



## Governance structure

### Executive Board

#### Key points

- During the contract period (2020-2024) the governance structure aims to manage the implementation and evaluation of the Reading and Publishing Service and the development and implementation of research information services in pilots.
- The governance structure consists of three layers (see annex 1). At the highest level, management takes place by the Executive Board, which meets twice a year. The steering group meets more frequently and is appointed by the Executive Board. Working streams are linked to the implementation of pilots.

#### Members of Executive Board

- Elsevier has appointed the following persons (“all reporting to Elsevier’s Global leadership team”)
  - Joerg Limberg, Vice President Europe
  - Theo Pillay, SVP Research products
  - Gemma Hersh, SVP Research Solutions Sales
  - Laura Hassink, SVP STMJ and Head of House, Elsevier Amsterdam
- Four persons have also been appointed from public parties:
  - From VSNU
    - Tim van der Hagen (President of the Board and Rector Magnificus of TU Delft)
    - Karen Maex (Rector Magnificus University of Amsterdam, chair Taskforce on Responsible Management of Research Information and Data)
  - From NFU
    - Hans van Leeuwen (Dean and vice-chair Executive Board Erasmus MC, member of the NPOS steering group)
  - From NWO
    - Stan Gielen (Chair executive board, member of the NPOS steering group).

#### Main responsibilities (see also annex 1)

- Oversee the overall objectives of the contract/agreement, with a specific focus on the Open Science components
- Ensure adherence to the agreed collaboration principles
- Review and sign off on the annual evaluation process
- Manage escalations that cannot be resolved in the operational tier
- Ratify very large strategic pilots of a national or trans-national nature

#### Frequency of meetings

- twice a year
- based on progress reports of steering group and yearly evaluation
- additional meeting if needed (escalation, decision on large strategic pilots)

## **Roles**

- Chaired by Tim Van der Hagen for the first year. It is proposed to work with rotating presidency
- Secretary: Darco Jansen and Joep Verheggen (see also annex 2)

## **Steering Group**

### **Members of Steering Group**

#### *From public parties*

- Anja Smit (UKB Dutch University Libraries, Director Utrecht University Library)
- Arjan Schalken (Program Manager UKBsis)
- Alastair Dunning (Head Research Services at TU Delft, member taskforce)
- Hans de Jonge (NWO)
- Lieuwe Kool (NFU)
- Darco Jansen (VSNU)

#### *From Elsevier*

- Mervin Bregonje (Account Manager The Netherlands)
- Max Dumoulin (VP of Institutional Offerings)
- Jason Roof (Director Europe North)
- Guillaume Warnan (Solution Engineer, Open Science Services)
- Charon Duermeijer (Global Director Customer Success and Engagement)
- Joep Verheggen (Program Manager & Secretary Steering Group ELS)

## **Roles**

- Secretary to Steering Group and Executive Board: Darco Jansen and Joep Verheggen
- Coordinator from public side: Darco Jansen
- Coordinator from Elsevier side: Joep Verheggen
- Reading and Publishing Service: Mervin Bregonje
- Pilots: other members
- Legal Advice: available on demand
- Marketing/PR & Communication: available on demand

### **Main responsibilities (see also annex 1)**

- Agree which new pilots will start, signoff of Statement of Work (SoW) documents
- Review the progress of individual pilots and implementation projects
- Support pilot and implementation workstreams that will execute the projects
- Prepare the annual evaluation for the Executive Board
- Ensure the availability of proper documentation and communication to all relevant stakeholders
- Prepare escalations, if any, to the Executive Board
- Ensure that the collective pilots support the Dutch Open Science ambitions

### **Additional conditions**

- pilots are only accepted if all agree (unanimously), if not, escalated to Executive Board
- large strategic pilots of a national or trans-national nature need decision of Executive Board

- pilots related to Open Knowledge Base (e.g. pilots where CRIS-systems are linked and/or deduplicated) are pending the results of the feasibility study commissioned by VSNU

### Frequency of meetings

- monthly (unless nothing is to be discussed)
- additional meetings if needed
- two weeks before Executive Board meeting

## Annex 1: Governance structure as in agreement

### Schedule 5.1 Governance Structure Document

**The scope of the governance.** The governance will apply to the currently identified pilots and also to proposals for new pilots (concepts) which may come from the individual partners, Institutions, Elsevier and via national Open Science structures. Decisions to include new pilot Service concepts will go via the governance structure. Institutions may participate in Services at their sole discretion. Institutions that participate will actively contribute to the ideation, discovery and piloting of the Services concept. VSNU (UKB), NFU, NWO, KNAW and VH shall decide in advance of a pilot and at their sole discretion whether a pilot requires a public tender process in order to comply with the Dutch tender laws and regulations. During all times the parties shall actively monitor the compliance of the applicable tender laws and regulations.

**The governance** is based on three levels.

<i>Executive Board</i>	<i>Steering Group</i>	<i>Workstreams</i>
<p>Its main function is to:</p> <ul style="list-style-type: none"> <li>• Oversee the overall objectives of this Agreement, with a specific focus on the Open Science components</li> <li>• Ensure adherence to the agreed collaboration principles</li> <li>• Review and sign off on the annual evaluation process</li> <li>• Manage escalations that cannot be resolved in the operational tier</li> <li>• Ratify very large strategic pilots of a national or trans-national nature</li> </ul>	<p>Its main function is to:</p> <ul style="list-style-type: none"> <li>• Decide which new pilots will start</li> <li>• Review the progress of individual pilots and implementation projects</li> <li>• Support pilot and implementation workstreams that will execute the projects</li> <li>• Prepare the annual evaluation for the Executive board</li> <li>• Ensure the availability of proper documentation and communication to all relevant stakeholders</li> <li>• Prepare escalations, if any, to the Executive Board</li> <li>• Ensure that the collective pilots support the Dutch Open Science ambitions</li> </ul>	<p>Its main function is to:</p> <ul style="list-style-type: none"> <li>• Prepare the project statement of works</li> <li>• Prepare solution design and development of the Proofs of concept/MVPs</li> <li>• Execute the projects</li> <li>• Report progress to the Steering group and relevant stakeholders</li> <li>• Connect with existing collaboration structures (PURE user group, UKB teams)</li> <li>• Initiate ideation for new concepts</li> </ul>
<p>It consists of representatives from</p> <ul style="list-style-type: none"> <li>• VSNU, NFU and Elsevier appoint a co-chair</li> </ul>	<p>It consists of representatives from</p> <ul style="list-style-type: none"> <li>• VSNU (UKB), NFU, NWO, KNAW and VH (to be</li> </ul>	<p>It consists of representatives from</p> <ul style="list-style-type: none"> <li>• Elsevier, member institutions, the</li> </ul>

<i>Executive Board</i>	<i>Steering Group</i>	<i>Workstreams</i>
<ul style="list-style-type: none"> <li>• VSNU, NFU and Elsevier will appoint 1-2 additional Board members</li> <li>• Board members serve for a minimum of two years</li> </ul>	<p>appointed by the Executive board)</p> <ul style="list-style-type: none"> <li>• Elsevier</li> </ul>	<p>national funder (when applicable)</p> <ul style="list-style-type: none"> <li>• Elsevier will provide project management support.</li> <li>• When applicable third-party representatives may be part of a workstream</li> </ul>
<ul style="list-style-type: none"> <li>• The executive Board meets once a year in a plenary meeting (to sign off on the annual agreement evaluation) and once “mid-term” to review ongoing progress</li> </ul>	<ul style="list-style-type: none"> <li>• The steering group meets monthly. The Steering group will prepare the agenda and documentation for the Executive board meeting which will be held concurrently at an VSNU location and Elsevier office location</li> </ul>	<ul style="list-style-type: none"> <li>• The cadence for the individual workstreams depends on the project and will be described in the project Statement of work</li> </ul>

**The deliverables of the governance are:**

1. The annual Agreement evaluation in which the overall health of the collaboration is reviewed. To be signed off by the Executive Board. The annual evaluation will be prepared by the Steering group which will include an exchange of the lessons learned from the pilots.
2. Progress reporting of the individual projects (pilots and implementations). Frequency determined per project and depending on size, and complexity. Collected by the steering group and prepared by the individual workstreams.
3. Per project a project Statement of work (reflects scope of the project), the key success criteria, the required resources (for all parties involved) and the project plan (key delivery dates).