

## **Organization for Transformative Works** **Strategic Planning Committee**

### **Report on the Open Doors Committee**

The Strategic Planning Committee surveyed and reviewed the Open Doors Committee as part of our larger goal to put together a reasonable and practical strategic plan for the Organization for Transformative Works (OTW).

This report should be read as a helpful document, meant to illuminate, reveal, and guide the Open Doors Committee and the organization as a whole. It will be followed by similar reports for other committees and workgroups, and an overall report for the whole organization. These reports will then be synthesized into the strategic plan for the organization.

#### **Methodology**

The information in this report was compiled by reviewing the committee's internal documentation on the organization's wiki and Basecamp, and surveys of staff and volunteers (past and present), email and chat interviews with the chairs.

We start by giving an overview of the committee and its current place in the organization's mission. We then explain some of the history behind how the committee got to where it is today, the current processes of the committee, and how things work behind the scenes. We discuss the strengths and weaknesses of the team and procedures, as reported by the staff and volunteers involved, and the goals proposed by those working in this area.

Reports similar to this will be produced for all committees and workgroups, after which the data will be drawn together into an org-wide report of strengths, weaknesses and proposed goals for the organization going forward. This will be presented to the board and shared publicly, after which the board will decide how to act on the data offered by stakeholders, alongside the reports from the wider OTW Community Survey available from the Survey Workgroup.

#### **Distribution**

This report will be shared with the Open Doors committee staff and the Board, prior to being published publicly. The committee and the Board will have the opportunity to correct factual errors in review, but not to remove or edit the summary of what was revealed by the information gathering process.

## Participation

All 9 (non-chair) committee staff members were invited to participate in the survey and follow up with us in September 2012. 7 committee staff members filled out at least one survey question. The committee chair filled out an email interview. In March 2013, we revisited the Open Doors Committee and invited the new co-chair (as well as the continuing chair) to discuss their Open Doors experiences and plans in more depth with us.

All 10 retired Open Doors staff members (including retired chairs) were invited to talk to us about their experiences in November 2012; 1 retired staff member filled out at least one survey question.<sup>1</sup>

## Nota Bene

This report is a living document and will remain that way until all OTW teams have been surveyed, at which point this report and all others will be locked for the writing of the strategic plan.

## Contents

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## Overview of the Open Doors team

The Open Doors Committee is a team dedicated to preserving fanworks. Their mission, as self-described on the OTW internal wiki<sup>2</sup>, is as follows:

Our mission is to protect and preserve at-risk fanworks of all kinds.

Digital works like online fanfiction—and even entire archives or communities of fanfiction—can be preserved or backed up in the Archive of Our Own (AO3).

(Example: Yuletide)

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<sup>1</sup> VolCom's Still Willing to Serve survey went out between when we surveyed the staff and when we surveyed the retired staff. As a result, the survey numbers appear slightly skewed, as many of the staff who retired during SWTS participated in the staff survey but not the retired staff survey.

<sup>2</sup> [http://wiki.transformativeworks.org/mediawiki/Open\\_Doors\\_-\\_What\\_is\\_it%3F](http://wiki.transformativeworks.org/mediawiki/Open_Doors_-_What_is_it%3F) (Accessed March 9, 2013)

Analog artworks and fannish artifacts [sic] (zines, memorabilia [sic], convention programs & flyers, fan club materials, slides and videocassettes, etc.) can be housed as part of the Fan Culture Preservation Project with our partners at the University of Iowa Libraries. (Examples: The Fanzine Archive)

Works that don't easily (or currently) fit into either of these two categories may be able to be housed as part of our Special Collections depending on resources and on a case by case basis. (Examples: Missed the Saturday Dance, .pdfs of Jane Land's *Star Trek* novels)

The public Open Doors website can be found at <http://opendoors.transformativeworks.org/>.

Open Doors currently works closely with the Support Committee, the Systems Committee, the Accessibility, Design, & Technology Committee (AD&T), the Tag Wrangling team, and the Communications Committee (Comms).

## History

Open Doors is one of the first OTW committees to be formed and move forward with its projects.

## Projects

Open Doors was the brainchild of one of the OTW founders, Francesca Coppa, who was inspired by The Foresmutters Project<sup>3</sup>. Foresmutters is a bibliography and collection of some of the slash stories from the mid-1970s, mostly Kirk/Spock. When its owner was going to lose the domain in early 2008, Coppa created Open Doors to facilitate her idea to preserve the archive. The "Missed the Saturday Dance" project<sup>4</sup> followed quickly thereafter, and both domains were hosted by the OTW by the time the Open Doors Committee's website went live in June 2008.

Foresmutters and Missed the Saturday Dance are considered Special Collection projects, since they weren't imported into the AO3, as is the current Open Doors policy for new projects. Foresmutters has since been partially imported into the AO3, but Missed the Saturday Dance is too "media-reliant" to import at this time.

The first Open Doors automated import was the Smallville Slash Archive (SSA) import. Importing the SSA took almost two years, but was completed March 5, 2012. It was done using automated code, while the GeoCities Rescue Project<sup>5</sup>, announced in July 2009, recruited fans to manually preserve GeoCities pages (as well as record the pages' existence in Fanlore).

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<sup>3</sup> [http://fanlore.org/wiki/Foresmutters\\_Project](http://fanlore.org/wiki/Foresmutters_Project) (Accessed March 9, 2013)

<sup>4</sup> [http://fanlore.org/wiki/Missed\\_the\\_Saturday\\_Dance\\_-\\_Zoetrope](http://fanlore.org/wiki/Missed_the_Saturday_Dance_-_Zoetrope) (Accessed March 9, 2013)

<sup>5</sup> [http://fanlore.org/wiki/GeoCities\\_Rescue\\_Project](http://fanlore.org/wiki/GeoCities_Rescue_Project) (Accessed March 9, 2013)

## **Challenges**

Open Doors originally had many problems with its Board liaisons, chairs, and inter-committee communication. Historically, the committee struggled to get procedures in place and consistently followed. This led to a period where the committee was highly fragmented and lacked the transparency needed to work effectively as a committee. Many projects had a sole point of contact, and information was not well-documented or shared.

There were reports that one staff member set themselves up as the sole point of contact for many preservation projects without allowing for other staff members to participate. This staff member directed several other Open Doors staff members to not contact other committees within the OTW, and cut many of the Open Doors staff members out of the conversations with other committees (such as Webmasters, who were in charge of designing the Open Doors website). Though this staff member has now left the organization, the impact of their problematic behavior can be seen in the concerns current staff members have about Open Doors' isolation from the rest of the OTW.

All of the projects Open Doors worked on from 2009 - 2011 were stunted by this lack of procedures and the refusal to follow procedures; some now-retired Open Doors staff members (most of whom declined to be interviewed for this report) reported at the time feeling a lack of motivation and declining morale.

Open Doors has successfully triumphed over many of their legacy problems -- they have been reaching out to other committees, moving forward with imports, and bringing renewed motivation and direction to their committee work.

## **Open Doors in 2012**

The Open Doors committee grew from 6 to 12 people in 2012, the mailing list became more active, and transparency and communication has been greatly improved as the committee email address is now used as a primary point of contact. The new import code on the AO3 has also helped with some projects, though a major challenge is that custom code, which relies on the availability of volunteers/staff from other committees, is still needed for each individual project.

In 2012, Open Doors also saw a new chair. After being an Open Doors staffer in 2010 and 2011, FishieMishie had a unique perspective an outside chair might not have been able to bring, knowing first-hand the difficulties of working within a committee that was missing both adequate documentation and connections within the organization. Mishie immediately began work to rectify this and her work has been recognized and appreciated by current and retired staff alike. (See the Strengths section for more details.) Mishie has specifically credited the committee's then-Board liaison, Jenny Scott-Thompson, as being key to helping Open Doors expand and move forward both as a committee as well as within the wider organization.

## **Current processes**

### **Access to tools**

Open Doors has access to the following software tools to perform their tasks:

- AO3 admin accounts for Open Doors chair
- Basecamp
- Campfire chatroom
- Dropbox account for archive backups
- Gmail/Google Docs for sharing information with archive moderators
- Open Doors-specific tools on AO3
- Staff mailing list
- Vault

### **Communications**

Open Doors communicates with the larger organization through:

- Liaisons
  - Board
  - Support
  - Systems

Communication within the committee is handled through

- Basecamp
- Mailing list
- Meetings in chatroom on an as-needed basis

### **External Outreach**

Open Doors has reached out to fans who may have fanworks in need of preservation through convention outreach. This was done through the following procedure:

1. Send outreach email after first-contact at a convention.
2. Work with contact to determine what type of fanwork needs to be preserved.

There is an outdated flyer that was used at one convention in this way in the past. However, since there is a backlog of projects to import, outreach has fallen by the wayside.

### **Digital preservation of at-risk archives and communities**

The general procedure Open Doors follows for digital preservation is as follows:

1. Send archive outreach email, either after first-contact from an archive moderator, or independently

2. Moderators must sign an agreement to confirm they are the custodian(s) of the archive and its works, and agree to the AO3 Terms of Service.
  - Agreements are stored in the Open Doors Vault
  - Moderators may be given archivist privileges if they will be importing from a site compatible with the "Import from URL" feature on AO3
3. Inform Support and Abuse committees of approved collection(s)
4. Import
  - a. Open Doors communicates with the OTW technical contact, who submits an assessment on the feasibility of import
  - b. Open Doors communicates with collection moderators and the OTW technical contact to negotiate a timeline for import
  - c. Importer needs to be customized for each incoming archive
  - d. Open Doors works with collection moderators and Comms to contact authors on the archive about the upcoming import
  - e. Support and Tag Wrangling are also informed about the upcoming import
  - f. OTW technical contact completes import
  - g. Open Doors works with both Support, Tag Wrangling and collection moderators following the import to handle any questions and manage any issues that arise

## **Documentation**

Various documentation is available on the following services:

### Basecamp

- Announcement drafts
- Documentation on specific archive imports
- Policy drafts (often marked for migration to internal wiki)
- Proposals to Board
- To-do lists for committee
- Tutorials

### Internal wiki

- Guide to Open Doors tools on the AO3
- Meeting agenda and minutes (including cross-committee meetings)
- Policy on accepting scanned zines (for FCCP)
- Position descriptions for staff and volunteers
- Templates for email responses (archive import, con outreach)

## **Fan Culture Preservation Project (FCPP)**

The FCPP is only for physical fanworks, such as paper fanart and fanfiction, VHS tapes/CD/DVDs, T-shirts, and crafts. The general procedure followed for FCPP is as follows:

1. Fan requests to donate paper fanworks to this project
2. FCPP point person responds with clarification requests
3. Decisions made between FCPP point person and fan regarding shipping, boxes, pickup, etc.

Pickup decisions are made between fan and Iowa archive, not fan and FCPP point person

If fan needs shipping costs covered, Iowa will send shipping labels with postage and/or boxes directly to fan

FCPP point person remains in the loop, keeping track of what's happening

4. FCPP point person sends fan a donation form
5. FCPP point person contacts the point person at Iowa to let them know what's coming in
6. Once donation is completed, the FCPP point updates the website with the year and any collection notes

### **Internal decision-making**

The Open Doors Committee discusses everything in meetings or on the mailing list. Decisions are arrived at by consensus. Tasks are open for claiming by any staff member; if the chair(s) feel there are committee members who need to be more involved or who would be ideal for a task, the task is delegated to that person by the chair(s).

### **Open Doors Special Collections**

There are 3 special projects hosted different from the standard archive imports:

1. Foresmutters
2. Missed the Saturday Dance
3. Jane Land's two Star Trek novel zine PDFs

Foresmutters and Missed the Saturday Dance were replicated in full before the current procedure of importing into the AO3 was developed. Jane Land's Star Trek novel zine PDFs have been imported to the AO3, and Foresmutters is in the process of being imported<sup>6</sup>. However, despite being on the AO3, Open Doors does plan to continue to host these special collections using the Open Doors OTW subdomain

Once a collection has been imported to the AO3, it is known as an "Integrated Collection."

### **Training**

Most training is done on-the-job through contact between existing staff and the new member of Open Doors. Value is placed on mentorship (from current chair and staff members, Board liaisons, previous chairs, etc.)

### **Strengths**

The Open Doors Committee singles out their enthusiasm and excitement about the committee's mission to preserve fanworks as their greatest strength. Indeed, the survey responses received

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<sup>6</sup> As of March 20, 2013, per FishieMishie (protected correspondence).

all indicate that staff have tremendous passion about their work, from describing the most positive part of their volunteer experience as "[b]elieving in what we're working for" to citing "[o]ur endless enthusiasm" as the best thing about Open Doors. All current staff responding to our survey described their Open Doors experience as "positive" or "uniformly positive".

Multiple mentions were made of the previous term's chair (and current co-chair), FishieMishie, in praise of her management of the committee. Staff members specifically call the chair "a fantastic manager" and describe "interacting with Mishie" as a positive aspect of their volunteer experience. One retired staff member said, "FishieMishie's managerial skills were the best change I saw," about their tenure in Open Doors, and a current staff member explained the reason that they returned to the committee was "[b]ecause the chair of Open Doors was so understanding."

Open Doors staff also took pride in their commitment to keeping the OTW userbase informed about their work. When asked what Open Doors does really well, staff members pointed out their committee's "updates on ongoing activities," "responding to requests," and "communicating with fans about the archives we're saving."

Staff members also show an overall satisfaction with inter-committee communications, which are primarily mediated by liaisons; however, responses also indicate that there is room for improvement on this front.

## **Challenges**

### **Documentation**

Staff indicated the Open Doors documentation was not thorough. However, through the Strategic Planning information-gathering process, we were able to discover quite a bit of Open Doors documentation which is not readily/easily available. It appears to be that a large part of the problem is not that the documentation does not exist, but that the documentation is disorganized and a staff member who has not been thoroughly trained in OTW tools and procedures would not be able to discover it.

### **External Outreach**

Staff perception is that fandom doesn't know or mistrusts the committee's goals. There were worries that Open Doors does not publicize its services very well, and that the OTW as a whole does not highlight Open Doors in a way that would create knowledge and investment on the part of the userbase.

### **Import Procedures**

Project imports into AO3 still require custom code and a large time investment by experienced AO3 coders, testers, and tag wranglers. It was noted that this was an unsustainable model.

Manual imports: there are plans to make it easier for volunteers with minimal training to work on manual imports.

Better automated imports: down the road, it may be possible to write an API which would allow outside coders to write customized imports, making automated imports more feasible. This is seen as being several years away at this time.

## **OTW Relationships**

### Accessibility, Development & Technology Committee

Staff made it clear that they respect AD&T and appreciate the work they do for Open Doors, but also noted that many of their projects were delayed or put indefinitely on hold because they “came in line behind the other coding needs of the overall archive”. It was noted that most of the communication with AD&T is informal with specific coders, not formal committee-to-committee.

### Board

Some staff members noted that they did not understand where Open Doors fell within the Board’s priorities.

Staff noted that not only had they never interacted with a Board member, but that they found them intimidating and frightening.

### Communications Committee

Staff mentioned communications occurring at last minute, as well as not being sure of what Communications needs or how they want to be involved.

### Development & Membership Committee (DevMem)

One staff member alluded to recent interactions being stressful and expressed a desire to improve the relationship in general.

### Internationalization & Outreach Committee (I&O)

Staff noted that attempts at communication and collaboration have lacked follow-through on both sides, and indicated that a stronger working relationship would be helpful.

### Support Committee

It was noted that there is confusion about ticket purview between Support and Open Doors, and that more of a working relationship between the two committees is needed.

## **Staffing**

Some staff members are only able to put in a low time commitment. The need for more Open Doors staff to alleviate the current uneven distribution of workload was mentioned. The technical needs of the committee are currently being met by volunteers from AD&T and Systems. Multiple mentions were made of the need for Open Doors staff members with coding knowledge to help the committee function more independently.

## **Training of New Staff**

Staff indicated the majority had a lack of familiarity with OTW committees and roles<sup>7</sup>  
Staff indicated they would like more OTW orientation in general, as well as Open Doors orientation and mentoring

### **Workload Management**

**Burnout:** Workload distribution/task management as well as overall workload were listed as contributing factors to staff burnout.

**Time management:** Staff noted that Open Doors Committee work involves periods of low activity with bursts of huge activity.

**Workload imbalance:** Responses to the staff survey indicated that some members of Open Doors feel overwhelmed by too many projects while others feel disengaged from the committee and the OTW as a whole. Open Doors staff noted that in meetings there was a sense that people were doing vastly different amounts of work for the committee, and were perhaps differently committed to volunteering for and undertaking work, which harmed committee cohesion.

### **Goals**

These are the goals which were suggested by the survey responses and interviews with Open Doors team members/retired members.

### **Solidifying Open Doors' role and needs**

Members of Open Doors expressed ambivalence and uncertainty about how Open Doors fits in to the rest of the OTW, what sorts of connections it wants and needs with other committees, and how the organization views Open Door's mission. In order to address this, Strategic Planning suggests that Open Doors undertake an internal brainstorming and evaluation process to outline what they believe Open Door's position in the organization is/should be, including but not limited to:

- how it fulfils its mission and why that is important for the organization (including how its mission helps other parts of the OTW fulfill theirs)

- what it needs in order to fulfil that mission, particularly in terms of support from and connection to other committees/the rest of the OTW

- what the committee wants to look like internally: how it wants to function and be structured, and what it wants the job of an Open Doors staff member to be

Note: this brainstorming process is not intended to be a justification of Open Doors' role and work, but a celebration of it. Having clarity within the committee will also help to address other goals, such as improved relationship with the Board (see below).

### **Committee internal goals**

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<sup>7</sup> Note: many staffers have less than 5 hours of involvement per month, so they do not have as much familiarity as other OTW staffers. While this is not necessarily a problem, it is something Open Doors and the OTW in general must be aware of while developing policy.

### Internal documentation

- Organize internal documentation so that they are easy to navigate
- Update information and fill gaps
- Emphasize documentation such as the internal wiki as a resource, and encourage people to use it

### Staff training

- Introduce new staff to the OTW as a whole, how it functions, what its layout is, and where they can find more info (documentation)
- Train new staff in using organization tools and following organization procedures
- Provide info and training opportunities to older staff who might need gaps filled/knowledge refreshed

### Staffing

- Recruitment of new staff with coding and technical skills
- Acquiring training for current staff so that there are more Open Doors members who can code
- Recruitment of more general staff to balance workload

### Staff workload/volunteer management

- Encourage staff to communicate clearly and honestly about their desired level of engagement and their availability
- Develop processes for allocating and tracking projects (preferably using OTW tools)
- Consider creating a mentoring or collaboration system between staff with high workloads and staff who are newer/less engaged
- In collaboration with VolCom, implement volunteer management training for new Chairs and project leads

## **Wider Goals**

### Automated Import Procedures

As noted in the Challenges section, the automated import procedures require custom code, collaboration with several different committees, and a large time investment from everyone involved. One single large project import (e.g., 5000+ works) requires the support and participation of at least one senior coder, one senior Systems Committee member, every member of Open Doors, plus coordination with Support, Communications, and Tag Wrangling.

This current system is unsustainable and cannot continue; the true goals are:

for an API to be developed so Open Doors is not dependent on so many other committees to complete their work.

for the manual import interface to be further developed so volunteers can be trained to manually import collections

However, these are not goals the Open Doors Committee can achieve or even plan for without the wider support of the OTW. They will be addressed in more detail in the all-organization report at the end of the strategic planning process.

#### Inter-committee relationships/communication

Creation of solid and lasting communication relationships with other committees, particularly the ones that most pertain to Open Doors work (AD&T, Communications, Support, Tag Wranglers, Development & Membership Committee, Webmasters Committee)

Consider implementation of a liaison structure where not already in place, as well as refining and renewing commitment to liaison relationships to ensure closer work with other committees

#### Outreach

The main goal of outreach at this time should be to help people understand and appreciate what the Open Doors project is and what the committee does. Since the Open Doors committee has a backlog of sites to be imported, the focus should not be to get new projects; rather, the focus of outreach should be that of general publicity and helping fandom understand the goals of the project, and to foster awareness, appreciation, better public relations, and to help with staff recruitment.

New/increased avenues of publicity. Suggestions specifically noted in survey responses were:

- Advertising on the front page of the AO3
- Commenting on individual fanworks
- Contacting conventions
- Creating/improving Open Doors presence on social media sites (LiveJournal, Dreamwidth, Tumblr)
- Improving guidelines
- Updating flyers
- Updating the Open Doors section of the OTW website

More advertisement of Open Door's projects and general existence by the rest of the OTW (in collaboration with Development & Membership Committee, Webmasters Committee, etc)

#### Relationship with the Board

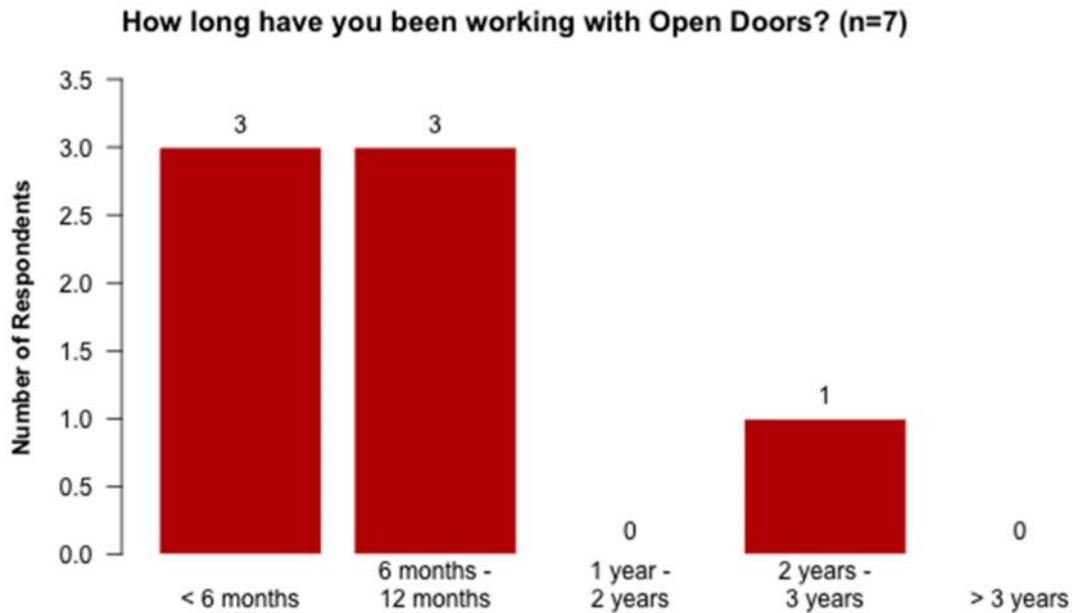
In collaboration with Board liaison and other Board members, ensure that new and current Open Doors staff are aware of the Board's membership and functioning, and understand the role of their Board liaison

Work with the Board to ensure that Open Door's value and importance in the organization is communicated to Open Doors staff, the rest of the OTW, and the public

## Appendix A: Quantitative Data

Note: All graphs and tables are presented according to internal guidelines set by the Survey Workgroup.

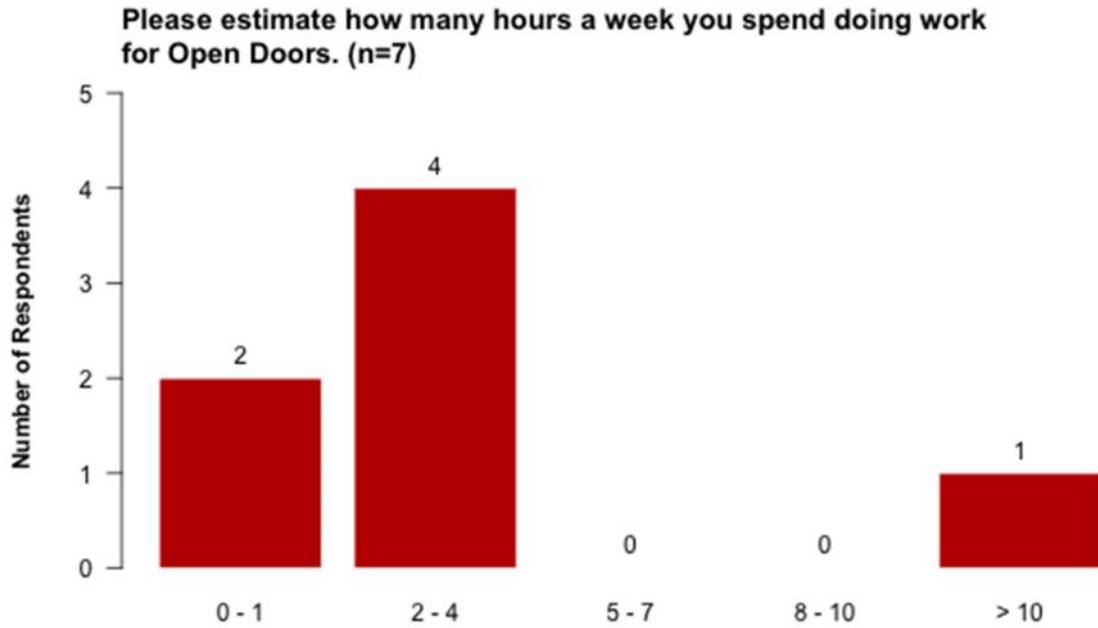
**Figure and Table 1.** How long have you been working with Open Doors?



How long have you been working with Open Doors?	Respondents
< 6 months	3
6 months - 12 months	3
1 year - 2 years	0
2 years - 3 years	1
> 3 years	0
<b>Total</b>	<b>7</b>

The majority of staff respondents have been working with Open Doors for less than one year at the time of the survey.

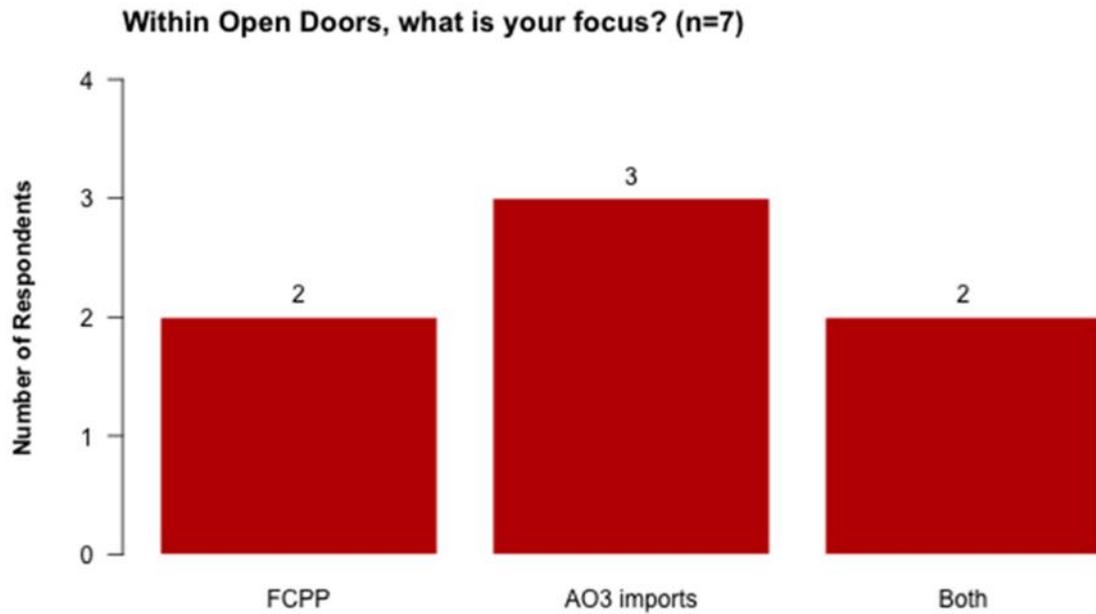
**Figure and Table 2.** Please estimate how many hours a week you spend doing work for Open Doors.



Please estimate how many hours a week you spend doing work for Open Doors.	Respondents
0 - 1	2
2 - 4	4
5 - 7	0
8 - 10	0
> 10	1
<b>Total</b>	<b>7</b>

The majority of respondents worked on average less than five hours a week for Open Doors. One notable exception worked more than ten hours a week.

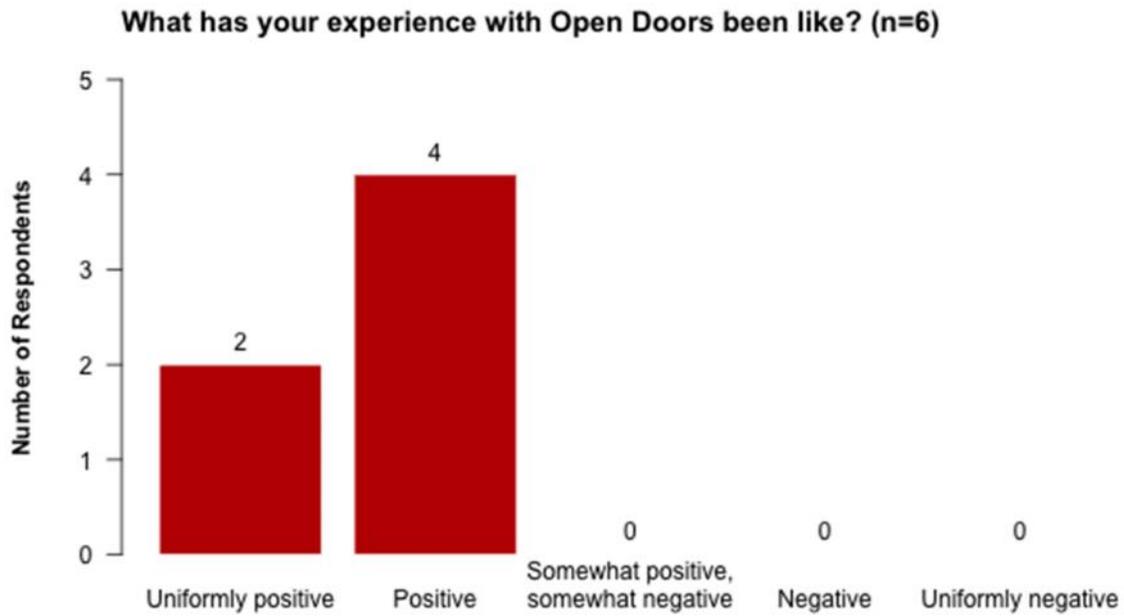
**Figure and Table 3.** Within Open Doors, what is your focus?



<b>Within Open Doors, what is your focus?</b>	<b>Respondents</b>
FCPP	2
AO3 imports	3
Both	2
<b>Total</b>	<b>7</b>

The staff who responded to our survey were split between focusing primarily on AO3 imports or the Fan Culture Preservation Project (FCPP) or both.

**Figure and Table 4.** What has your experience with Open Doors been like?

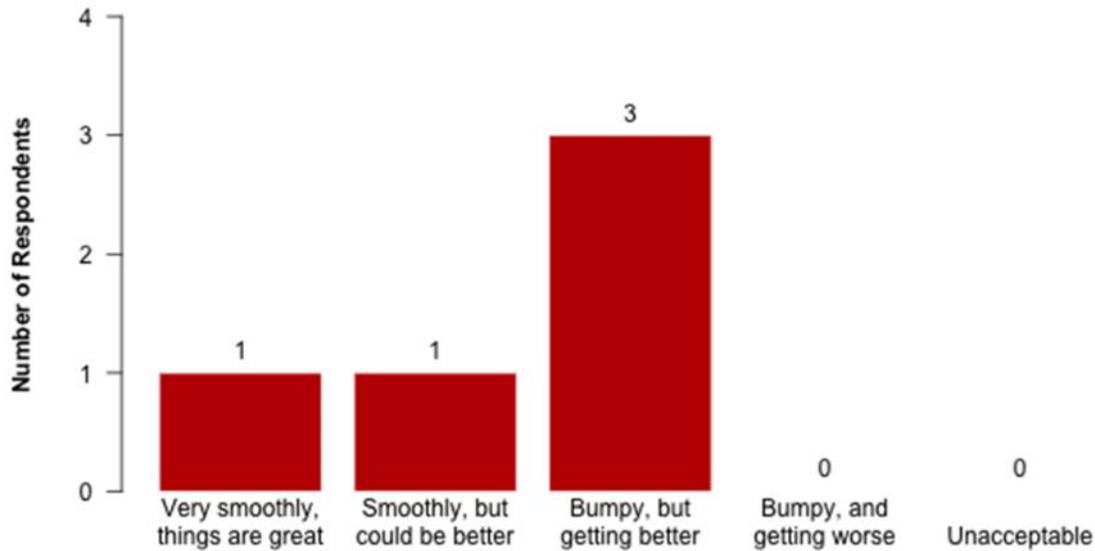


<b>What has your experience with Open Doors been like?</b>	<b>Respondents</b>
Uniformly positive	2
Positive	4
Somewhat positive, somewhat negative	0
Negative	0
Uniformly negative	0
<b>Total</b>	<b>6</b>

Staff respondents were unanimously either "positive" or "uniformly positive" about their Open Doors experience.

**Figure and Table 5.** What are your feelings about how Open Doors is currently running?

**What are your feelings about how Open Doors is currently running? (n=5)**



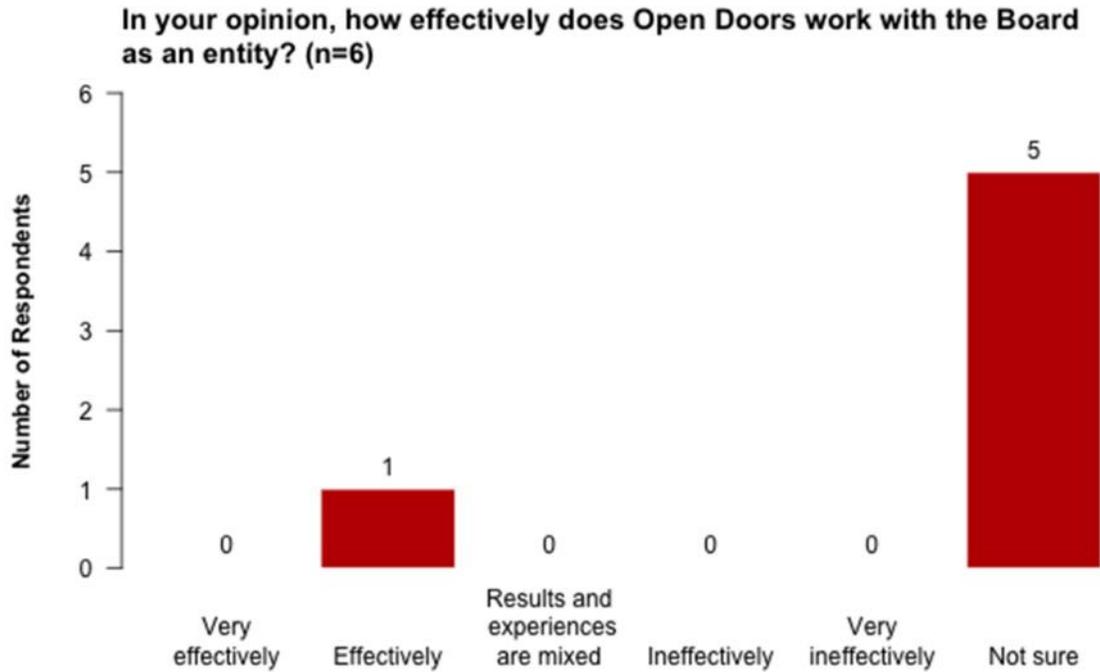
<b>What are your feelings about how Open Doors is currently running?</b>	<b>Respondents</b>
Very smoothly, things are great	1
Smoothly, but could be better	1
Bumpy, but getting better	3
Bumpy, and getting worse	0
Unacceptable	0
<b>Total</b>	<b>5</b>

The majority of respondents to this question felt that the running of Open Doors was "bumpy, but getting better."

When asked whether they felt their training was sufficient, staff responses were divided, with 3 out of 5 respondents saying "Yes" and two saying "No."

When asked whether they found Open Doors documentation to be helpful, the majority of the staff (4 out of 6 respondents) said "Occasionally," one saying "Yes," and one saying "No."

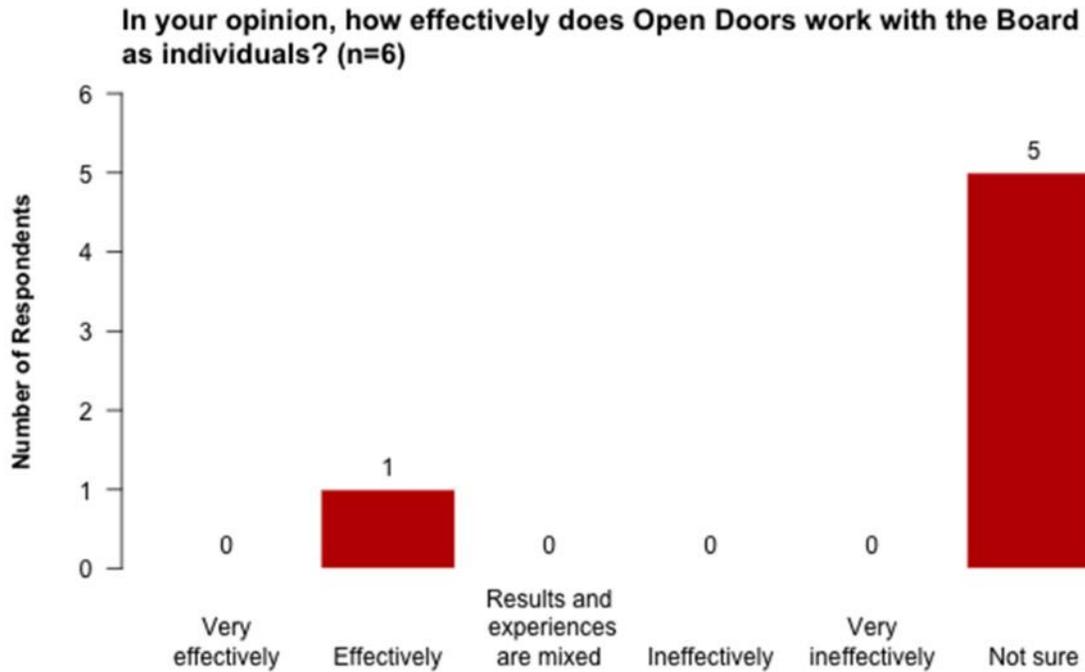
**Figure and Table 6.** In your opinion, how well does Open Doors work with the Board as an entity?



<b>In your opinion, how effectively does Open Doors work with the Board as an entity?</b>	<b>Respondents</b>
Very effectively	0
Effectively	1
Results and experiences are mixed	0
Ineffectively	0
Very ineffectively	0
Not sure	5
<b>Total</b>	<b>6</b>

The majority of staff respondents felt unsure about Open Doors' relationship with the Board as an entity.

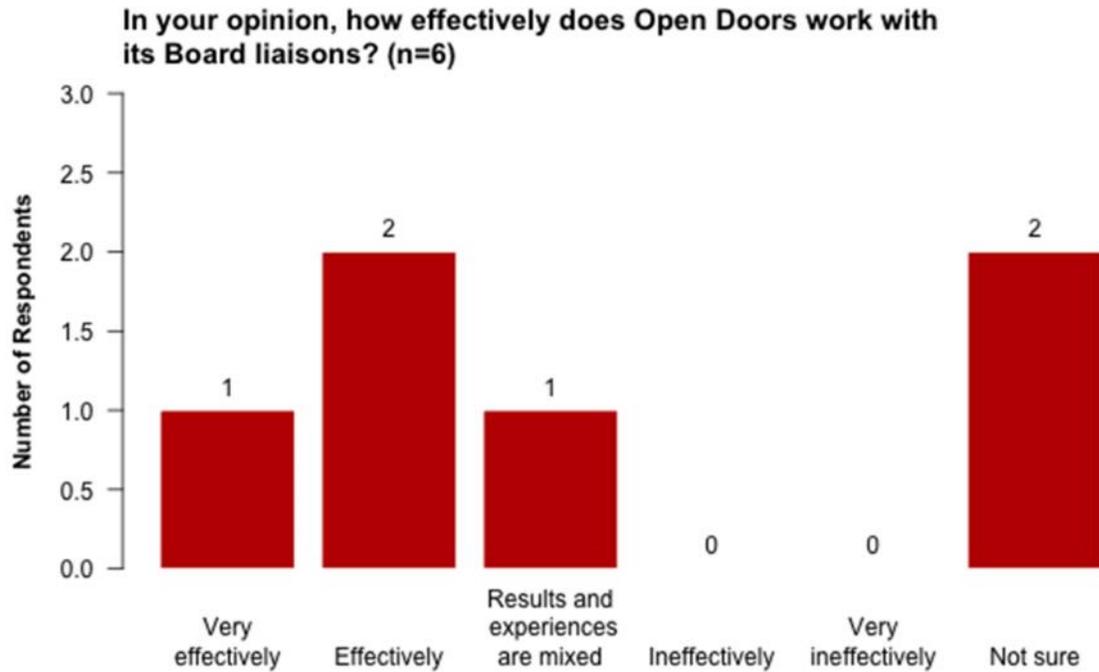
**Figure and Table 7.** In your opinion, how well does Open Doors work with the Board as individuals?



<b>In your opinion, how effectively does Open Doors work with the Board as individuals?</b>	<b>Respondents</b>
Very effectively	0
Effectively	1
Results and experiences are mixed	0
Ineffectively	0
Very ineffectively	0
Not sure	5
<b>Total</b>	<b>6</b>

The majority of staff respondents were unsure about Open Doors' relationship with individual Board members.

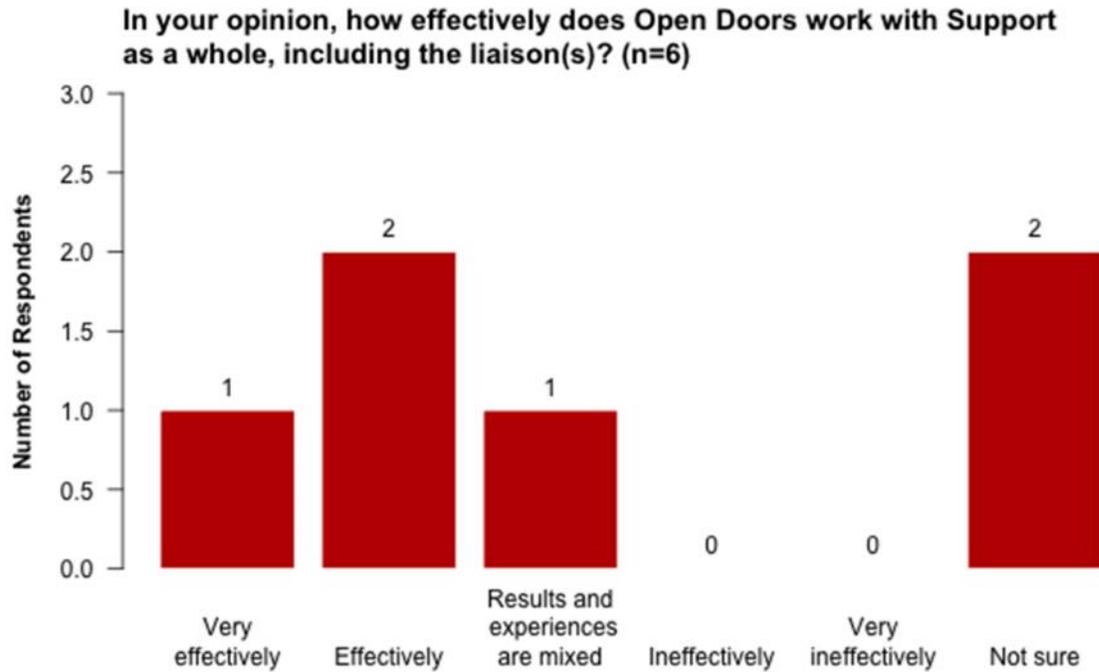
**Figure and Table 8.** In your opinion, how well does Open Doors work with its Board liaisons?



<b>In your opinion, how effectively does Open Doors work with its Board liaisons?</b>	<b>Respondents</b>
Very effectively	1
Effectively	2
Results and experiences are mixed	1
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>6</b>

There was no consensus on Open Doors' relationship with its Board liaisons.

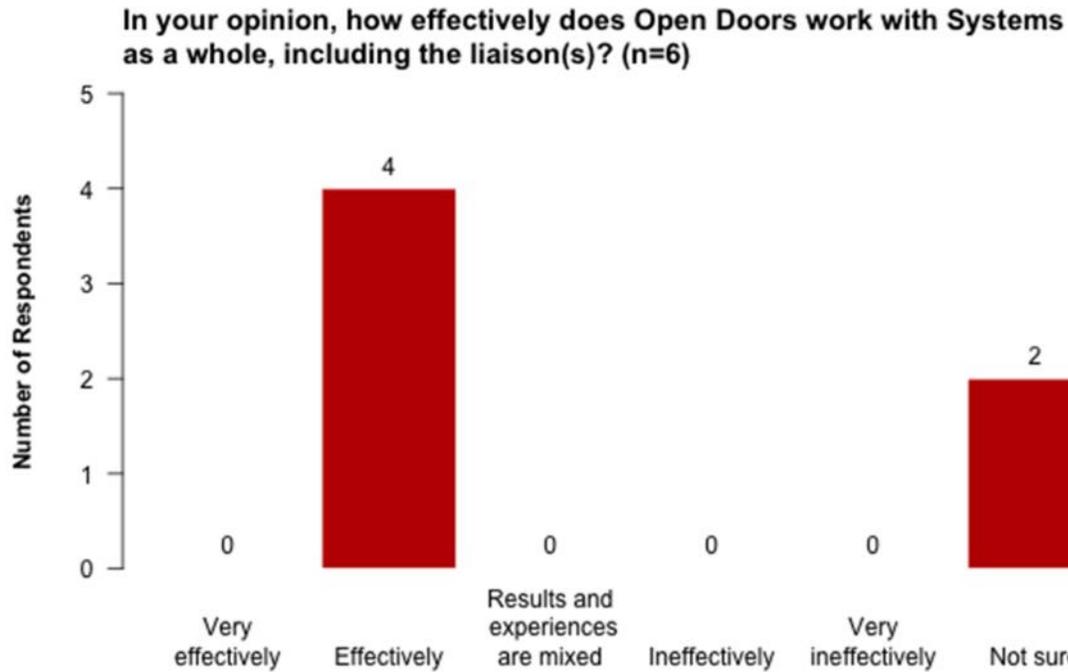
**Figure and Table 9.** In your opinion, how well does Open Doors work with Support as a whole, including the liaison(s)?



<b>In your opinion, how effectively does Open Doors work with Support as a whole, including the liaison(s)?</b>	<b>Respondents</b>
Very effectively	1
Effectively	2
Results and experiences are mixed	1
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>6</b>

There was no consensus on Open Doors' relationship with the Support Committee.

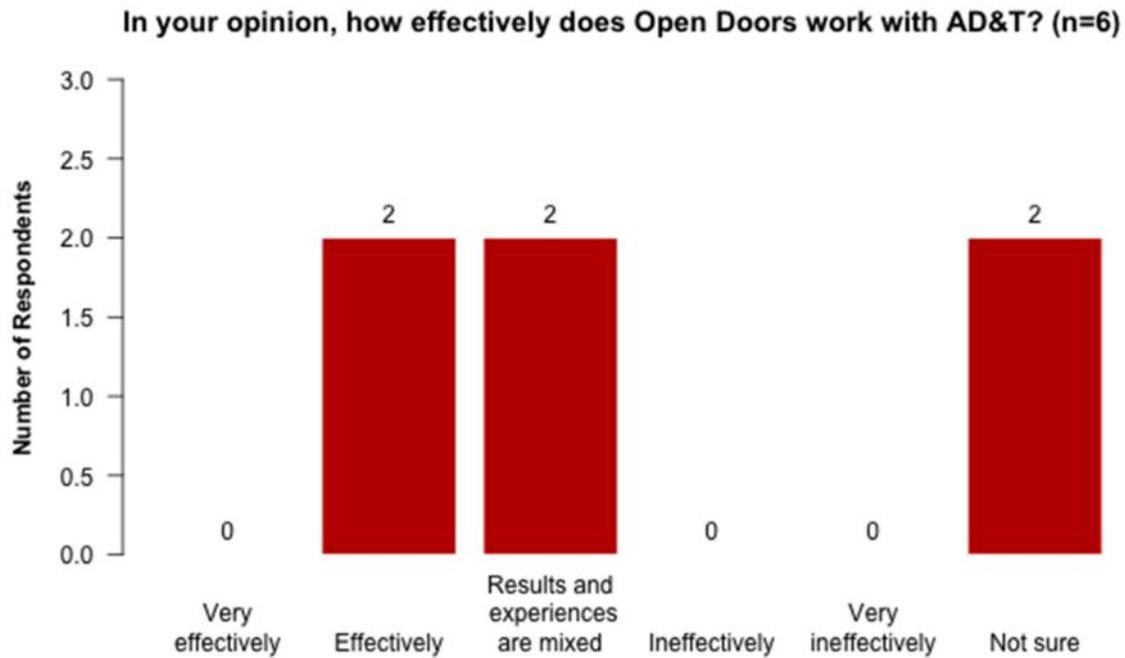
**Figure and Table 10.** In your opinion, how well does Open Doors work with Systems as a whole, including the liaison(s)?



<b>In your opinion, how effectively does Open Doors work with Systems as a whole, including liaison(s)?</b>	<b>Respondents</b>
Very effectively	0
Effectively	4
Results and experiences are mixed	0
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>6</b>

The majority of staff respondents felt that Open Doors worked effectively with the Systems Committee.

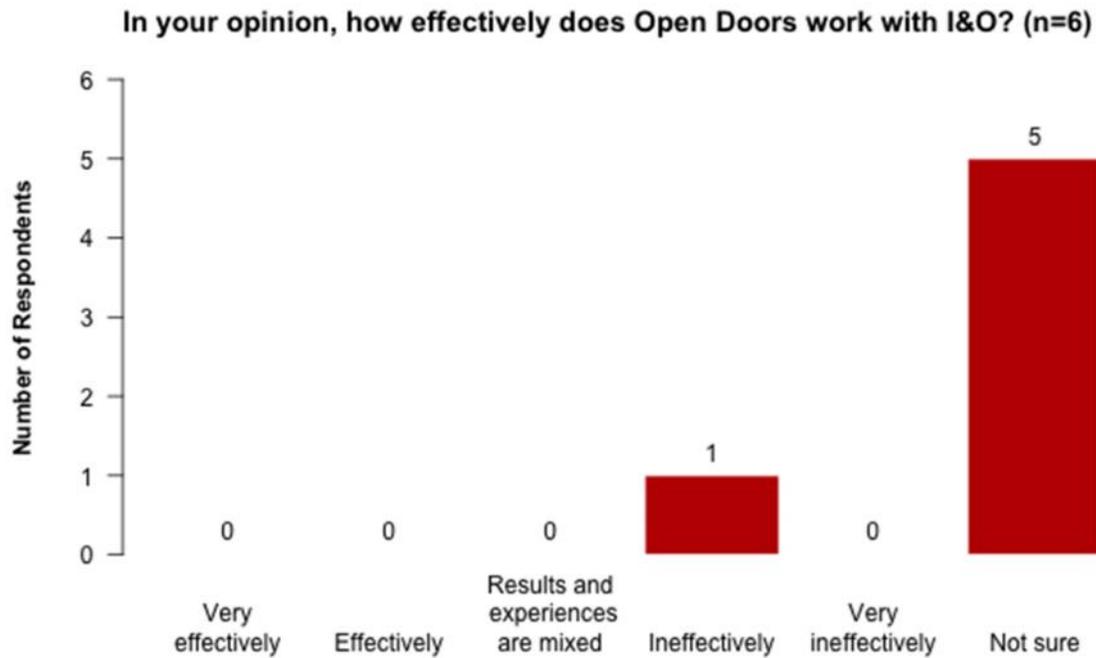
**Figure and Table 11.** In your opinion, how well does Open Doors work with AD&T?



<b>In your opinion, how effectively does Open Doors work with AD&amp;T?</b>	<b>Respondents</b>
Very effectively	0
Effectively	2
Results and experiences are mixed	2
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>6</b>

There was no consensus on the relationship between Open Doors and Accessibility, Design & Technology team.

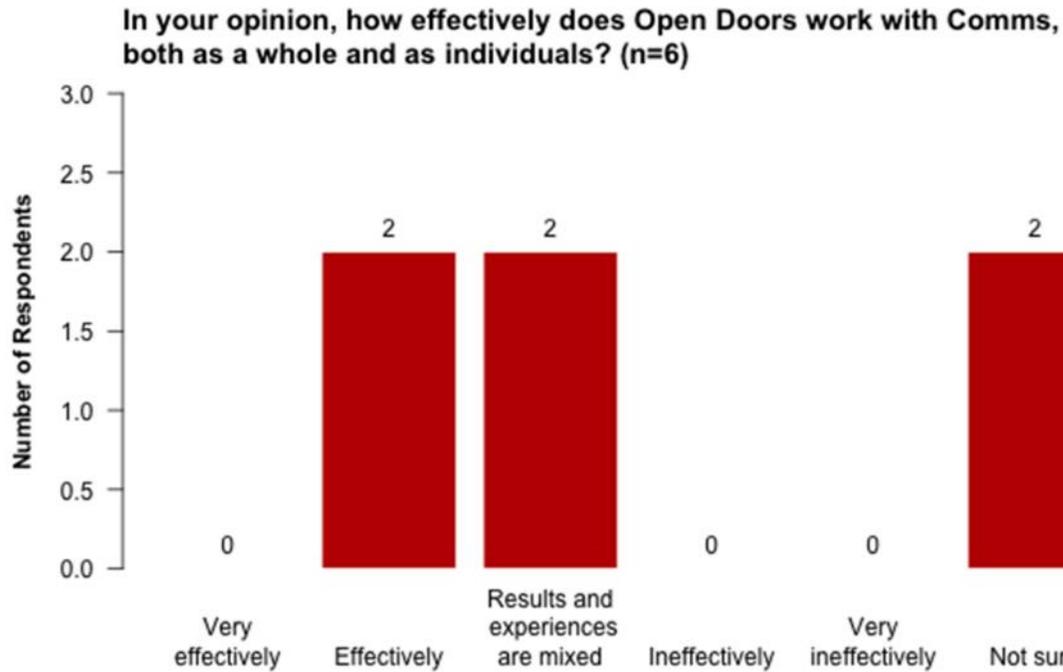
**Figure and Table 12.** In your opinion, how well does Open Doors work with I&O?



<b>In your opinion, how effectively does Open Doors work with I&amp;O?</b>	<b>Respondents</b>
Very effectively	0
Effectively	0
Results and experiences are mixed	0
Ineffectively	1
Very ineffectively	0
Not sure	5
<b>Total</b>	<b>6</b>

The majority of staff respondents were unsure about Open Doors' relationship with Internationalization & Outreach Committee.

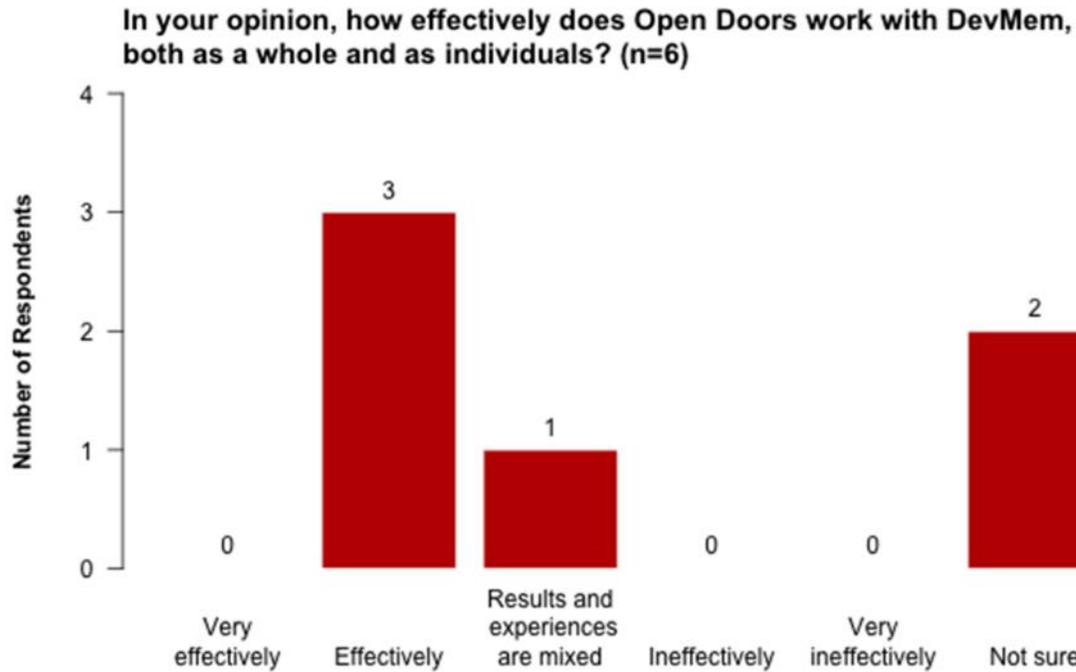
**Figure and Table 13.** In your opinion, how well does Open Doors work with Comms, both as a whole and as individuals?



<b>In your opinion, how effectively does Open Doors work with Comms, both as a whole and as individuals</b>	<b>Respondents</b>
Very effectively	0
Effectively	2
Results and experiences are mixed	2
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>6</b>

There was no consensus on the relationship between Open Doors and the Communications Committee.

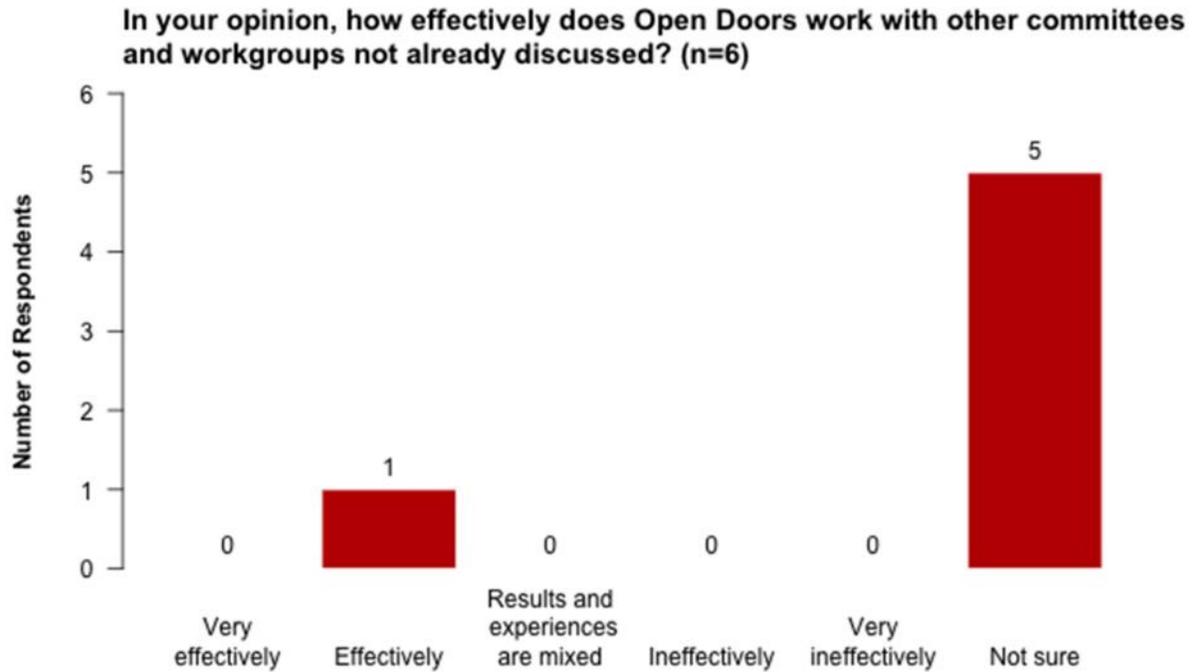
**Figure and Table 14.** In your opinion, how well does Open Doors work with DevMem, both as a whole and as individuals?



<b>In your opinion, how effectively does Open Doors work with DevMem, both as a whole and as individuals?</b>	<b>Respondents</b>
Very effectively	0
Effectively	3
Results and experiences are mixed	1
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>6</b>

A slight majority of staff respondents considered Open Doors' relationship with the Development & Membership Committee to be effective.

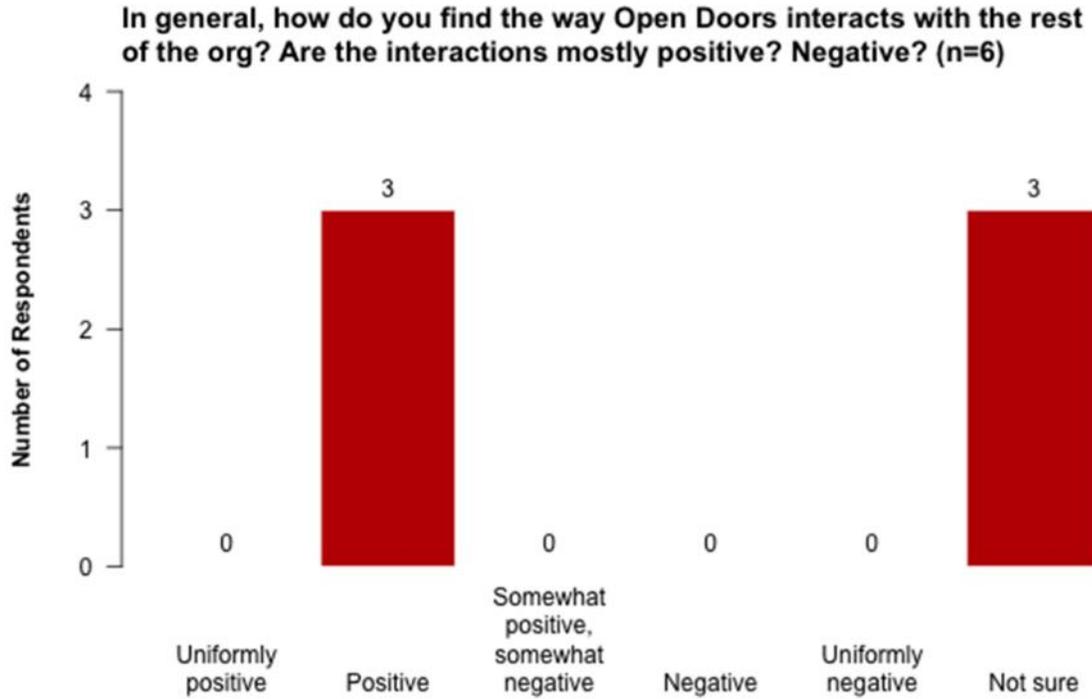
**Figure and Table 15.** In your opinion, how well does Open Doors work with other committees and workgroups not already discussed?



<b>In your opinion, how effectively does Open Doors work with other committees and workgroups not already discussed?</b>	<b>Respondents</b>
Very effectively	0
Effectively	1
Results and experiences are mixed	0
Ineffectively	0
Very ineffectively	0
Not sure	5
<b>Total</b>	<b>6</b>

The majority of staff respondents were unsure about Open Doors' relationship with other OTW committees and workgroups not explicitly mentioned in previous questions.

**Figure and Table 16.** In general, how do you find the way Open Doors interacts with the rest of the org? Are the interactions mostly positive? Negative? Why?

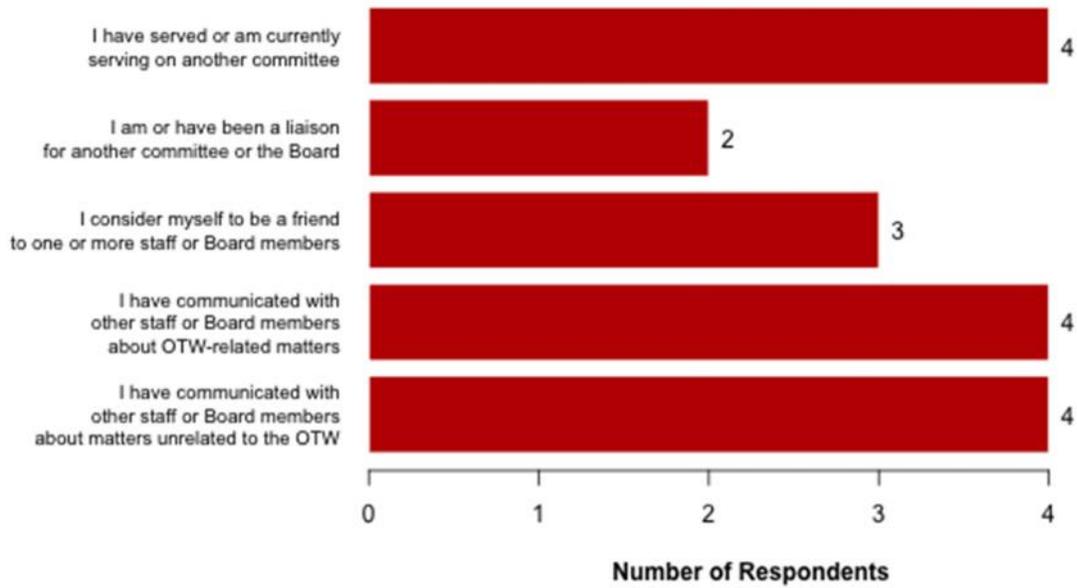


In general, how do you find the way Open Doors interacts with the rest of the org? Are the interactions mostly positive? Negative?	Respondents
Uniformly positive	0
Positive	3
Somewhat positive, somewhat negative	0
Negative	0
Uniformly negative	0
Not sure	3
<b>Total</b>	<b>6</b>

Staff respondents were split in their assessment of Open Doors' interactions with the rest of the organization: half considered them mostly "positive," while half were "not sure."

**Figure and Table 17.** What types of interactions have you specifically had with other committees / other staff / board members, etc.?

**What types of interactions have you specifically had with other committees / other staff / Board members, etc. (n=5)**

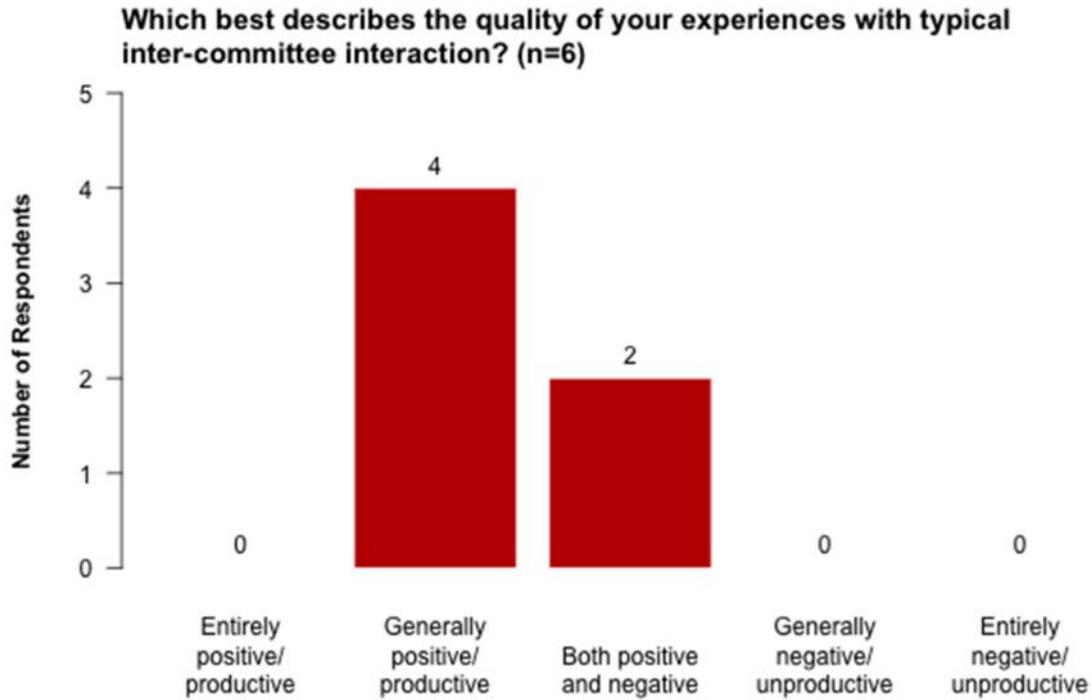


<b>What types of interactions have you specifically had with other committees / other staff / Board members, etc.</b>	<b>Respondents</b>
I have served or am currently serving on another committee	4
I am or have been a liaison for another committee or the Board	2
I consider myself to be a friend to one of more staff or Board members	3
I have communicated with other staff or Board members about OTW-related matters	4
I have communicated with other staff or Board members about matters unrelated to the OTW	4
<b>Total</b>	<b>5</b>

Of the staff who responded to this question, most had communicated with other staff or Board members about OTW-related and unrelated matters, and most were also serving or had previously served on another committee.

When asked whether they found interactions with other committees to be productive and satisfactory, 3 out of 5 staff respondents answered "Yes," and three answered "Occasionally."

**Figure and Table 18.** Which best describes the quality of your experiences with typical inter-committee interaction?



<b>Which best describes the quality of your experiences with typical inter-committee interaction?</b>	<b>Respondents</b>
Entirely positive/productive	0
Generally positive/productive	4
Both positive and negative	2
Generally negative/unproductive	0
Entirely negative/unproductive	0
<b>Total</b>	<b>6</b>

The majority of staff respondents described typical interactions between committees as "generally positive/productive."

## Appendix B: Textual Data from Surveys Used to Create Aggregate Numbers

### Open Doors Staff Survey Textual Data

<b>What has been the most positive part of your Open Doors experience?</b>	<b>Total</b>
Preserving archives	3
Belief in the org/committee	1
Chair interaction	1
Communication	1
Exciting/good ideas	1
Gathering feedback from SSA import	1
Implementing changes	1
Productive discussions with other committees	1
Self-knowledge	1
Sense of motion and progress during 852 Prospect import	1

<b>What has been the most negative part of your Open Doors experience?</b>	<b>Total</b>
Nothing	3
Behind on timeline	2
Uneven workload due to staff disinterest/non-engagement	2
Insufficient communication	1
Insufficient emotional support	1
Technical problems with importing	1

<b>How could your Open Doors experience in the past have been improved?</b>	<b>Total</b>
Better task management	1
Encouragement for new staff to take initiative and volunteer for projects	1
More committee agency in administrative processes that affect the committee	1
More information/understanding about committee goals for new staff	1
More staff engagement	1
More transparency and understanding about chair changeover processes	1
Nothing	1

<b>What changes made now could help improve your Open Doors experience going forward?</b>	<b>Total</b>
More documentation (roles, ongoing projects, info for new members)	2
More intracommittee communication and collaboration	1
More staff	1
Streamlining processes (especially imports)	1

<b>What are your feelings about how Open Doors is currently running?</b>	<b>Total</b>
Good communication	1
Need better distribution of workload	1
Not enough staff	1
Situation has been improving in the past six months	1
Things are generally okay, but feeling some OTW burnout	1

<b>What is something (or many things!) you think Open Doors does really well?</b>	<b>Total</b>
Communicating with userbase in updates	2
Communicating enthusiasm about committee mission	1
Fulfilling responsibilities to userbase	1
Good intentions	1

<b>What changes, if any, would you make to current Open Doors procedures?</b>	<b>Total</b>
Improve documentation	1
Improve intercommittee communication and scheduling	1
Improve internal communication methods/norms	1
Improve ongoing training (technological)	1
Nothing	1
Proactive instead of reactive	1

<b>In your opinion, what is one of the greatest challenges or stumbling blocks facing Open Doors right now?</b>	<b>Total</b>
Technical requirements not being met, especially for importing	3
Task management	2
Workload distribution/burnout	2
Confusion about ticket purview between OD, Support, and Abuse	1
Not enough staff	1
Parts of fandom not understanding/trusting OD's mission	1

<b>Do you have any ideas for how this challenge/stumbling block can be addressed?</b>	<b>Total</b>
Documentation (roles and responsibilities, FAQs)	2
"beats me"	1
Better methods of collaboration with other committees (AD&T, Support, Comms)	1
Burnout prevention measures	1
More OD staff with coding expertise	1
More understanding of and comfort with OTW tools	1
Standardization and tracking of ticketing and claims across entire OTW	1

<b>Did you have any training before or after taking your current position within the org?</b>	<b>Total</b>
Not from OTW	5
Had outside knowledge useful to committee	2
Informal, individual Q&As	1
Org-wide tools training	1

<b>Did you feel that the training you received was sufficient?</b>	<b>Total</b>
Training is being improved	2
Need better OTW orientation	1
Training not sufficient because processes had not been put in place	1
Transition was difficult	1
Yes	1

<b>What changes, if any, would you make to ensure that someone taking your position received enough training to feel comfortable?</b>	<b>Total</b>
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Open Doors orientation (mission, process, members)	3
Mentoring	2
More documentation	2
Encouragement for new staff members	1
OTW tool orientation	1

<b>Do you find the Open Doors documentation to be helpful?</b>	<b>Total</b>
Incomplete	3
Mixed current and past project info	1
Overwhelming	1

<b>In your opinion, how effectively does Open Doors work with the Board as an entity?</b>	<b>Total</b>
Have not interacted with them much	3
Board is "frightening"	1
Do not know where OD falls in the Board's priorities or how OD fits into larger OTW mission	1

<b>What issues (if any) with this relationship would you like to see addressed moving forward? If there are no issues, please tell us why you feel this relationship is effective.</b>	<b>Total</b>
Lack of relationship makes it hard to answer	2
Board seems to support committee's mission and projects	1
Effective because OD does not need intervention	1

<b>In your opinion, how effectively does Open Doors work with the Board as individuals?</b>	<b>Total</b>
Have not worked with them much	3
Answer questions on mailing list	1
Board members are “frightening” and avoided intentionally	1
Seem to be in touch with what improvements are needed when questioned about specific problems	1

<b>In your opinion, how effectively does Open Doors work with its Board liaisons?</b>	<b>Total</b>
Specific liaison was active/good (mentioned by name)	2
Good communication	1
Good follow-through on promises	1
Specific liaison was not there long enough to work with much (mentioned by name)	1

<b>In your opinion, how effectively does Open Doors work with Support as a whole, including the liaison(s)? What issues (if any) with this inter-committee relationship would you like to see addressed moving forward?</b>	<b>Total</b>
Good communication (especially re: SSA import)	5
Liaison is active in an advising role	1
Need to improve inter-committee understanding	1

<b>In your opinion, how effectively does Open Doors work with Systems as a whole, including the liaison(s)? What issues (if any) with this inter-committee relationship would you like to see addressed moving forward?</b>	<b>Total</b>
Liaison is good/active	2

Not much contact with Systems	2
Impressed by Systems' work	1
Need to keep improving and training	1

<b>In your opinion, how effectively does Open Doors work with AD&amp;T? What issues (if any) with this inter-committee relationship would you like to see addressed moving forward?</b>	<b>Total</b>
Communication is all informal, would like more formal contact and more people to work with	4
AD&T is overworked but responds well	2
Rely on AD&T and appreciate their work	2
Need better communication about how long projects will take	1
OD is not a priority for AD&T	1

<b>In your opinion, how effectively does Open Doors work with I&amp;O? What issues (if any) with this inter-committee relationship would you like to see addressed moving forward?</b>	<b>Total</b>
Don't know what I&O is	2
Have reached out and not received much response, would like to improve commitment to relationship on both sides	2
Have not worked closely but would like to	2
Need to improve OD's follow-up	1

<b>In your opinion, how effectively does Open Doors work with Comms, both as a whole and as individuals? What issues (if any) with this inter-committee relationship would you like to see addressed moving forward?</b>	<b>Total</b>
OD communication needs to improve (often last-minute)	2

Comms is very supportive	1
Don't know what Comms is	1
More understanding of what Comms needs and how they want to be involved	1
Mutual communication needs to improve	1

<b>In your opinion, how effectively does Open Doors work with DevMem, both as a whole and as individuals? What issues (if any) with this inter-committee relationship would you like to see addressed moving forward?</b>	<b>Total</b>
Appreciate DevMem's work for the org	1
Do not know what DevMem is	1
Need a slower process with better communication	1
Recent partnership was stressful and not well followed-up	1
Would like to start over with DevMem	1

<b>In your opinion, how effectively does Open Doors work with other committees and workgroups not already discussed?</b>	<b>Total</b>
Legal is helpful/communicative	1
TW is helpful/communicative	1
Webs is helpful	1

<b>In general, how do you find the way Open Doors interacts with the rest of the org? Are the interactions mostly positive? Negative? Why?</b>	<b>Total</b>
Feel mostly positive about interactions	3
Do not know how rest of org feels about OD	1
Relationships mostly informal, can be hard to navigate (coders mentioned specifically)	1

<b>How does Open Doors publicize its services?</b>	<b>Total</b>
OTW's media (website, FAQ, wiki, AO3)	3
Do not know	2
Not very well	1
Social media (LJ and other blogs)	1
Word of mouth	1

<b>What ideas do you have for further outreach?</b>	<b>Total</b>
Advertise on the AO3 front page	1
Commenting on individual fanworks	1
Contacting conventions	1
Improving guidelines	1
Presence on social media sites (LJ, tumblr)	1
Updating flyers	1
Updating website	1

<b>What do you wish other OTW teams or the userbase knew about Open Doors?</b>	<b>Total</b>
OD exists and does a lot of work	2
Preservation/OD's work is important	2
How importing works/what archives can be imported	1
FCPP is not just fanzines	1
Need coders	1
Need help from userbase in outreach	1

<b>What are the top 3 things Open Doors should prioritize internally going forward? (Number 1)</b>	<b>Total</b>
Documentation	2
Training and mentoring for new members	2
Publicity	1

<b>What are the top 3 things Open Doors should prioritize internally going forward? (Number 2)</b>	<b>Total</b>
Documentation	3
Communication (intra- and inter-committee)	1
Procedures	1

<b>What are the top 3 things Open Doors should prioritize internally going forward? (Number 3)</b>	<b>Total</b>
Documentation	2
More staff	1
Outreach	1

<b>What are the top 3 things Open Doors should prioritize internally going forward? (All)</b>	<b>Total</b>
Documentation	7
Outreach/Publicity	2
Training and mentoring	2
Communication	1
More staff	1

Procedures	1
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<b>What is the biggest issue within the Open Doors that you would like to see addressed?</b>	<b>Total</b>
Communication between staff and chair	1
Communication of processes to other committees	1
Nothing	1
Productivity/task management	1
Training	1

<b>What is the best thing about the Open Doors that you would like to call out or that you wish other OTW teams knew about/would adopt?</b>	<b>Total</b>
Enthusiasm and love for work	2
Chair's management style	1

<b>What is the biggest issue with the OTW as a whole that you would like to see addressed?</b>	<b>Total</b>
Isolation and lack of support	2
Too big/trying to do too many things	2
Blurred lines between Board and staff	1
More staff members	1
More outreach/awareness	1
Slow pace of work and improvement	1

<b>How would you describe your general experience as an OTW volunteer?</b>	<b>Total</b>
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Good overall	3
Communication issues are discouraging/frustrating	2
Overwhelming/Rewarding but sometimes hugely overwhelming	2
Lack of support from within and outside org is frustrating	1

<b>Please share any general thoughts you have about the OTW and your volunteering experience.</b>	<b>Total</b>
Support and appreciate work of the org	2
New staff need formal training, especially an introduction to the OTW	1
Proud to be doing their "tiny" part	1