Partners Benefits

- Visibility on DCMI Web site
- Active link to Partner's Web site
- DCMI logo use
- Visibility at annual Dublin Core event
- Press release announcements
- Event co-organizer
- Event presentations
- Networking

DCMI Individual Benefits

- Discounts (or early access) to any fee-based products or services, such as conferences, webinars, and tutorial material
- Participation in DCMI community activities
- Networking

Work Item 2: Current Member Value Proposition

The task group also wanted to explore the value that current members gained from their support of DCMI through input from the current members. However, due to schedule and transitions of many of the organizations, Very little response was received by the task group in this area.

However, a DCMI document (Member Commitment and Benefits, Appendix 4) spells out the minimum expectations:

Section 3: Benefits

While the Membership Agreement is in force, a Member has the following benefits:

1. Voting rights as defined by the Singapore Companies Act, including the acceptance of the annual accounts and appointment of Directors. With these rights, the Member has the opportunity to determine how DCMI is managed and by whom.
2. Appointment of one representative on the DCMI Oversight Committee. This gives the Member early knowledge of proposals for strategic and technical directions and the opportunity to influence the direction that DCMI will be taking including assignment of budget and setting of priorities for the organization.
3. Appointment of one representative on the DCMI Advisory Board, a committee of around 50 metadata experts from around the world that gives advice to the Managing Director on technical issues. This allows the Member to bring requirements and ideas to this group of experts to help shape the technical solutions that DCMI develops.

Work Item 3: Membership Structures

While technically not part of the Task Group charter, membership structures proved to be an important aspect of our discussions for a number of reasons:

- The definition of “member” is bound up in the DCMI’s structure
- Potential benefits may vary by type of member (individual, institutional, partner)
- Membership holds implications for funding models and sustainability

The Task Group found that the organizations investigated for other models had multiple membership levels, and that benefits and services were articulated for each member level separately (see Work Item 1 above).

In order to better understand DCMI’s current structure, and the restrictions and limits on current members, the task group examined a number of DCMI documents, including:

- By-Laws [8]
- Articles of Association [9]
- Member Agreement [1]
- Partner Agreement [2]

- Membership and Partner Fee Structures [3]

Current DCMI Governance/Advisory Structure

The current DCMI Governance and Advisory structure is composed of two major components. The roles and responsibilities of each are outlined as follows and illustrated in Figure 1:

Governance—Oversight Committee

- Legal Members + 4 Independent Appointments
- Decisions reserved under Singapore law to legal Members (currently 6 regional Members):
 - Approval of annual audit & auditor reappointment
 - Appointment of Directorate personnel
 - Decisions on dissolution as Singapore Company Limited by Guarantee
- Decisions of the Oversight Committee sitting as a whole:
 - DCMI strategy & operations in all matters not reserved to the legal Members under Singapore law

Advisory—Advisory Board (app. 65 members)

- Advisory to DCMI governance bodies (Oversight Committee and Directorate)

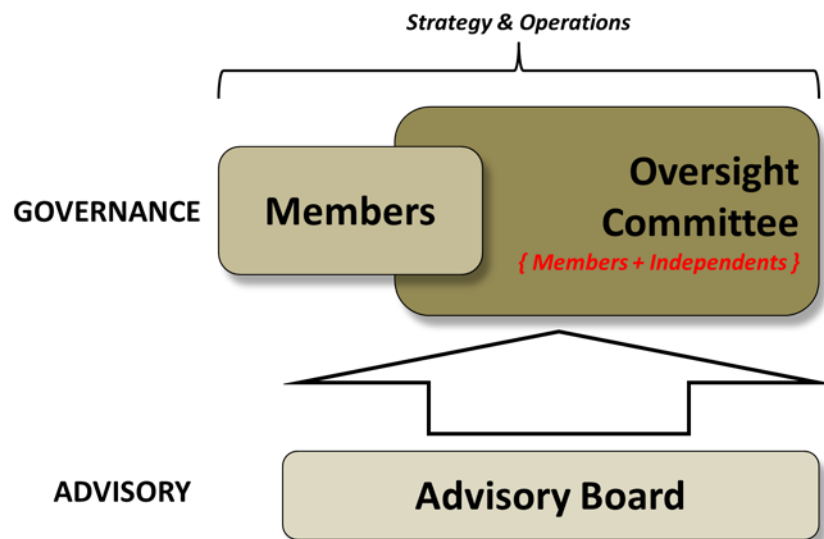


Figure 1: Current DCMI Governance Structure

Background Information- Articles of Association

The Member category of DCMI membership is the only category required by Singapore law and the DCMI Articles of Association [9]. By statute, the *Member* category is the set of legal voting entities of DCMI. Individual *Member* representatives are members of the Oversight Committee through DCMI by-laws; and, by default, *Member* representatives are members of the Advisory Board. Relevant sections in the By-laws are called out below:

- "Member needs to be an incorporated public entity, a not-for-profit organization, a governmental agency, or a supra-governmental agency." Section 8(a)
- "Member may represent a consortium or group of organizations or agencies." Section 8(b)
- "Member has exclusive coverage within the Locale of Influence agreed to by the Member and DCMI..." Section 8(c)
- "Members may adopt business models that include individual or institutional memberships or other types of funding through grants, contributions or institutional sponsorship..." Section 8(d)
- "Fee structure and levels will be regularly reviewed allowing for change in economic circumstances and budget developments." Section 14

Relevant Definitions:

- **Member:** The members of DCMI for the time being and from time to time as defined by these Articles.
- **Locale of Influence:** The region or political boundary in which a *Member* is chartered. Typically this will be defined by national boundaries; however organizations from more than one country may find it expedient to create a *Member* that spans national boundaries but is unified by common language, culture or other interest.

Background Information-DCMI By-laws

Article I: Participation Categories

A. Members

DCMI Members are national or regional organizations that represent stakeholder communities within their region. Members are established on a contractual basis and have rights and responsibilities as designated in a Membership Agreement executed between the Member and DCMI. The Member fee structure and levels are decided by the Board of Directors in consultation with the DCMI Oversight Committee, taking into account economic factors related to the locales covered by Members and the overall budget requirements of DCMI. Fee structure and levels will be regularly reviewed allowing for changes in economic circumstances and budget developments.

B. Partners

DCMI Partners are organizations that contribute financially to DCMI or its activities. They have rights and obligations as designated in a Partnership Agreement executed between the Partner and DCMI. Partnership categories and associated contribution levels are decided by the Board of Directors in consultation with the DCMI Oversight Committee.

[Note: The Partner category is not part of the legal structure of DCMI. Partner rights are determined by partnership agreement and the published schedule [10]. Fee structure is determined and periodically reviewed by the Oversight Committee at the recommendation of the Board. Appointment is at the discretion of the Board. The Partner program has not been particularly successful (one likely reason: the ROI is even more murky than with the Member program).]

Article II: Governance

- B. The DCMI Board of Directors establishes an Oversight Committee that advises on operational, strategic and other issues. The Members accept the decisions of the Oversight Committee as binding unless they are in conflict with legal requirements.

Background Information: Singapore Companies Act

- "a company may by special resolution alter or add to its articles". (Chapter 50, Section 37)
- nothing that says a "member" of a company **must be** an incorporated entity

Background Information: Current Fee Structure

Members [Appendix 1]

- Based on UNDP country rankings
- 4 tiers, from \$1500- \$30,000
- Only pricing option is as a country

Partners [10]

- Complex tiered structure based on fees paid and/or services rendered

Work Item 4: Investigate audiences for DCMI services and products

To further explore the types of audiences that might benefit from the services and products identified in Work Item 1, a brief survey was conducted by Ana Alice Baptista on Facebook. While indicative only, the results do reflect the types of potential audiences DCMI has, and may offer some guidance for future exploration in this area (see Figure 2).

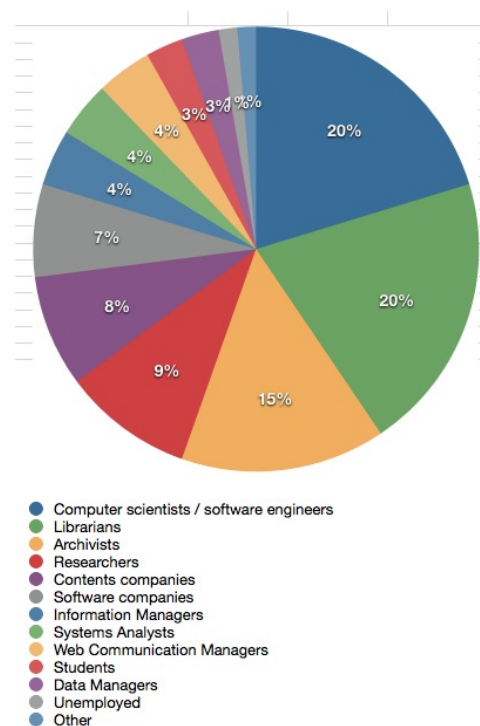


Figure 2: DCMI Audiences

- *Question: What are the potential DCMI audiences?*
- *Date: 28/Feb/2012*
- *Number of respondents: 25*

Additional work items (incomplete)

Three additional work items were identified during the Task Group discussions, but were not explored due to lack of time. These may be worth pursuing at some future date as additional information to help inform decisions surrounding membership discussion.

- Work Item 5: Investigate what works for other organizations—lessons learned

- Work Item 6: Investigate partnership options as an alternative to an independent DCMI
- Work Item 7: Develop use cases for services and products

Implications

Since the *Member* category of DCMI membership is the only category mandated by statute and defined in the DCMI Articles of Association [9], DCMI is at liberty to:

- Create any new categories it deems useful;
- Modify the existing *Partner* program; and
- Change fee structures as required from time to time by the Articles with consideration given to better aligning fees to both intangible and tangible ROI and other economic circumstances.

If DCMI choses to modify the DCMI governance structure stemming from changes to the membership program, then modifications to the Articles may be necessary (but doable). Possible Article modifications might include:

- Extending *Member* status to include "domain influence" as well as the current "locale influence" with the goal of diversifying and increasing the size of the *Member* category (obviously with a suitable definition of "domain influence" that provides for future developments); and
- Instituting an *Individual Membership* program possibly with "premium" access to defined sets of resources (etc.) and with possible representation at the *Member* (governance) level based on some formula.

Possible DCMI Governance/Advisory Structure

A comparative diagram to the current Governance Structure (Figure 1) incorporating some of these possibilities is shown below (Figure 3):

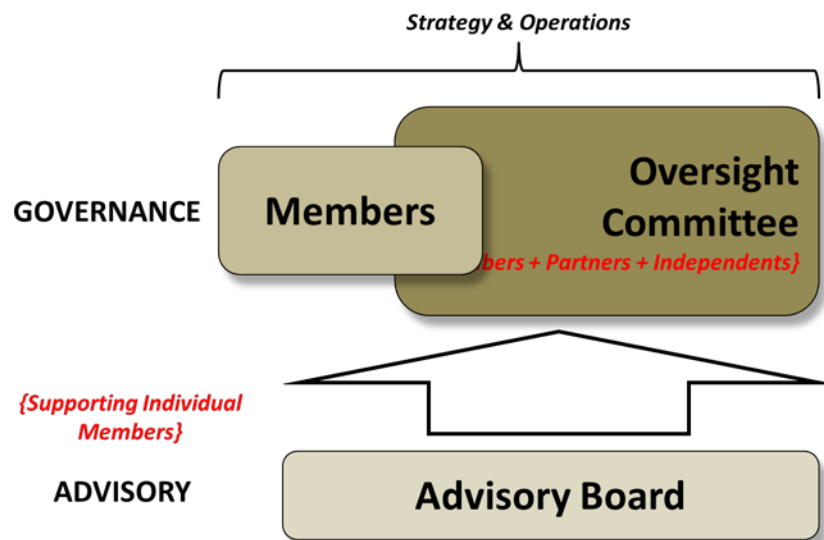


Figure 3: Possible DCMI Governance/Advisory Structure

Possible Directions

Based on the work of the task group, three propositions and one major change were posed for discussion by the Advisory Board and action by the Oversight Committee:

- **DCMI should work to:**
 - Increase the size of the Member category through reduced annual fees for institutions.
 - Extend criteria for Member status beyond geographic representation to include other cultural and special interest factors (e.g., linguistic with some consortium of Ibero-American institutions).
- **DCMI should enhance the Partner category by:**
 - Eliminating (or greatly reducing) the current complexity of the category.
 - Extending membership on the Oversight Committee to institutional Partners.
- **DCMI should create:**
 - A non-voting *Supporting Member* category for individual memberships in DCMI
 - A program of vetted, attractive privileges reserved to *Supporting Members* while maintaining long-term open access to DCMI assets.

Fee-based membership programs are only one part of DCMI's long-term fiscal sustainability

- Therefore, the Task Group further recommends that DCMI investigate opportunities for an institutional partnership (as opposed to DCMI's current independent legal status) that reduces DCMI's current administrative and financial overhead
- DCMI should investigate partnership opportunities that:
 - are compatible with DCMI's mission, goals and objectives;
 - provide an institutional "umbrella" and institutional services;
 - provide a fiscal arrangement based on services rendered and mutual partner benefit;
 - provide for sustaining current member benefits as well as future additions/modifications based on DCMI decisions; and
 - provide DCMI with autonomy within institutional and legal constraints.

Next Steps

The Task Group is presenting these findings and recommendations for discussion by the Advisory Board, with followup by the Oversight Committee to modify and change the highlighted areas based upon the AB's consensus. Several next steps can be outlined to achieve these goals:

- Create a non-voting Supporting Member category for individual memberships in DCMI
- Review current Member fee structure (and fee structures in general) and make appropriate fee re-alignment decisions
- Revision of the bylaws to simplify the institutional Partner category and enhance return on investment by possible membership on the Oversight Committee
- Revision of the Articles of Association to open the possibility of non-geographic entities as Members
- Agreement for the directorate to move ahead on exploring partnership possibilities with other organizations to ensure long-term organizational sustainability

Appendices

Appendix 1: DCMi Member Fee Structure

DCMI Membership fees 2009

2009-01-01

	Country	Perc. UN 2007	Perc. DCMI 2008	DCMI Fee 2009
FM	Micronesia	0,001	0,25	1.500
MN	Mongolia	0,001	0,25	1.500
NP	Nepal	0,004	0,25	1.500
MK	Macedonia	?	0,25	1.500
JO	Jordan	0,011	0,25	1.500
EE	Estonia	0,012	0,25	1.500
TT	Trinidad and Tobago	0,022	0,25	1.500
LT	Lithuania	0,024	0,25	1.500
CR	Costa Rica	0,030	0,25	1.500
BD	Brunei Darussalam	0,034	0,25	1.500
HR	Croatia	0,037	0,25	1.500
CY	Cyprus	0,039	0,25	1.500
UA	Ukraine	0,039	0,25	1.500
MA	Morocco	0,047	0,25	1.500
SK	Slovakia	0,051	0,25	1.500
RO	Romania	0,060	0,25	1.500
SI	Slovenia	0,080	0,25	1.500
HU	Hungary	0,126	0,82	5.000
ID	Indonesia	0,142	0,82	5.000
IR	Iran	0,157	0,82	5.000
CZ	Czech Republic	0,183	0,82	5.000
MY	Malaysia	0,203	0,82	5.000
TH	Thailand	0,209	0,82	5.000
NZ	New Zealand	0,221	0,82	5.000
CL	Chile	0,223	0,82	5.000
ZA	South Africa	0,292	0,82	5.000
IE	Ireland	0,350	1,65	10.000
TR	Turkey	0,372	1,65	10.000
SG	Singapore	0,388	1,65	10.000
IN	India	0,421	1,65	10.000
PL	Poland	0,461	1,65	10.000
IL	Israel	0,467	1,65	10.000
PT	Portugal	0,470	1,65	10.000
GR	Greece	0,530	1,65	10.000
HK	Hong Kong		1,65	10.000
FI	Finland	0,533	1,65	10.000
NO	Norway	0,679	1,65	10.000
DK	Denmark	0,718	1,65	10.000
AT	Austria	0,859	1,65	10.000
AR	Argentina	0,956	1,65	10.000
SE	Sweden	0,998	1,65	10.000
BE	Belgium	1,069	1,65	10.000
RU	Russia	1,100	1,65	10.000
CH	Switzerland	1,197	1,65	10.000
BR	Brazil	1,523	3,29	20.000
AU	Australia	1,592	3,29	20.000
NL	Netherlands	1,690	3,29	20.000
KR	Korea	1,796	3,29	20.000
MX	Mexico	1,883	3,29	20.000
CN	China	2,053	3,29	20.000
TW	Taiwan		3,29	20.000
ES	Spain	2,520	3,29	20.000
CA	Canada	2,813	3,29	20.000
IT	Italy	4,885	4,94	30.000
FR	France	6,030	4,94	30.000
UK	UK	6,127	4,94	30.000
DE	Germany	8,662	4,94	30.000
JP	Japan	19,468	4,94	30.000
US	USA	22,000	4,94	30.000
		100,00	607,500	

Please note that Hong Kong, Taiwan and Macedonia are not on the UN list.

Cut-off points	0,10%	0,30%	Max.
	1.500	5.000	30.000

Appendix 2: DCMI Funding Options (2007 BOT Retreat)

DCMI funding options

A. Annual contribution programs

The approach of these programs is that individuals or organizations contribute annual fees in return for some level of special treatment.

<i>Short name</i>	<i>Description</i>	<i>Benefit for contributor</i>	<i>Benefit for DCMI</i>	<i>Cost</i>	<i>3 year cost/benefit</i>
A1. Affiliate program	Current program to allow organizations with a national perspective to become DCMI Affiliates (or Members in a legal sense) of DCMI at an Affiliate fee ranging from 1,500 to 50,000 USD per year depending on relative wealth of country.	Membership of DCMI Board of Trustees (Directors) with associated steering influence. Option to develop DCMI-branded activities.	Strengthening two-way ties between global and national level. In addition to current 5 Affiliates, potential target audience is around 50 countries with total potential volume of 500,000 USD, realistic (?) 150,000-200,000 USD per year	Set-up and advertising costs: selection of target through international platforms and direct contacts, upgrade of current approach with better marketing materials and revised contracting arrangements: 15-20 person days or 10,000 USD subcontracting marketing skills. Running costs: managing affiliates (e.g. 10-15 organizations) entails overheads for registration, confirmation, reminders, and special mailings: 5-10 person days per year. In addition, further development of the program requires better, regular exposure (e.g. attendance and presentations at major conferences): 5-10 person days per year and 2,000-5,000 USD travel and conference budget	Cost: \$30,000-55,000 (\$10,000 initial plus 30-60 person days running cost at \$750 per day) Benefit: \$450,000-600,000 Factor: 8 – 20
A2. Partnership program	New program to allow companies to establish DCMI presence (e.g. local events, local documentation) in a country where we can't establish an Affiliate. Partnership fee either flat rate (10,000 USD) or differentiated by size of company and country	Association of company with DCMI increases their visibility in their local community.	Strengthening two-way ties between global and national level. Potential number of companies (India, South America, China, Japan?) in order of 5-10, realistic (?) target 3-5 participants, 10,000-20,000 USD	Set-up and advertising: marketing materials and legal issues: 5-10 person days. Running costs: administration etc. 5-10 person days per year	Cost: \$15,000-30,000 (initial 5-10 person days plus 15-30 person days running cost, total 20-40 days) Benefit: \$30,000-60,000 Factor: 1 – 4

<i>Short name</i>	<i>Description</i>	<i>Benefit for contributor</i>	<i>Benefit for DCMI</i>	<i>Cost</i>	<i>3 year cost/benefit</i>
A3. Sponsorship program	Program to allow organizations to become DCMI sponsors at fixed or flexible levels (e.g. bronze 500-1000, silver 1000-2500, gold 2500-5000, platinum above 5000) for one year	Mention of organization on DCMI Web site. Right to use DCMI Sponsor logo on organizations Web site and products. Selective receipt of information (e.g. DCMI News, early announcement of public comment and recommendations)	Potential target audience ~500 organizations subscribed to DCMI mailing lists and others we know from direct contacts (Microsoft, Adobe, Siemens, eGovernment agencies etc.), total potential volume 250,000-500,000 USD, realistic (?) 50,000-100,000	Set-up and advertising cost: selection of target through subscribers of DCMI mailing lists and known contacts, drafting of good marketing text, single page of text on DCMI Web site, page for listing of sponsors: 5-10 person days Running cost: managing sponsors (e.g. 20-25 organizations) entails overheads for registration, confirmation, reminders, special mailings: 10-15 person days per year	Cost: \$25,000-40,000 (initial 5-10 person days plus 30-40 person days running cost, total 35-50 person days) Benefit: \$150,000-300,000 Factor: 4 – 12
A4. Contributor program	Program to allow organizations and individuals to become DCMI contributors at reasonable prices (e.g. 50 USD for individuals, 500 USD for organizations) for one year	Selective receipt of information (e.g. DCMI news).	Potential target audience ~500 organizations, ~1500 individuals subscribed to DCMI mailing lists, total volume 325,000 USD, realistic (?) 25,000-50,000 per annum	Set-up and advertising cost: selection of target through subscribers if DCMI mailing lists, single page of text on DCMI Web site: 2-3 person days. Running cost: managing contributors (e.g. 25-50 organizations plus 100-200 individuals) entails overheads for registration, confirmation, reminders, special mailings: 15-20 person days per year	Cost: \$35,000-50,000 (initial 2-3 person days plus 45-60 person days running cost, total 47-63 person days) Benefit: \$75,000-150,000 Factor: 1.5 – 4
A5. Membership program	Program to restrict access to certain resources (e.g. anything beyond the basing specifications) to a selected audience at reasonable price (e.g. 100-200 USD per annual membership)	Access to enhanced materials beyond basic specifications.	Potential target audience is the total of 1500 people subscribed to the DCMI mailing lists, total potential volume 100,000-150,000 USD, realistic (?) 10,000-25,000.	Set-up and advertising cost: selection of target through subscribers if DCMI mailing lists, implementation of restricted area and access control on DCMI Web site, single page of text on DCMI Web site: 5-10 person days. Running cost: managing contributors (e.g. 100-150 individuals) entails overheads for registration, confirmation, reminders, special mailings: 10-15 person days per year In addition, provision and maintenance of adequate materials to justify the membership fee may cost 20-30 person days or 10,000-15,000 subcontracting cost	Cost: \$35,000-55,000 (initial 5-10 person days plus 30-45 person days running cost, total 35-55 days plus 10,000-15,000) Benefit: \$30,000-75,000 Factor: 0.6 – 2

B. Incidental activity support

This funding category consists of fundamentally temporary schemes related to specific activities.

<i>Short name</i>	<i>Description</i>	<i>Benefit for contributor</i>	<i>Benefit for DCMI</i>	<i>Cost</i>	<i>3 year cost/benefit</i>
B1. Foundation support	Grant schemes from charities with objectives to further science, education and culture or specific areas such as accessibility	Support of activities within its scope and objective	Amounts of money may vary between a few thousand dollars to substantial amounts up to 50,000-100,000 USD, realistic (?) 15,000 per year	Substantial effort needed to identify grant opportunities and matching DCMI activities with foundation grant objectives. Serious approach may require investment of 20-30 person days per year	Cost: \$45,000-70,000 (60-90 person days) Benefit: \$45,000 Factor: 0.5 – 1
B2. Research program subsidies	Calls for proposals issued by national (e.g. NSF, JISC) and regional (EC) R&D programs	Support of activities within program scope, possible benefit of contributing to longer-term take-up	Potential funding may be in the order of between 50,000 and 100,000 USD per year, but possibly mostly for peripheral activities, realistic (?) 15,000 per year	All submissions need to be done with or by other organizations as application from Singapore entity is probably not possible. Serious approach may require investment of 20-30 person days per year, while success rate may be small.	Cost: \$45,000-70,000 (60-90 person days) Benefit: \$45,000 Factor: 0.5 – 1
B3. Activity sponsorship	Activities advertised by DCMI calling for sponsorship of specific activities (Web site hosting and development, task groups, meetings, conference). DCMI to take percentage of sponsored amount, e.g. 25% if not directly for DCMI's benefit.	Corporate sponsor gets visibility from association (e.g. logo on Web site, conference proceedings, meeting materials, documents)	Potentially substantial benefit to community, to get work done quicker. Potential volume may be in order of 5,000-10,000 USD per case, total volume possibly 20,000-30,000 per year, DCMI benefit in order of 2,500-5,000 per year; Web site hosting budgeted at 2,500 per year.	Can be done fairly cheaply by running special Web page with funding opportunities. There would be expectations for maintaining visibility on the Web site over time and for quality of the results of activity. Estimated resource 5-10 days per year for management of postings and administration	Cost: \$10,000-20,000 (15-30 person days) Benefit: \$15,000-30,000 Factor: 0.75 – 3

C. Products and services

These are options to sell products and services to customers, either primary products related to the activities and results of DCMI work, or more generally marketing of advertising space for companies that want to be visible to the DCMI community.

<i>Short name</i>	<i>Description</i>	<i>Benefit for customer</i>	<i>Benefit for DCMI</i>	<i>Cost</i>	<i>3 Year cost/benefit</i>
C1. Conference organization	Full control of conference organization and management by DCMI maintaining reasonable but sufficient registration fees, e.g. 500-1,000 USD, subcontracting specific activities (online payment, technical services, catering etc.)	Conference attendees will experience a consistent approach.	Direct control of all aspects, possibility to streamline and rationalize environment. Potential income in order of 100,000-250,000 USD per year. Considerable risk of losses.	Full control will involve high investment of human resources, e.g. 50-75 person days per year. Out of pocket expenses additional 100,000-150,000 USD per year	Cost: \$400,000-600,000 (150-225 person days plus \$300,000-450,000) Benefit: \$300,000-750,000 Factor: 0.5 – 2
C2. Conference outsourcing	Partnering with professional conference organizer in multi-annual arrangement	Conference attendees will experience a consistent approach.	Depending on distribution of benefit and risk between DCMI and contractor. Potential benefit 25,000-30,000 per year	"Scientific" content of conference will presumably be DCMI's responsibility, 25-50 person days per year	Cost: \$50,000-100,000 (75-150 person days) Benefit: \$75,000-90,000 Factor: 0.75 – 2
C3. Conference fees	Per-participant or flat-rate contribution to DCMI by conference host at approximately 100 USD per full-rate registration	Association with DCMI-branded event	(Almost) invisible contribution to DCMI by community. For annual conference expected income 15,000-20,000, possibly 5,000-20,000 for regional and special events	Support for event management and contributions to conference program and attendance estimated at 15-25 person days per year	Cost: \$30,000-50,000 (45-75 person days) Benefit: \$45,000-60,000 Factor: 1 – 2

<i>Short name</i>	<i>Description</i>	<i>Benefit for customer</i>	<i>Benefit for DCMI</i>	<i>Cost</i>	<i>3 Year cost/benefit</i>
C4. Application Profile tools	Offering a production-grade service (based on Wiki tools or otherwise) to support the development of application profiles. Per-usage fee (order of 250-500 USD or annual subscription in order of 1,000-1,500 USD)	User gets access to DCMI-branded tools to assist in defining application profiles which should guarantee conformance	Pulling in activities that are building Application Profiles, emergence of "better" Application Profiles. Potential market possibly 2-5 subscriptions and 5-10 per-fee customers to a total of 10,000-15,000 USD per year	Basic development has already been funded but needs to be further developed (documentation, guidelines) to increase quality and appeal. Estimated further investment 10,000-20,000 USD Running cost, depending on stability of approach: 10-20 person days annually for management and helpdesk, 5,000 USD annually for maintenance and further development	Cost: \$50,000-70,000 (initial \$10,000 plus 30-60 person days and \$15,000 running cost) Benefit: \$30,000-45,000 Factor: 0.4 – 1
C5. Application Profile and namespace hosting	Providing long-term hosting for Application Profiles and local namespaces for small fee, e.g. 500 USD per year per item (AP or NS)	Secure, persistent hosting of necessary component of projects or services that cannot do this themselves	Increasing visibility in metadata landscape, enhancing contacts with community. Potential market maybe 10-20 items to a total of 5,000-10,000 per year	Set-up of disk space and associated access mechanisms, in order of 5-10 person days Running and maintenance estimated at 5 person days per year	Cost: \$10,000-20,000 (initial 5-10 person days plus 15 person days running cost, total 15-25 person days) Benefit: \$15,000-30,000 Factor: 0.75 – 3
C6. Usage Board review	Full peer review of Application Profile by Usage Board, premium service at 25,000 USD per review (2 days each for 10 people at 500 USD per day, 10,000 USD travel cost and 5,000 overhead DCMI)	Detailed review and advice on Application Profile. Risk is that strict criteria may lead to rejection and disappointment	Direct involvement in improving Application Profiles. Potential market small, less than 1 per year with total net income of 2,500-5,000 USD per year	Set-up requires finalization and stability of criteria, possibly through external contract, 10,000 USD plus 5 person days of supervision. Running cost (administration and correspondence) 5 person days per year	Cost: \$25,000 (initial \$10,000 and 5 person days, running 15 person days, total 20 days) Benefit: \$7,500-15,000 Factor: 0.3 – 0.6
C7. Consultancy	Offering consultancy services through DCMI-accredited people (e.g. Directorate, Trustees, others) with percentage of turnover to be paid to DCMI, e.g. in order of 100 USD per consultants day	Contracting with DCMI-accredited consultants for advice and training. This may also include fees for keynotes at conferences and educational courses	Building closer links with implementers' community. Potential market 50-100 consultancy companies and experts with potential of 100-500 consultancy days to a total of 10,000-50,000 USD per year	Set-up cost of accreditation program and criteria in the order of 20-30 person days. Running cost mostly administrative and legal: 10-20 person days per year	Cost: \$40,000-70,000 (initial 20-30 person days plus 30-60 person days running cost, total 50-90 person days) Benefit: \$30,000-150,000 Factor: 0.4 – 4

<i>Short name</i>	<i>Description</i>	<i>Benefit for customer</i>	<i>Benefit for DCMI</i>	<i>Cost</i>	<i>3 Year cost/benefit</i>
C8. Online journal, news or blog service	Gathering and distributing news on Dublin Core and metadata issues at low subscription rate, e.g. 25-30 USD per year	DCMI-branded news delivered in mailbox, e.g. once a month	More (possibly interactive) engagement with the community. Potential market 1,000-2,000 subscribers, realistic 250-500 customers, total of 5,000-10,000 per year	Set-up templates and distribution channels: 5-10 person days Running cost: monthly frequency requires estimated 20-30 person days per year.	Cost: \$50,000-75,000 (initial 5-10 person days plus 60-90 person days running cost, total 65-100 person days) Benefit: \$15,000-30,000 Factor: 0.2 – 0.6
C9. Job market	Companies and institutions can post job offers on DCMI Web site for fee of e.g. 500 USD per position per month	Access to DCMI community. Combination with online news service could make this more attractive	Looking at similar services elsewhere (e.g. SALT) and job offers on DC-General there could be 10-20 items per year. Realistic target probably 5-10 per year, total 2,500-5,000 USD per year	Set-up of Web pages and program details 5-10 person days. Running cost involving 5-10 person days per year in posting and deleting offers and administration	Cost: \$15,000-30,000 (initial 5-10 person days plus 15-30 person days running cost, total 20-40 person days) Benefit: \$7,500-15,000 Factor: 0.25 – 1
C10. Advertising space	Offering part of the Web site (e.g. side bar, featured links or product listed on tools page) as advertising space for fee (e.g. 500 USD per month)	Visibility in DCMI community	Potential market for metadata related products and services 50-100 companies, realistic target to have 2-3 ads at any time, total 10,000-25,000 per year. Risk of losing of perceived independence.	Set-up of advertising spaces on DCMI Web site: 5-10 person days Running cost for review of submitted ads (content and format issues), posting and deleting ads and administration 10-15 person days per year	Cost: \$25,000-40,000 (initial 5-10 person days plus 30-45 person days running cost, total 35-55 person days) Benefit: \$30,000-75,000 Factor: 0.75 – 3

D. Summary of cost/benefit analysis

The factors in the last columns of the options described in the previous chapters are calculated as (lowest estimated income divided by highest estimated cost) and (highest estimated income divided by lowest estimated cost). Note that a factor of below 1 means that the option costs more than it delivers.

The options can be grouped into four categories:

1. High opportunity, factors from around 5 to above 10

A1 (Affiliate Program) and A3 (Sponsorship Program)

2. Medium opportunity, with factors between 1 and 5

A2 (Partnership Program), A4 (Contributor Program), C3 (Conference fees)

3. Low opportunity with factor around 1 (low factor below 1 and high factor above 1)

A5 (Membership Program), B3 (Activity sponsorship), C1 (Conference organization), C2 (Conference outsourcing), C5 (Application Profile and namespace hosting), C7 (Consultancy), C10 (Advertising space)

4. Unrealistic opportunity, with low factor below 1 and high factor below or equal to 1)

B1 (Foundation support), B2 (Research program subsidies), C4 (Application Profile tools), C6 (Usage Board review), C8 (Online journal, news or blog service), C9 (Job market)

In terms of resources associated with the options in category 1 and 2, the following totals can be estimated:

<i>Option</i>	<i>Human resources</i>	<i>Benefits</i>
A1 Affiliate Program	30-60	\$450,000-600,000
A2 Partnership Program	20-40	\$30,000-60,000
A3 Sponsorship Program	35-50	\$150,000-300,000
A4 Contributor Program	45-60	\$75,000-150,000
C3 Conference Fees	45-75	\$45,000-60,000
Total over three years	175-285	750,000-1,170,000
Total per year	60-95	250,000-390,000

Mark Dekkers/2007-11-03

Appendix 3: DCMI Funding Approaches (2010)



DCMI Funding approaches

Report for the DCMI Oversight Committee, March 2010

1 Introduction

This document is intended to accompany an analysis of funding options for DCMI presented to the then DCMI Board of Trustees in November 2007 and which lead to the establishment of the DCMI Partnership Program in 2008. The November 2007 document is available at http://dublincore.org/oversight/documents/DCMI_funding_options_20071103.pdf.

2 Further options

In addition to the options listed in the November 2007 document, three main new ideas have been mentioned:

1. **Donations** program – this is similar to the option A4 in the November document although the administrative overhead may be reduced by not giving anything in return, as is the approach used by Wikipedia, Creative Commons and others, thereby increasing the yield of the program. In addition to an announcement and installation of a page for (optional) listing of donors, DCMI would need to find a way to accept credit card payments. Investigation of the options through our bank in Singapore resulted in a conclusion that the cost of such services is relatively high (in the order of US\$1,000 per annum), while PayPal is free but not entirely without problems judging from criticism that can be found on the Web. Nevertheless, the introduction of such a program appears to be attractive.
2. **Webinars** with pay-per-view or subscription – it has been reported that NISO has made a good business out of Webinars. People do seem to be willing to pay around US\$100 or so for a one to two hour event with interesting subjects and good speakers. This could be an interesting option for DCMI as well, possible as a joint venture between knowledgeable people in our community, where they would get paid for their work at a certain percentage of benefit. Prices and conditions for outsourcing (e.g. at <http://communiqueconferencing.com/>) need to be investigated.
3. **Training materials** with pay-per-view or subscription – this option is based on an idea from Jane Greenberg who suggested that teachers in Information schools may be willing to pay for materials that they can use for their classes. This could be thought of as a “teachers-for-teachers” approach where DCMI participants from the teacher community (such as Jane Greenberg, Joe Tennis, Diane Hillmann, Eva Méndez, Seth van Hooland, Marcia Zeng etc. etc.) could build a collaborative collection of resources that can be re-used by others.

3 Next steps

The Donations program can be set up relatively easy if the Oversight Committee agrees that this is something that is worth a try.

For Webinars, we may want to set up a permanent program committee that could build on the activities of the current DC-2010 conference committee with additional involvement from the Oversight Committee

For the Training Materials Exchange, Jane Greenberg has agreed to investigate the interest among a number of teachers on the Advisory Board.

Makx Dekkers/2010-02-26

Appendix 4: Member Commitment and Benefits



Dublin Core Metadata Initiative
Making it easier to find information

DCMI Membership

Overview of commitment and benefits

1 Organizational aspects

DCMI is a not-for-profit Company limited by Guarantee, incorporated in Singapore, governed by its Members. Currently, there are five Member organizations.

DCMI is formally managed by a Board of Directors. The Managing Director is responsible for the day-to-day management of the organization.

The Board of Directors has established the DCMI Oversight Committee that is involved in all strategic and financial decisions and provides binding advice to the Managing Director. The Oversight Committee consists of representatives of the Members (one per Member) and up to four independent experts. The voting procedure in the Oversight Committee is that every committee member has one vote; decisions are taken with more than 50% of assigned votes in favor and less than 25% of assigned votes against. The Oversight Committee currently consists of eight members, five representatives of the Members and three independent experts. Activities are underway to appoint a fourth independent experts on the committee.

2 Commitment

By becoming a DCMI Member, an organization commits to signing a Membership Agreement for three or five years. This implies:

- a Agreement to a guarantee of one US dollar being the maximum liability of the Member in case DCMI is wound up during the term of Membership
- b Payment of an annual Membership fee that is established by the DCMI Oversight Committee

3 Benefits

While the Membership Agreement is in force, a Member has the following benefits:

1. Voting rights as defined by the Singapore Companies Act, including the acceptance of the annual accounts and appointment of Directors. With these rights, the Member has the opportunity to determine how DCMI is managed and by whom.
2. Appointment of one representative on the DCMI Oversight Committee. This gives the Member early knowledge of proposals for strategic and technical directions and the opportunity to influence the direction that DCMI will be taking including assignment of budget and setting of priorities for the organization.
3. Appointment of one representative on the DCMI Advisory Board, a committee of around 50 metadata experts from around the world that gives advice to the Managing Director on technical issues. This allows the Member to bring requirements and ideas to this group of experts to help shape the technical solutions that DCMI develops.

Makx Dekkers/2009-03-25

Appendix 5: Important Resources

- [1] Member Agreement Template: http://wiki.dublincore.org/images/8/8c/Membership_Agreement.pdf
- [2] Partner Agreement Template: http://wiki.dublincore.org/images/8/84/Partnership_Agreement.pdf
- [3] Partner Program Fees and Services: <http://dublincore.org/about/partnership/index.shtml>
- [4] Board of Trustees Retreat Report (2005): http://dublincore.org/directorate/docn/2008-05.strategy-meeting/2008-03-22.sent/DCMI_BoT_Retreat_Report.pdf (restricted access)
- [5] Board of Trustees Strategy Meeting Report (2007): http://dublincore.org/directorate/docn/2008-05.strategy-meeting/2008-05-17.DCMI-BOT-Strategy-Meeting-Report_draft_.pdf (restricted access)
- [6] DCMI Joint OC/AB Task Group Wiki: http://wiki.dublincore.org/index.php/DCMI_Membership (restricted access)
- [7] DCMI Membership Task Group mailing list: membership@dublincore.org (restricted access)
- [8] DCMI By-laws: <http://dublincore.org/about/bylaws/index.shtml>
- [9] DCMI Articles of Association:
http://wiki.dublincore.org/images/9/9b/Articles_of_Association_2008.pdf
- [10] Partner Fee Schedule: <http://dublincore.org/about/partnership/index.shtml|current>