

 global network

A SNAPSHOT IN TIME

Meet the Creative Commons Global Network





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PREFACE

WHAT MAKES THE CREATIVE COMMONERS TICK

Creative Commons is a global movement made up of two key forces – an organisation and a global community – that advocate for the use and application of a suite of open licenses. The global community is made up of both official and unofficial members of a Global Network. Regardless of their official status, the community is made up of people working together and separately, locally, regionally or globally, from diverse backgrounds and socio- and geographical spaces, who advocate for the adoption of the Creative Commons license suite across all aspects of their work and creative endeavours. Their collective and individual exploration of how the potential of the open license suite can be and is applied to digital and printed content and projects is at the heart of what they do. The global community is made up of sector experts, academics, professionals, and creatives that have come to view open licenses as an essential tool in the effectiveness and distribution of their work and creativity.

“The main element is people. To meet the right people. To convince them that CC is important and can be an alternative for institutions. I always believe that people are at the core of everything.”

1-on-1 interviewee

The members of the global community – under the umbrella of the Global Network (a.k.a. CCGN) – are vital to the success, health, and longevity of the CC movement. They drive visibility locally, lobby government and civil society around the benefits of the open movement, explore and prove the efficacy of the license suite as a business or creative solution, build community and support locally, create projects that drive license adoption, and develop strategic partnerships that extend adoption.

They are at the heart of the movement and do essential work around the world. Their work develops essential, free-to-access educational and academic materials for all ages, languages, and systems. Their creative content documents life, feelings, thoughts, news, and current issues across the globe. They document and preserve cultural heritage and local knowledge. Their work develops and facilitates the work of clusters of advocates to counter gender, cultural, geographical, racial, and other biases. Daily, they crusade for free, open access to the world’s knowledge, and cultural, creative, and educational resources.

Nearly 20 years after the launch of Creative Commons it is time to relook at what drives the people within the movement. What makes them tick. What brings them here, what keeps them here, and what they expect and need to get the work they want to do done. The diversity of members of the global movement required that this report is focused on what initially attracts members, what keeps them engaged, and what is the purpose behind their membership. Finally, what do they expect from the Network, and what do they need to achieve their respective visions.

EXECUTIVE SUMMARY

THE CC GLOBAL NETWORK

Members are the essential drivers of an ever-expanding, flourishing, healthy Open Movement that advocates for the correct adoption, application, and uses of the CC licenses.

Diversity and inclusion have had a good start, but more can be done. More sensitivity is required with regards to disabled access, language diversity, and the dichotomy between local culture and realities, and global practices or expectations.

Chapter and/or Platform membership is important to feeling part of the global movement, but not essential.

The Global Network needs to provide a clearer understanding of what it is, what it wants to achieve, and what it means to be a member.

THEIR SENSE OF BELONGING

The local, regional, or global involvement of GN members is driven by a shared, collective passion to provide alternative global solutions at a local or regional level.

They are attracted by being part of something bigger than their local professional environment. Their commitment mainly starts through ideology and attempts at finding professional solutions.

The commitment of GN members is cemented through personal and professional connections, local and global validation, and a constant drive to keep learning, being inspired, and be professionally and emotionally supported and spurred on by their fellow members.

As a member they expect ...

That the GN will ensure that the work continues, and more like-minded individuals are encouraged to participate and activate their communities.

To do this, the members require a fully supportive, flexibly structured, and clearly defined Global Network that is regionally and linguistically diverse and accessible, and offers tiered degrees of engagement at local, regional and global levels.

The Global Network is also expected to actively support, guide, and encourage the development, building, and activities of communities through a variety of means, and not just at the inception stage.

The Global Network is expected to offer direct and personal support by providing information, resources, local strategies, and approaches for the community.

The GN should be the conduit for open discussions, information sharing, and project collaboration for individuals and institutions, as well as at the Chapter and Platform levels.

As a member they know ...

That the Global Network structures are still being established, and this support and its value is still being navigated and negotiated.

Members have high hopes for, and expectations of, the Global Network but do not feel that it is achieving its potential yet.

A sense of purpose that sees results in activities ...

Key among their actions is engagement with, and across, various sectors. The current core areas of focus are Open Education, Advocacy and Policy, GLAMs, and Creativity.

Members do not limit themselves to their original sector, but with 'organic fluidity' take on roles, acquire skills, and focus on subjects (policy reform, advocacy, visibility, training, events management, etc.) as dictated and required by their activities to expand and grow the community locally.

Intentions vs. Actions...

The top intentions when joining the network were to:

1. Build their local community or be a part of their local Chapter,
2. Learn more, be inspired, and challenge themselves, and
3. Be part of the global CC movement or Big Open.

The top actions since joining the network were:

1. Being active in the chapter, or building and supporting the community,
2. Applying CC practices to projects and actions within their professional sector,
3. Creating public visibility events with partners to encourage adoption and build community, and
4. Creating training programs to share knowledge and encourage the adoption of licenses and best practices.

What is needed to do the work ...

Beyond finance, the most mentioned factors that limit the work are the lack of:

1. time;
2. formalized capacity building and training support;
3. clear points of entry for different sectors and individuals;
4. access to successful strategies, documentation, or campaigns for replication or adaptation;
5. geographical and linguistic coverage and reach, and accessibility;
6. institutional facilitation towards leveraging collaborative partnerships or accessing funders.

Flexibility, autonomy, and adaptability with regards to activities and roles is integral to the movement's ethos. However, within the Chapter structures themselves, the members feel that formalising Chapter roles will better help chapter-to-chapter collaboration, support, and networking.

Despite the personal and professional focuses, members are not only keen to benefit from CC. They wish to 'pay back' by contributing their skills and experiences to other members. There is currently no space where this skills exchange can happen.

What is holding them back ...

Being part of a global movement has personal and safety consequences. Considerable personal time, energy, and in some cases, finances are contributed to developing the community and ensuring tasks or projects are instigated and completed.

These burdens can be overwhelming, especially if new skills, sectors, roles, and strategies have to be developed, navigated, and learnt on the fly.

These are some of the multiple impacts of volunteering on the individual.

Members are able to do the work they do through being subsidized by their full-time work. There are also those members who are not formally employed but are dedicated to the open movement as creatives, freelancers, and consultants.

It is difficult to push deadlines, expectations, and the more tedious administrative jobs onto volunteers, as 'real' work and family commitments will always be prioritized.

Another challenge to growing the CC community are cultural or financial imperatives against volunteering.

Additional support is required ...

A key restraint to the growth and maintenance of CC activities and GN growth is the limited access to funding mechanisms, the lack of funding facilitation, and the limitations on Chapters being able to seek local funding.

The process of establishing a Chapter should be more supported, not just in the inception phase but in the community building and expansion phases of the process.

Facilitating greater dialogue and support between chapters and members, such as twinning chapters, would facilitate the development of capacity and encourage knowledge transfer.

Supporting collective regional strategies will grow Chapters and strengthen and sustain the Global Network as a whole.

Personal and family security can be at risk for those members who live and work in politically sensitive countries that are sensitive to what is often seen as 'external interference'.

Proactive processes and procedures need to be established to ensure that the safety of members and their families can be safeguarded, if the need arises.

The future Global Network will ...

Support the development, activities, and growth of the associated Chapters and Platforms, as well as provide key platforms for the participation of individual creatives and contributors.

Provide accessible platforms for resources, guidelines, case studies, strategies, information, inspiration, and training materials, as well as spaces for networking and maintaining connections. These are expected to be facilitated and supported through the Global Network structures for involvement with and contribution by its members.

Support or facilitate key links and pathways for more collaboration between like-minded sectors, such as aligned organisations and movements within the Open Movement (culture, education, academic, etc.) and other sectors, movements and partners.



INTRODUCTION

In 2016, CC released an assessment of the global community in the [Faces of the Commons](#). A lot has changed since then and many of those changes have been essential to the growth of the community (led by the Global Network) for the Commons to reach its full potential.

Since 2018, the newly configured Creative Commons Global Network (based on the [Creative Commons Global Network Strategy, June 2017](#)) has grown to include over 518 members across 43 chapters. But who makes up the network, and why do they remain? What do they expect to achieve or receive when they join? What do they want to achieve while they are part of the Network, and why? What currently exists that isn't being used to benefit the Network? And, what does not yet exist that the Network members need to get their work done, and by extension that of the work of Creative Commons?

To arrive at some of these answers a network assessment and engagement process was begun in late 2019 and has resulted in this Report Summary. The process involved layered engagement with the community to determine the many facets of what the various members of the network expect of themselves and the Global Network. It delved into awareness, consideration, loyalty, advocacy, and personal and professional impact. It also sought to understand what each member wants to achieve and what they need to achieve it.

Isla Haddow-Flood was commissioned to research and subsequently prepare report in collaboration with the Creative Commons Global Network team, specifically Claudio Ruiz and in 2020 Julia Bungs. This report is the result of that process.

SECTION 1

INSIGHT INTO CREATIVE COMMONS GLOBAL NETWORK MEMBERS



The Creative Commons Global Network (CCGN) was initiated in 2016 after a deeply consultative process across the Creative Commons community. The Creative Commons Global Network is the overarching structure that helps to coordinate, and provides leadership for, the global Creative Commons movement (as represented by the people, the community). The Global Network is made up of individual and institutional members. Once members, they are encouraged to participate in the Network through three key elements:

Chapters (build and encourage activities within local communities),

Platforms (geographically diverse groups focused on a specific theme), and

Governance (leadership of the network and its activities through the Global Network Council).

“The language was my first barrier. CC is an English-based movement. It is also very Global Northern. It was my first international experience as a professional. I felt a bit lost in translation. It was a process, and after the first 1 or 2 years, I started to understand better, but also because I found the Latin American community and they supported me a lot.

At first, I was lost, but then I found this community and that made sense for me.”

1-on-1 interviewee

MAIN FINDINGS

Who makes up the Global Network membership

Members

- 576 individual members ⁽¹⁾
- 61 institutional members

Globally diverse

- Countries representing individuals: 80
- Number of Country Chapters: 43 (2 pending)
- Number of thematic platforms: 4
- Developing country vs. Developed country: 52.4% vs. 47.6% ⁽²⁾

The socio-political diversity of Creative Commons' Global Network is fairly evenly spread across both developing and developed countries, with a slight skew towards developing countries at 52.4%. Analyzing this split enables a deeper understanding of factors that affect participation, specifically data cost and access, technology access, and time and financial constraints.

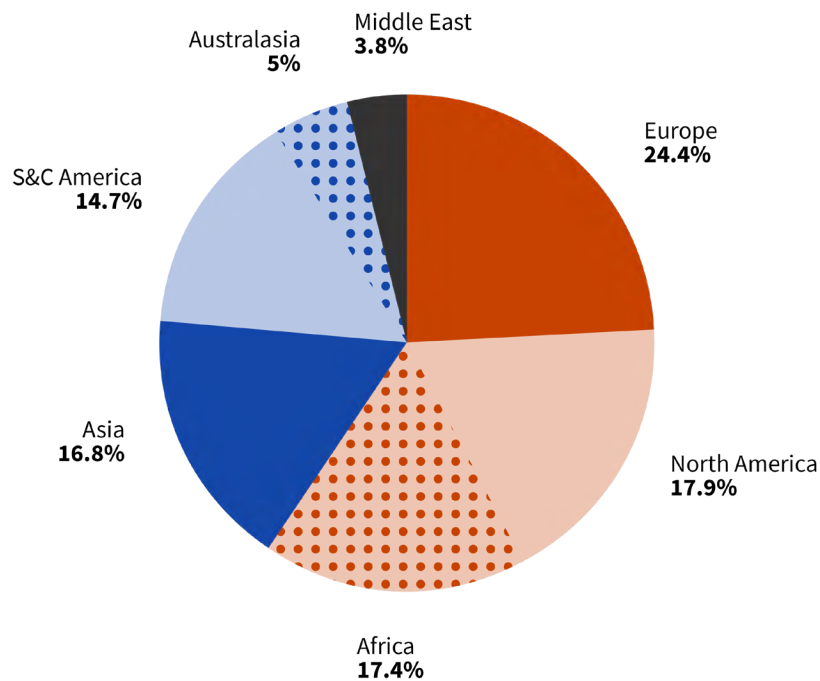
Further analysis of the country data shows in more detail that there are still gaps that need to be filled. The Middle East has very little active participation, even though this community was active before the implementation of the new Network strategy. In Asia, there is a strong showing across South Asia, namely India and Bangladesh, but in other regions (North, East and South-East Asia), there is little representation. Similarly, while South America is very well represented, there is little activity in Central America.

1. August 2020. There is no detail on gender split within the Global Network.

2. Calculated from February 2020 figures.

If we consider the historical and linguistic legacy of the countries represented by individual members, we can see that (with the exception of Latin American countries) there is very little traction for members or chapters outside of mainly Anglophone countries, especially across Africa. For example, in West Africa, Ghanaians and Nigerians are members, but there is no one (and therefore, no Chapters) from Mali, Senegal, Niger, Côte d'Ivoire, Cameroon, etc. With this in mind, more effort should be made in other linguistic areas (Arabic, Francophone, Mandarin, etc.)

CCGN Members: Current membership as per region



MAIN FINDINGS

The current Global Network

1. What the Global Network does

Many people do not understand that there is a separate process required to be an official member. This is due mainly to a lack of visibility around why they should become a member, what the benefits are, and what is expected of members. In part it is also due to there not being clearly defined levels of involvement. They believe that by using a CC license, publishing or releasing their content under a CC license, or by attending Chapter meetings, that they are part of the Global Network.

2. The purpose of the Global Network.

While many welcome the new structure of the Global Network, some feel it has yet to achieve its potential. There is a clear disconnect between what members expect of their membership, and what the Global Network has provided to date. (See Section 5: What do members expect)

Not sure what it means to be part of CC. I've put CC license on my artwork for years but am inconsistent and sporadic.

a digital survey respondent

I expected the GN to be a more active body for organizing inside CC, and one that would actually share some strategic insights with HQ. Instead, it has become a place where a couple of people are shouting and giving a silly fight over who knows what. It's very undefined.

a digital survey respondent

3. Confusion around the membership process

The process associated with joining the Global Network as a member has been through so many teething issues that many people had given up being part of the membership and continued their work aligned, but not affiliated, with the movement. Even though the technical challenges have now been ironed out, the nomination process is still flawed and makes it difficult for new people outside of the current system to formally join the Network.

4. Impact of transition on local community and activities

Many members have welcomed the changes and feel that the new structure is more logical and less bureaucratic. However, other members were irritated at not only starting from the beginning but also being treated as if they were new to the movement. This applied to their individual applications, and to the formal registration of the Chapter. The attrition, confusion, and fatigue caused by this within local communities might account for countries that have a historically strong presence within the CC community not currently having chapters. For example, there are few Global Network members in France, Poland, or Spain.

Further, the Global Network Strategy transition seems to have alienated those from the Middle East and North Africa. People were not willing to express their opinion openly, but there is tension between the once vibrant and active (if small) communities and the HQ / Global Network structure.

5. Support needed beyond getting the Chapter officially recognized

Mirroring the lack of clarity around expectations of the Global Network for individuals, there is a similar disappointment for unfulfilled expectations with regards to supporting Chapter activities.

“Less is happening now on the ground, especially with the Chapters. Maybe we need to rethink how it is organized because there is no information flow from up or down. We had so many expectations, but unfortunately, we have not received any support from HQ to run the Chapters. We had so much expectation.” -- 1-on-1 interviewee

It was mentioned that while there was a lot of freedom for the GN membership to make their own decisions when building a chapter or community, there was no framework for them to make those choices within. The members felt

that although there were guidelines and criteria to getting the Chapter to the stage where it is recognized, there was no support or expectation as to what the Chapter could or should do or directions it could take beyond the initial administrative requirements.

6. True diversity and inclusion

As reassuring as the meta-level of diversity appears to be within the Global Network membership, there is a perception that similar diversity is not truly reflected at the Executive Committee (a.k.a. ExCom) or Staff level. Those interviewed perceive staff and board members and ‘key players’ as still being white cis-male-dominated who are North American / European in influence and bias.

While the CCGN scores points on diversity with regards to gender and geographical representation, other, more nuanced forms of diversity (such as language and disabilities) have not been consistently or actively supported. If they have been considered at all, they remain works-in-progress.

Bias is still perceived as being present in many forms, and not just in Global Network membership, but also in the processes enacted and materials that are developed and distributed. As Hildah Nyakwaka asks, *“How do disabled people interact with this material? How are they seen in the policies we are advocating for?”*

7. Dominance of English

The diversity of languages among the membership has additional implications that arise with the continued dominance of English over other global languages. English is generally accepted as the main communication language, however, there is a wish that it should not continue to dominate as much, with more effort being made to include other languages. For example, all the communications from HQ happen in English, and beyond the translation of the licenses, there is very little commitment to language diversity (in communications channels, published materials or events, training programs, etc.). Further, it has been mentioned that US jargon is used heavily in communications and is very difficult for people to navigate across the movement.

This is an especially important consideration as it is apparent that a very healthy percentage of Global Network members does not speak English as their Home or 2nd language with 50% of the digital survey respondents having 2nd-3rd language English proficiency (increasing to 86% for the 1-on-1 interviewees).

8. Local culture vs. global practice

a. *Local culture vs. financial imperatives*: the culture of volunteering (and the sacrifices made to do so) differ vastly from culture to culture around the world. In many cases in the developed world, volunteering or philanthropic activity is supported by an individual's day job (regardless of whether the job is aware or supportive, or not) and if not, then by sophisticated social grant structures. In developing countries, these fallbacks are not available, employers are less understanding of the need for volunteering in employee health, and volunteering competes directly with the need or perception to make money.

b. *Local actions undervalued due to perceived expectations of Global priorities*: Projects and how they roll out should be adapted to local context and speak to local needs. It is perceived that those programs that are tailored to local needs but do not resonate with developed communities are undervalued within the global community with focus being on the programs from developed countries.

c. *Programmatic or focus assumptions made by US-based members that do not apply to developing countries or other cultures*: An example of this is the open business model that requires the local society to be at a certain level before being able to consider its adoption, over and above the effort required to convince audiences before it can be thought of or entertained.

d. *Global ethos is evangelical in nature*: Members from developing countries worry that there is a culture of "you are either with us or against us". Governments (especially draconian ones) and the local funding or support structures see 'western ideals' posed in this way as a threat to their control and status quo, and do not fund nor easily embrace open access and open culture. Without financial support or structures, it is difficult to sustain activity at the level that is required to change perceptions.

e. *Perception of the US-driven culture that does not allow for alternative perspectives*: As covered in some of the above points, there is tension between local actors/members and what is perceived as the dominance of developed countries among the membership and staff. As Kim Ko says, CC is "stuck in the developed world lens".

9. Associated or aligned, yet independent, organisations

From the very founding days of Creative Commons, there have been individuals who have created organisations to facilitate the work of the open movement at both local and regional levels. This practice persists. These organisations are not content or usage partners. They are organisations that advocate for policy change, drive engagement initiatives, build communities, facilitate adoption by partnering with organisations, etc. They do the work of activating CC and open initiatives in their country, thematic area, and/or region without any support from the Creative Commons official bodies. They have a key place within the system, but their role and that of the operators are not understood or facilitated.

“You need to run your own operation. I know for a fact that country teams that struggled or dissolved or stayed were at a level that is well beneath the skills and capacity that is required to do the work. CC has a naive perspective. We are doing the work for CC in our country – then why are they not funding it? It hasn’t happened for the past 15 years. And so, it is unlikely to ever happen. This remains a brick wall that people and projects continue to hit.”

1-on-1 interviewee

SECTION 1 SUMMARY

Diversity and inclusion has a good start, but more can be done. Although regionally diverse (there are Creative Commons chapters in all regions) it is not true geographic or cultural diversity, as it doesn't seem to extend beyond the Anglophone or Latin language regions. Diversity focus is on geographic and gender, and diversity - not access - is considered in terms of language or disability. Further, there is no ability (and hence no data) to monitor the gender gap within the membership.

Chapter membership is key to feeling part of the global movement. There are 71 countries represented by individuals, but only 43 chapters. Country chapters are below their potential achievable number. Support of and encouragement in the work of the chapters is vital to sustaining the movement. People who do not have Chapters in their country, or know other CC members, find it very difficult to know the right people to 'vouch' for them during the membership process.

The Global Network needs to provide a clearer understanding of what it is, what it wants to achieve, and what it means to be a member. There is a general lack of clarity and therefore understanding as to what constitutes being a member of the Global Network. This lack of clarity as to exactly what it is leads to a lack of understanding as to what benefits there are in being a CC Global Network member. Conversely, with these two points there is also very little understanding of

what is expected of the member once they have joined. Once you are a network member (and even before), it is not clear what can be achieved, how you can achieve what you would like to do, and how the Global Network will support you on this journey. Clear pathways towards actions, information, community building, collaboration, visibility, and training, etc. should be created.

Some sectors cannot yet see a place for them within the Global Network or local structures. Creatives, content producers, and software developers, among others, who release their work under CC licenses, do not see where they fit within the Global Network.

Aligned organisations are essential to the growth of the movement, and yet their work is not fully harnessed, nor do they easily fit into the current structure. By working independent, yet aligned, these organisations are not integrated or even considered within the inner Creative Commons ecosystem.

SECTION 2

BELONGING



It has been a huge growth for me. All the things I have learnt about the free Open Movement ... I have had the opportunity of going to the Summit. And, personally, getting involved in a community, in the group, I have learnt things about personal management. I have learnt about people in other countries that I met through Creative Commons. What keeps me in CC is the possibility of growing personally, and professionally (not the money or position, but the continued growth).

1-on-1 interviewee

Volunteer movements are complex entities, made up of many facets that together attract people and retain their interest and attention. Psychologically, volunteerism helps people to feel more connected (which in turn wards off loneliness and depression). Volunteering and being part of a larger community:

- Connects like-minded people to others,
- Builds self-confidence and self-esteem,
- Provides a sense of purpose,
- Places personal or professional challenges within a wider context,
- Promotes long term planning (activating a possible future).

The Creative Commons Global Network and the wider CC community is no different. There are many attractive qualities to being part of the CC Global Network and benefits that reward remaining and being involved over the long term. Some of these qualities and benefits are obvious, some are nuanced and intangible, some are social, some are psychological, some are ideological, and others are professional. Benefits range from professional advancement and visibility to validation of self; from the psychological advantage of being part of a community to feeling that you are contributing to “something bigger”.

The motivations to be part of the Creative Commons Global Network are complex. They overlap and range from ideological, social, emotional, and professional involvement. The verb *Belong* means to be a part of or a member of a group or organisation. It also means that a person has an affinity for a

specified place or situation, or finally that they have the right personal or social qualities to be a member of a particular group. All of these definitions apply to being a member of the Creative Commons Global Network.

The desires to stay engaged and active within the community are intricate and are made up of multiple reasons that are not often obvious to each member. In some cases, it is the need to be part of something important, to remain challenged, to invest in personal and professional networks, to foster access to long term opportunities.

People come to the CC community for the philosophy and professional validation, but they join the CCGN and stay involved for the people and the evidence that the work they are doing is important at a local and then global scale.

“My entire working life was around the intersection between technology, policy, society, and law, and for the past 15 years, CC has been one of the home bases or key anchor points of that.”

1-on-1 interviewee



MAIN FINDINGS

Why they get involved

“It’s a long-term connection. It’s the way the CC network overlaps with professional and friends’ networks. I couldn’t leave, right? I am so enmeshed in it.”

1-on-1 interviewee

For the Global Network and wider Creative Commons community, being involved has a heady mixture of psychological, ideological, and professional benefits. As with all social and community interactions, there are many elements at play that draw people to a cause like Creative Commons, more that keep them engaged, and more still that keep them motivated to continue year after year.

Whom or what inspired those initial steps

The Global Network and the wider community are made up of members who have made their way into the network after being introduced by others (via work or word of mouth) - by friends, colleagues, professors, or teachers. Those who came through their own agency were following the activities of professional or academic leaders, thought leaders, or via research into

solving a licencing challenge or writing an academic paper on the subject of copyright. The most significant impetus came finding their way to the network through the work of an aligned movement, such as the Wikimedia or Mozilla communities.

When asked Where did you first hear about Creative Commons? 151 responses clearly showed the importance of word of mouth, the aligned open movements, and professional affiliation in bringing people to the Creative Commons community. The pathway to being part of Creative Commons is pretty consistent for most people.

This perception is reinforced by the 133 answers to Who (or what organisation) introduced you to the Global Network? of the digital survey. In the analysis of these open answers, an individual as an influencer accounted for 33% of the responses and were distinguished from a boss, professor, or colleague.

Of equal importance is the community-building work done by fellow CC members or through CC visibility campaigns locally *and* those who were brought into the community by the aligned movements, such as Mozilla and Wikimedia. Both CC members and Aligned Movement account for 18% each.

Those answers that referred to 'google', 'website' or 'myself' have been lumped together as 'self-discovery'. This category accounts for a not insignificant 13%.

Why join Creative Commons

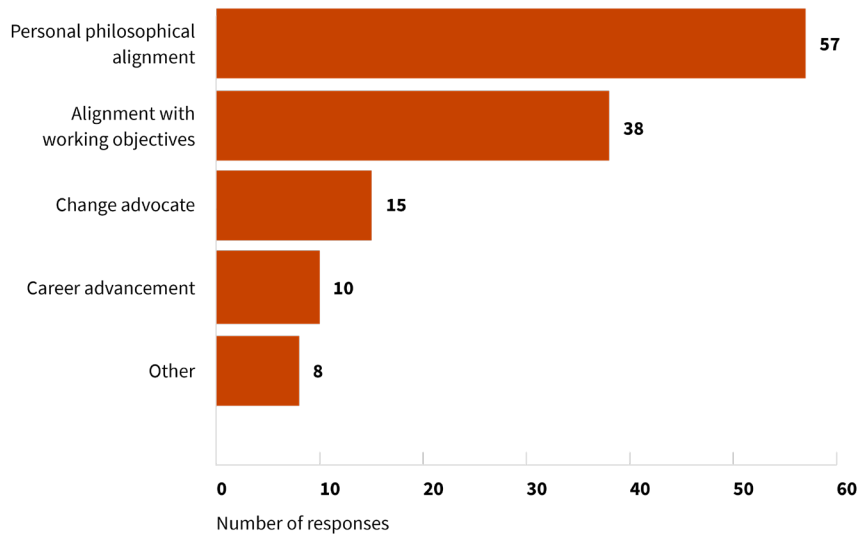
Looking back at the point of initiation from the angle of why (rather than who or what) both sample groups were asked: *What inspired you to be part of the Global Network?*

Personal and philosophical alignment came out as a clear winner in both the digital survey and the 1-on-1 interview, although most people were driven by several factors. Ideological reasons (the combination of Personal Philosophical Alignment and Change Advocate) were the stronger inducements.

'Philosophical alignment' was chosen most often over being seen as a change advocate - perhaps the idea of being seen as an outright activist is not comfortable for some, or too vague as a notion.

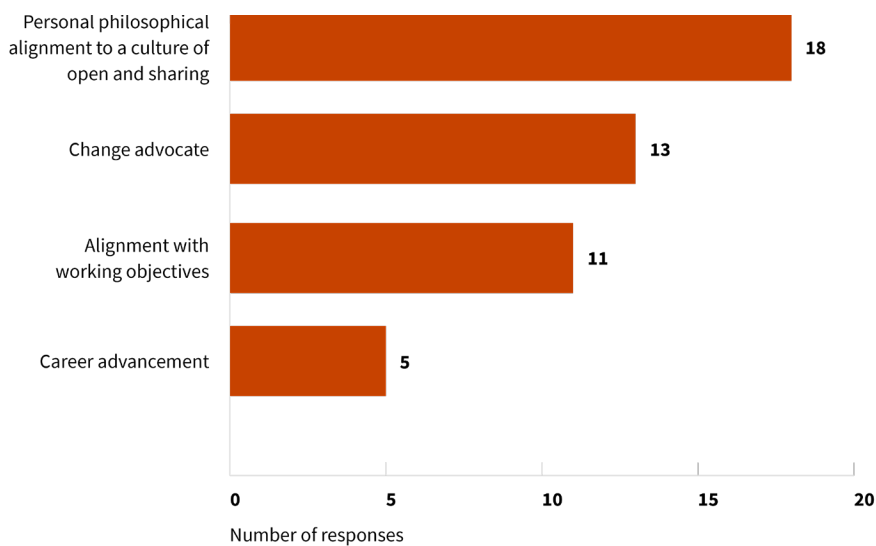
Alignment to work objectives was seen as far more motivating (and acceptable) than being seen to “Advance their career”. The choice could have to do with a wish not to be seen as being aggressively career-oriented or using the *cause* for an overtly ambitious reason.

CC GN Digital Survey: What inspired you to be part of the GN



1on1 interviews: Driving factor for involvement in CC

47 choices from 22 respondents



MAIN FINDINGS

What keeps them involved

“What keeps me involved are the friendships that have been developed. In the sense of having people who want you to believe everywhere in the world. These communities feel like people you went to high school with and you come together and always have something to talk about. There is a sense of commitment to the values of CC. It is slow, but we are steadily seeing the benefits.

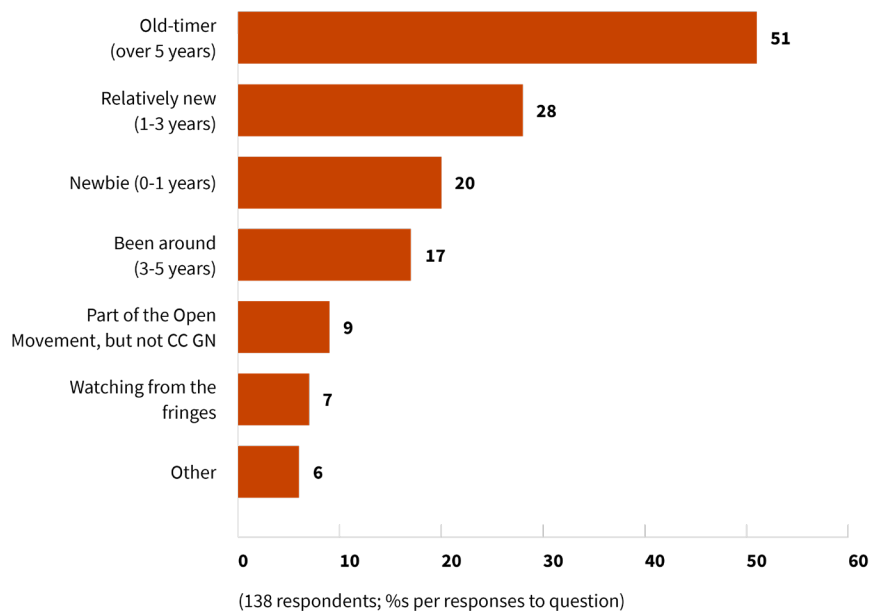
There is also a sense of advancement: we have seen how it has developed over the years. We can see the results that are starting to pay off. There is the value that we celebrate the achievements of communities that are not part of our own, but they have done something for us [collectively].

We are the glue that sticks us all together.”

1-on-1 interviewee

The people within the movement are very attached to Creative Commons: they are invested; they are in it for the long term. They are sold on the philosophy, and their involvement has become a part of their identity. This can be seen by the length of each person's engagement. As a snapshot of the Global Network, the graph shows the length of involvement of the digital survey respondents. The length of engagement reflected in the digital survey shows the longevity of commitment, investment in, and passion for the movement. The skew towards older members could indicate that new members are not attracted to the movement, cannot find their way easily, or that they did not have the confidence to respond to the digital survey.

CC GN Digital Survey: Length of involvement in Creative Commons



“CC has helped me to see how cultural heritage can be reused in different ways. When I found what was CC, I believed that I finally found what I had been looking for. I had a desire to make something different for collections, but I didn’t know exactly how to do it. When I found CC, it was a great opportunity to grow professionally speaking and to find new areas in which to work. And today I am mostly involved in digital culture and glam because of CC. If it wasn’t for CC I wouldn’t be within the way I am now. Personally, I have met new people – while working as a volunteer for the Brazilian chapter and helping my colleagues.

I am now in this position and have the chance of spreading the work. Connecting people online with cultural heritage. It is motivating. Meeting new people. Getting to know new projects and getting motivated to find new projects in my area. Being inspired.”

1-on-1 interviewee

Now you are here, what keeps you here

No one would stay in a voluntary community if they did not receive benefits from their association. These benefits (both tangible and intangible) are complex and often are neither immediately apparent nor obvious but should be justified and be important enough to outweigh the negative burdens (time, energy, and financial) of volunteering.

Determining the exact reasons behind what you get out of your time and effort can be confusing, complex, and multi-layered. Reasons range from professional to ideological, social to intellectual. Brazilian Juliana Monteiro’s response above shows just how complicated it is to define how being part of CC has affected her personal growth and just how she has benefited.

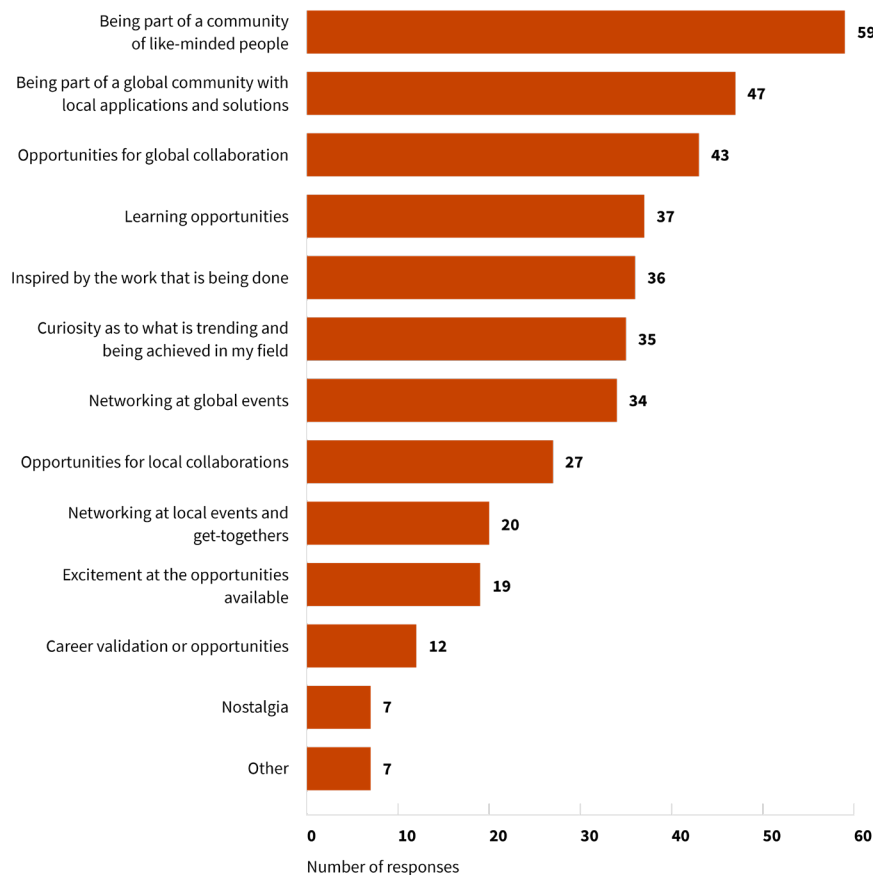
The retention of its members is essential in a movement the size, scale, and global ideological ambition as that of the Creative Commons community. The overt reasons and intangible benefits behind being involved need to be understood to ensure the movement retains the interest and energy investment of its members to move the collective work forward.

When asked What keeps you involved in the Global Network? 59 people (15.4%) responded that it was “Being part of a community of like-minded people”. Whilst 47 (12%) felt that it was ‘being part of a global community with local applications and solutions’. This reason combines: attraction to be with ‘like-minded people’ and ‘being part of something bigger’. 11.2% claimed that it is the potential for extending their work

to ‘opportunities for global collaboration’, which far exceeded the similar sentiment for expansion within the local sphere at 7% of responses.

These three motivations above outstrip the next batch of four that focus on access to ‘learning opportunities’ (9.66%), being ‘inspired by the work that is being done’ (9.4%), ‘curiosity as to what is being done in their professional sphere’ (9.14%), and finally ‘networking at global events’ (8.9%). Those who had other reasons beyond those provided ranged from ‘education’ to not being part of GN so didn’t feel they could answer, and humorously ‘getting to the end of this survey’.

CC GN Digital Survey: What keeps you involved

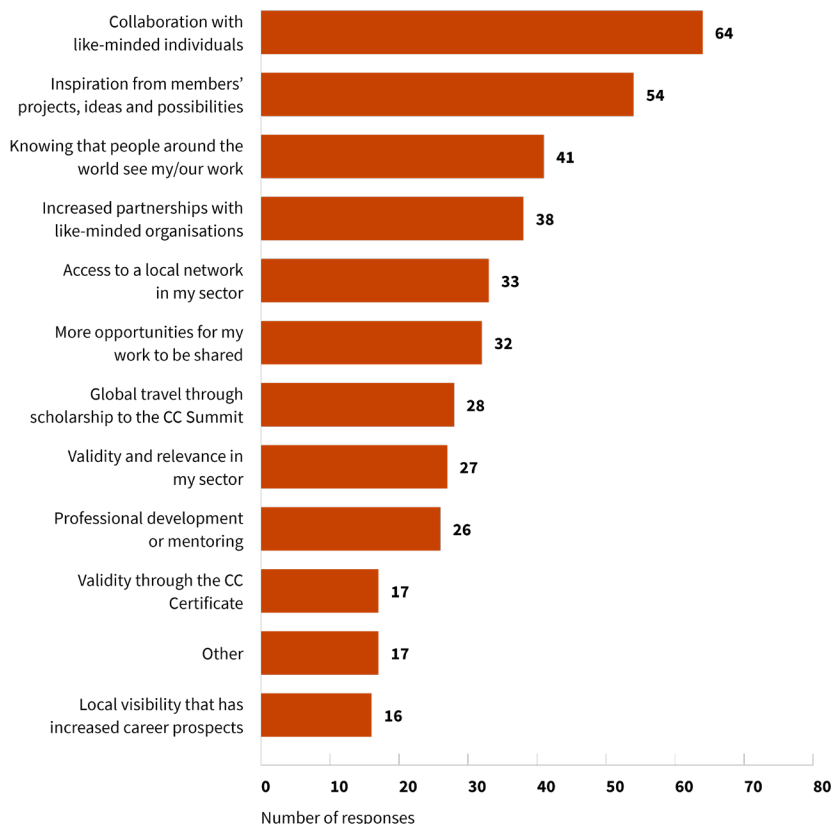


Similar in intent but focussing on identifying specific retrospective benefits rather than general reasons, was the question What does being part of the Global Network add to your life? Respondents chose from the variety of personal, networking, opportunities, professional, and visibility options. These options are aimed at finessing benefits that might not originally occur to or be an acceptable option if it was not offered in this context. The top 4 most popular responses were that:

- Being part of the CCGN increased collaborations with like-minded individuals (64 or 16.3%)
- News of what others are doing that inspired new ideas and possibilities (54 or 13.7%)
- The gratification of knowing that people around the world see their work or that of their organisations was a notable perk (41 or 10.4%), and

- It had increased partnerships with like-minded organisations (38 or 9.7%)
- Other compelling benefits mentioned included:
 - Having more connections
 - Better visibility for their professional success
 - Being inspired towards alternative ways of being
 - Professional and self-validation: being relevant
 - Adapting solutions to local challenges
 - Following through on manifesting their goals
 - Building skills and networks

CC GN Digital Survey: What has being part of CC added?



MAIN FINDINGS

Sense of belonging

“A sense of commitment to the values of CC ... it is slow, but we are steadily seeing the benefits. Advancement, we have seen it has developed over the years. We see the results that are paying off. There is the value that we celebrate the achievement of communities that are not part of our, but they have done something for us. We are the glue that sticks us all together.”

1-on-1 interviewee

The responses to questions 7 and 10 provide compelling evidence behind how and what attracted people to, and inspired them to become involved in, the CC movement. Questions 12 and 23 answered why members commit to staying and working collectively towards the perceived goals and greater good offered by the CC movement as a whole – specifically, why they feel that they belong in the movement.

These complex reasons are reinforced by the personal accounts of the 1-on-1 interviews, and especially when asked ‘What do you value most about your continued involvement?’, ‘In what way have you benefited from being involved in Creative Commons?’, ‘How has it affected your personal growth?’, and ‘What path have you gone down that you might not have otherwise?’

“A lot has come from CC in particular, but the open movement in general. CC plays a big role in my career. I have fought with National Geographic to make sure that my documentaries were released under CC license. This has built me as a person; I have got to know more, about more, than I would have [if I was not involved]. I have made friends, received mentorship for free from world leaders, and this would not have happened if I stayed in a corporate job. Personally, and professionally it has been exciting for me. I have met my future managers at open events. CC has given me a platform to present my creative self. It provides a platform of self and like-minded people. There is no substitute for that.”

1-on-1 interviewee

1. Ethos and Philosophy

Several people feel like they have *‘found their tribe’*. That they now collaborate and mingle with like-minded people who share their philosophy of the world, and importantly, have the tools to effectively apply that philosophy to the real world; that it is not just an unattainable dream. There is a reassurance that, as a member of the CC Global Network, *together they can make this dream of a better, fairer, freer world become a reality.*

While the interpretation of these philosophies (as seen in the [visualisation video](#)) might subtly change from person to person, ultimately the combined ethos of ‘openness’, ‘collaboration’, and ‘sharing’ is what attracts people and holds them. In the Global Network, they are no longer the outlier or person with outlandish, non-conventional, alternative ideas. They have found people who understand their outlook on the world and put them into practice within their work. As a result, openness and sharing are part of their identity and they have found others of a similar mind and action. Of course, being part of a diverse community (even one that has a shared collective vision) is not without its own set of personal challenges.

2. Being part of something greater

The extension of having a global community that shares a personal philosophy and collaborates to put those ideas into practical solutions means that people feel they are part of something important that is bigger than themselves and their jobs. That with the critical mass of the community they are collectively contributing (even at a local or individual level) to a greater, global good. This is a very important motivation behind the work they do under the CC umbrella.

Many people are motivated to continue in their work as they see themselves as being part of a greater whole: being an active part of the 'Big Open'. Being involved in and invited to events that take place locally *and* have a global impact or effect.

Inspired by the ethos and 'greater good' activities and actions within the network, members have also been driven to pursue their dreams rather than their expected career paths.

3. Validation of self

In the same way there is a philosophical motivation, there is also professional impetus. Taking part in the local and global community builds a sense of self and accelerates personal confidence and professional and social skills.

Being part of CC has for many, and especially those from Developing Countries (where the stakes are higher), led to being involved in regional and global projects (such as [Coding da Vinci](#)) and attending international conferences. Doing local work with international partners that they can see are making an impact, and which visibly turns actions into results.

In the same vein, over and above being involved for personal and professional reasons, it is important to distinguish between internal validation and sense of purpose and achievement, and external validation (to justify their ongoing voluntary involvement) by being linked to a recognisable or branded entity. This further validates their involvement and the quality of the skills they have acquired. It also helps to justify the time spent in addition to their official work (it is often seen as a CV point).

Visibility is important. Results must be seen, and projects be shown as being effective at a global level (even if locally actioned). Being seen as part of the team driving these projects is important.

Acceptance into the community has, for many, been a validating personal experience. It has allowed people the confidence to pursue paths they might have only dreamed of before. Their confidence has been built through emotional and professional support in the form of mentorship and inspiration from the actions of others.

Being human, Network members want to know that their open work has an impact. They also need to see how the time they have spent impacts others, and that it is having a positive effect. They want to be seen and their time and efforts recognized and validated, privately and publicly.

4. Professional development

By finding their 'tribe' this has convinced some to ensure that their commitment to openness is reflected in the work they do. In this way, personal and professional boundaries become blurred.

Another extension of 'finding your tribe' and the ethos of sharing across the community, has meant that many people have found personal and professional mentors within the larger global community – many of whom have inspired active participation. These unstructured, unexpected mentorships have also garnered a 'pay it forward' effect that ensures continued investment in and loyalty to the Community.

Exposure to new ideas and different ways of doing things by other people in the network has inspired changes in their professional practice or shifted professional focuses. These add to the professional benefits that members see.

Being seen as a local spokesperson of a community that has a set philosophical position that also has a practical solution elevates the professional profile and self-confidence of members who engage in visibility, advocacy, and policy work.

The work becomes an integral part of their identity, and who they have become. They may become the key person, the "go to" or "icon", to talk to about Creative Commons licenses locally. This also increases CC's international profile and provides more for cross-country projects.

Through exposure to other like-minded professionals in the same or similar sectors, there is considerable professional growth and professional opportunities are increased:

- Networking and connecting with global people in similar sectors takes place, which brings more opportunities. Newcomers and experienced members get together and share their views and learn and support each other.
- International profiles are developed, and members have been approached as a result and brought into collaborative projects.
- Extended involvement within their professional sector (e.g. GLAM), and through visibility and advocacy work, has introduced them to a better knowledge of the local landscape.
- Knowledge is expanded through information about what other members, individuals, chapters, and countries are doing. With expanded knowledge come more opportunities and they are inspired to try or adapt practices locally.
- Members become geographically more experienced (e.g. they may travel widely and experience new ideas and opportunities whilst at aligned summits, conferences, and meetings).
- There is potential to receive mentorship from people around the world.
- Skills transfer:
 - visualisation (presentation)
 - analysis & critical thought through research
 - event management and communications
 - development and implementation of training programs
 - knowledge acquisition, etc.

5. Being inspired and constantly learning

Part of the personality of many CC members is being open to change and curious about alternative options. CC members are constantly open to evolving themselves, each other, their area of interest, and the movement. This is important for community health, and the overall sustainability of the movement.

Members are constantly inspired by what other people are doing and have done – it is one of the reasons why the Summit is so important. They are interested in what is going on in other chapters and communities around the world. They enjoy learning how they have faced and overcome similar challenges, or approached certain aspects, like visibility campaigns, training programs, and advocacy programs, in addition to seeing how they can be adapted to local contexts.

SECTION 2 SUMMARY

Members are drawn towards like-minded people and are compelled to join to be part of, and contribute to, something. Feeling that they are part of something bigger is a key factor in attracting people to the Open Movement and Creative Commons. Members feel they have found their ‘tribe’ when they become part of the network and begin to make connections. Networking and the strength of connections made to the people within the wider Commons is key to retaining engagement.

They remain connected for a variety of reasons, mainly due to personal connections, access to opportunities, professional advancement, and visibility. Developing personal connections, friendships, and professional networks are key to keeping people involved. Opportunity for collaboration is a key factor to staying engaged as is the access to and awareness of potential opportunities. Another factor is enhanced visibility of how their work contributes to the global or local movement.

Having a strong sense of belonging is tied to keeping people motivated. Sense of belonging is nuanced and complex and answers a range of motivations and needs, linked to philosophical, self-, and professional validation. Interpersonal connections and networks are vital to engaging fully but do exclude newcomers or those who are not in the ‘know’. New pathways and platforms are required to ensure that knowledge and experience is retained, and to assist in developing new spaces.

Ethos and philosophy. By finding their ‘tribe’, members no longer feel radical for wishing to collaborate, open up resources, or share work openly.

Being part of, and contributing to, something greater than themselves and their jobs. Members are enticed by additional benefits to be more dedicated towards the open aspect of their work. Inspired by the ethos of ‘greater good’, members have been inspired to pursue their dreams rather than their expected career paths.

Validation. Being an active part of a local and global community, and being seen to be endorsed by that community, increases the individual’s personal and/or professional confidence. Being accepted by the community allows members the confidence to explore directions they might not have otherwise taken. These are linked to *internal validation*: sense of purpose and achievement, being at the coal face of change, learning skill sets as required; and *external validation*: being linked to an internationally recognized or branded entity; being able to promote their successes to international and local groups and sectors.

Professional development. Being supported by, mentored by, or directly linked to experts or highly thought of members within the movement and sectors is important to their professional development. Being exposed to alternative actions, new ways of doing things, and alternative opportunities, etc. through the network are also key. Members are often viewed as the local point person for the open community by their engagement in visibility, advocacy, and policy work locally. This increases their profile, and attracts opportunities. Last but not least, exposure to like-minded professionals increases skills development, communities of practice, networking opportunities within sector or aligned sectors, international profile, international experience, and opportunities within their sector, along with a better understanding of their own sector.

Being inspired and constantly learning. This happens by being open to change and curious about alternative options. Self-evolution and growth is important and often inspired and guided by the work of others. Members are inspired by what other members are doing, how they have overcome local and global challenges, how they have adapted global ideas to local context, etc. This is one reason why the Summit is valued by the membership.

SECTION 3

EXPECTATIONS OF THE MEMBERSHIP



In 2015-7 there was a lot of change and upheaval within the Creative Commons wider community as the membership and organisational structure was changed. As with any change, there is a lot of resistance to change, but a lot of excitement around new potential. At the same time, in creating a membership structure for the CC Global Network there is the expectation of clarity around purpose and expectation.

This section looks not at what the CC Global Network and HQ offer and the member's perceptions of those elements, but at what they would like or expected of the two formal structures, despite there not being a clear articulation of expectations for either entity.

As previously mentioned, there is general confusion as to what the GN members can expect of the Global Network (and by extension, HQ). This conversely impacts on what the members can expect to do within, and with the help of, the Global Network structures and/or the network members themselves. Although it is perceived to go against the ethos of the open movement to dictate what people should do, it is human nature to expect clearly defined expectations and guidelines by which to assess your needs, abilities, and ambitions.

Being a member of a global movement like Creative Commons Global Network implies an expectation that you wish to be actively involved or do something. As discussed in the section on Belonging, most members come to the Creative Commons Global Network through alignment with personal philosophical and professional goals.

MAIN FINDING

Expectations of the Global Network vs. HQ

It's very undefined. In a way, it has kept the problematic people at bay thinking that they have power, but I don't think this is the thing we were after when we did a new strategy for the Network. It's also important to note and say that HQ promised resources that were never put into the Platforms.

As this day, some people in the GN has complained about the role of the platforms, but it was up to them (the GN) to decide what the voting and existence mechanisms of the platforms we're going to be.

What's happening is, in a way, sad but it might have been foreseeable.

a digital survey respondent.

Initial expectations of the Global Network structure

When asked When you joined the CC Community, what did you expect of the Global Network? the 117 open-ended responses shared the reflections of members as to what they truly expected.

Below, these responses have been loosely categorized according to the overarching key expectations, thoughts, and wishes and prioritized as to numbers of responses per meta issue:

- Provide support through information, strategies, tools, training, upskilling, and additional resources
- Provide a platform to activate and initiate sharing, collaboration, inspiration, and networking opportunities
- Active advocacy and support for advocacy, including channels for discussion, motivation, and engagement
- To support, build, and draw together the community, globally and locally, and create opportunities for networking
- To see fresh strategic thinking and governance and a global focus
- Support local communities in their activism and efforts
- Visibility and activation of license use
- Development of platforms, opportunities, and formal training or skills transfer to increase self-validation and professional advancement
- Support the work being done across all areas equally in a manner of appropriate ways.

Some respondents did not see any purpose or role for the Global Network. Others were unsure where they fit in, how they fit in, or where to begin.

Expectations of CC Headquarters

A similarly open question was asked about expectations: When you joined the CC Community, what did you expect of Creative Commons Headquarters? This was asked to both ensure that the respondents to the survey were clear that the HQ and GN are two separate entities, and that there should be different expectations with regards to the two different organisations. Again, the responses have been collated according to the loose category of their concern:

- Provide Global Network, chapter and project support, assistance, promotion and inspiration (13 responses): helping members connect and share outside the network, twinning Chapters.* Support across the board

(13 responses) from facilitating funding and partnership opportunities, to technical support, access to expertise, tools creation and management, etc.

- A community platform for individuals, chapters and advocacy work: encouraging collaboration, knowledge, resources, networking, guidelines, and opportunities (12 responses).
- Alignment of Leadership, strategy, and governance (10 responses).
- Training and skills transfer (7 responses): from assisting with knowledge about the licenses to capacity building, tutorials, formalized mentorships, and community development.
- Information creation and dissemination; communication materials and campaigns (6 responses).
- Funding (6 responses).
- Community building and event support (4 responses).
- Visibility: licenses, networks, benefits, alliances, and partnerships (3 responses).
- CC working at a global level and the creation of truly international projects (3 responses).
- license stewardship and advocacy (2 responses).
- Ease individual activation within the CC system (1 response).

Eighteen people said they had expected nothing of HQ. Two people said they expected more than what they see is currently happening. Ten wrote 'not applicable' or weren't aware there was an HQ. Another two mentioned that they didn't know membership was possible.

What is clear from an analysis of the answers to the question about expectations of the GN as opposed to those to the question about expectation of HQ is that there is definitely confusion as to which entity should do what. As such there is crossover in expectation, for example both are expected to provide platforms for better communication, networking, and opportunities across the movement. In the same way, they are expected to support advocacy efforts, chapter creation and activities, community building, etc.

Spaces where expectations of the Global Network differ is as it relates to a closed membership.

Additional expectations of CC HQ relate to the stewardship of licenses, funding and partnerships, global leadership and advocacy, and across movement-wide support (the expected mandate is much broader than that of expectations of the GN).

MAIN FINDING

Expectations vs. experience

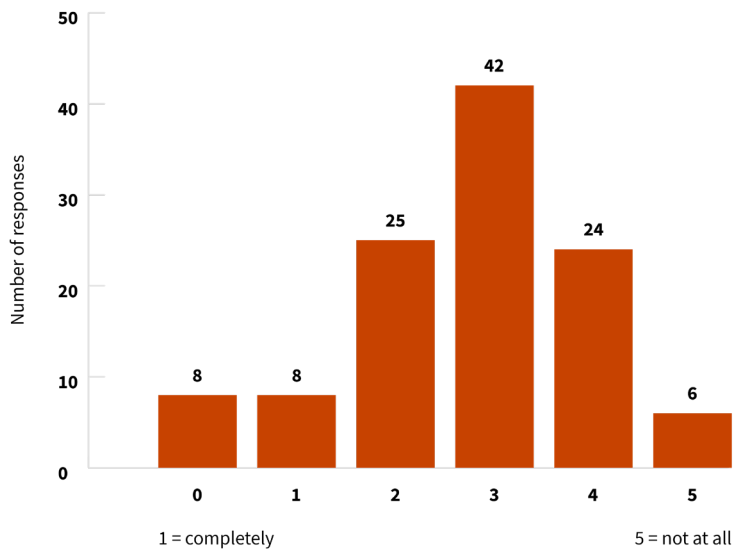
I do feel like the CCGN is struggling for relevance and is mismanaged, providing a superficial illusion of transparency and grassroots support with no real substance or path to engagement being created by HQ. Currently, the path to engagement is... sign up for a website? Join Slack? What's really going on, and when is it time to cut losses and rethink the way that this "community" is resourced? I put community in quotes because it's not really a community – it's a Slack group with no strategy.

digital survey respondent

When asked How does the new Global Network live up to your current expectations? respondents could rate their impression out of 5 – with 5 being “completely” and 1 being ‘not at all’.

- 8 (14%) felt that the GN did not live up to their expectations at all
- 25 (22%) rated it as less than average performance per expectation
- 42 (37%) rated the Global Network performance as mediocre
- 24 (21%) rated it as better than average
- 6 (5%) respondents thought it was completely living up to their expectations

CC GN Digital Survey: Does the GN live up to you current expectations



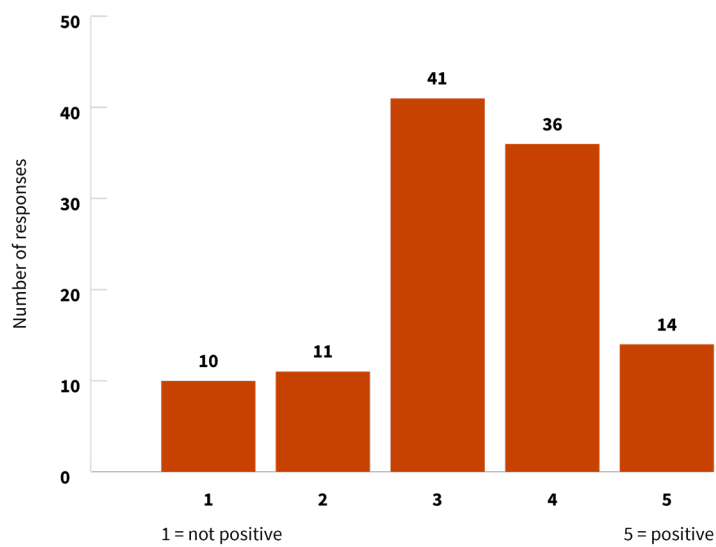
The general outlook by members is not terrible, but not very positive either. It is possible that if the Global Network’s purpose and actions were clarified, then the response to question 16 would be more extreme one way or the other. The indication towards mediocre or average (or non-judgement) could be due to responders not wishing to judge the GN based on uncertain parameters and being generous towards the relative newness of the structure.

The effect of Global Network transition

The previous question asked in the digital survey should be viewed through the frame of the answers to this question: The Network Strategy process started a lot of change and created the Global Network. How positive have these changes been? For this question, the responses were much more positive, with the sentiment being predominantly skewed towards the positive, although most people kept their opinions in the judgement-free zone. 50 respondents felt positive, 41 sat in the middle zone and 21 perceived the changes as negative.

The feedback above provides a quick, albeit unsatisfactory glimpse into how the members view the changes that established the Global Network.

CC GN Digital Survey: Reception of changes that created Global Network



The digital survey respondents were asked to provide more detail in the question about How the changes to the Global Network affected their work. These answers were grouped into loose categories and have been prioritized as to the number of responses per category.

- Has not affected my work and I am still involved (22 responses)
- It's been a generally positive change (14 responses)
- It has been very damaging (11 responses) with responses ranging from the change completely obliterating the existing ecosystem and connections, to personal impact and fewer opportunities
- I am new, and wasn't affected by the change (8 responses)
- I became more involved, being inspired through better communications and channels (8 responses)
- It was an adjustment period, but it worked out okay (6 responses)
- Some things are better, others getting started is still a challenge (6 responses)
- There are not enough people yet (or left) to create a chapter or keep the community together (4 responses)
- The change reduced local membership and created uncertainty (3 responses)
- Not everything working as it should (3 response)
- Still not convinced of the new structure (2 responses)
- I am using CC licensed materials, no change there (2 responses)
- Still confused as to what to do and where they fit (2 responses)

I think the network is still as useless as it was when we had the Affiliates model. People still don't know what to do inside CC; the only people that have a better idea is the one taking the Certificates, but for example, only a handful of people from the Network have decided to involve themselves with the Certs.

Most of them are criticizing [the Certs] because it doesn't adapt to whatever ideal model they have, and a long list of stuff, but they haven't even taken the time to go to the sessions on the CC Cert at the Summit. So, in a way, I think the whole network is as dysfunctional as ever.

digital survey respondent

SECTION 3 SUMMARY

While there is some crossover with regards to expectations of Headquarters over the Global Network, the level of the delivery of these expected elements are not confused.

The community has expectations of HQ as the organizational entity that guides the strategic and operational responsibility for the whole movement, as well as stewardship of the licenses. It is also expected to implement structural and global initiatives.

HQ is expected to be the entity that directs, implements, and maintains the structures and platforms that hold the community together, while supporting the activities of all members (at a meta level). Beyond the stewardship of the licenses and global visibility, it is also expected to hold the whole community together, through Global Network oversight, partnerships, funding, international projects, and community-wide communications and events, etc.

Members expect the Global Network to ... offer direct and personal support, information, resources, local strategies, and approaches for the community. The Global Network is also expected to actively support,

guide, and encourage the development, building, and activities of communities through a variety of means, and not just at the inception stage. The GN should be the conduit for open discussions, information sharing, and project collaboration for the individuals and institutions, as well as at the Chapter and Platform levels.

In their assessment of the Global Network those surveyed were not overwhelmingly positive nor particularly negative. Respondents kept their assessment of how the Global Network lives up to their expectations firmly in the mediocre or average performance zone. This lukewarm or non-judgement point of view could be seen as responders being generous towards the relative newness of the structure.

Finally, the respondents were asked to assess the impact of transition to the Global Network on the work they do. Again, there were no extremes of judgement although most rated the impact in the non-committal to being just positive.

SECTION 4

MEMBERS' PURPOSE AND GLOBAL NETWORK ACTIVITIES





In a global movement that is based around an ethos that has an actionable tool (like the licenses), by the time most people from the wider CC community apply to the Global Network, they have a fair idea of what they want to achieve. They are driven to act by a variety of elements. Many of these have to do with reinforcing the elements that were established in Section 2:

Belonging:

- Collectively contributing to something bigger
- Self-validation through work
- Sector advancement
- Professional advancement
- Increased personal and professional network
- Access to opportunities, resources, and possible mentorships, etc.

To achieve their sense of belonging, and thus to be considered a part of the tribe, these elements (and others) require activities on the part of the members. To actively do the work, they may take on a multitude

of roles, which evolve over time, as do the needs (and demands) of the individual or community. In their work, members often take on roles that require skills that do not necessarily align with their day-to-day skills. This ensures that while the activities are not boring, they may be overly challenging.

These activities are arranged specifically according to interest and passion, and the activity level that can be reserved for mostly volunteer or extracurricular activities. Within the Creative Commons ecosystem, just some of these activities are formally supported via the Global Network thematic platforms. Currently, these platforms are created and self-governed within the members of the Global Network and exist for the 3 most popular activity sectors – Education, GLAM, and Copyright. The other sectors are not yet as well supported.

MAIN FINDINGS

What sectors the Members are involved in

For the most part, once the licenses had been ported internationally, the Creative Commons community has concentrated on implementing and applying the licenses across several key professional areas. When the digital survey respondents were asked What is most interesting to you? their answers showed that there was a clear overlap, with members getting involved in several aspects of the work– across advocacy and policy to GLAM and Open Education. The 683 responses from 147 people showed an average of 4.6 choices per respondent.

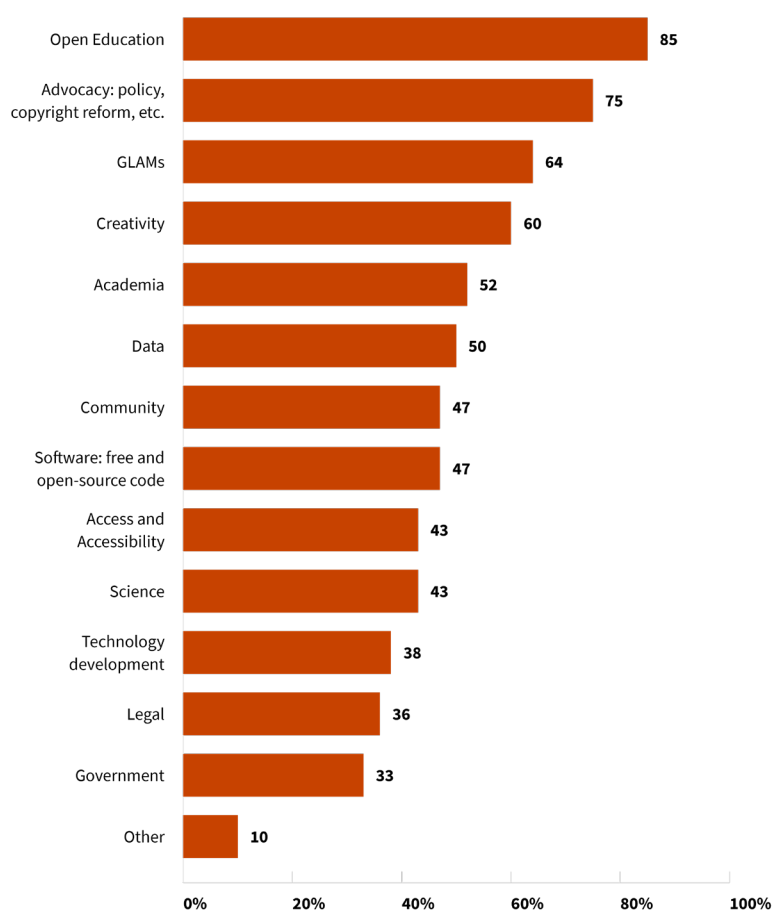
As is clear from their answers, the key areas of focus of the present membership (via the Digital Survey) are Open Education, after which is Advocacy and policy, followed closely by GLAM and Creativity. Other elements were well supported. Interestingly, although not a full reflection of the membership, in the one-on-one interviews there was a more solid push towards Advocacy and Policy and Copyright reform, with Open Culture and Open Education coming in behind this sector that is seen as more niche and specialist.

Further, the current level of involvement within the Global Network was assessed by the answers to Which statements show your current involvement in the Global Network. This question provided an understanding of how activities are apportioned among the Network's membership.

There were almost equal amounts of members who claim to be working towards the adoption of licenses (16%), and who add to the Commons by adding the licenses to their creative and other works (16%). The next most popular response was to work within advocacy, open activism and policy change (15%), and then building open communities (13.8%).

Quite high are the more passive activities (although because of the multiple answers this does not provide a clear indication of individual activity). These include active watcher, using CC tools, and being a CC certificate alumnus. 3.7% are not active any longer, for whatever reason.

CC GN Digital Survey: Area of interest



MAIN FINDINGS

The roles members take on

People play multiple roles in their work with the CC Movement. The personal philosophy draws people to the movement, but once a part of the wider community, or just as part of the Global Network, there is confusion or a lack of clarity about what roles could (and should) be played within the Global Network or in support of the Global Network or “the work”.

“I am doing this work as an implementor, creator, trainer and license user because I believe in the power of sharing and the content. I don’t receive money to put CC licenses on the content, I get money for the Festival, but I don’t get paid to host the Festival. I do it because it is good for society.”

1-on-1 interviewee

Roles to get the work done

There are many roles that people take on that are not directly related to the administration of the network, chapter, or platform. These roles are vital to “the work” as in the application of the licenses, visibility and advocacy for their use, and the development of communities around that, either locally or regionally. These roles can be loosely categorized as those that are debated in the [Roles document](#), as the Watcher, License User, Advocate, Implementor or project creator, Community builder, Connector, Leader, and Educator or trainer.

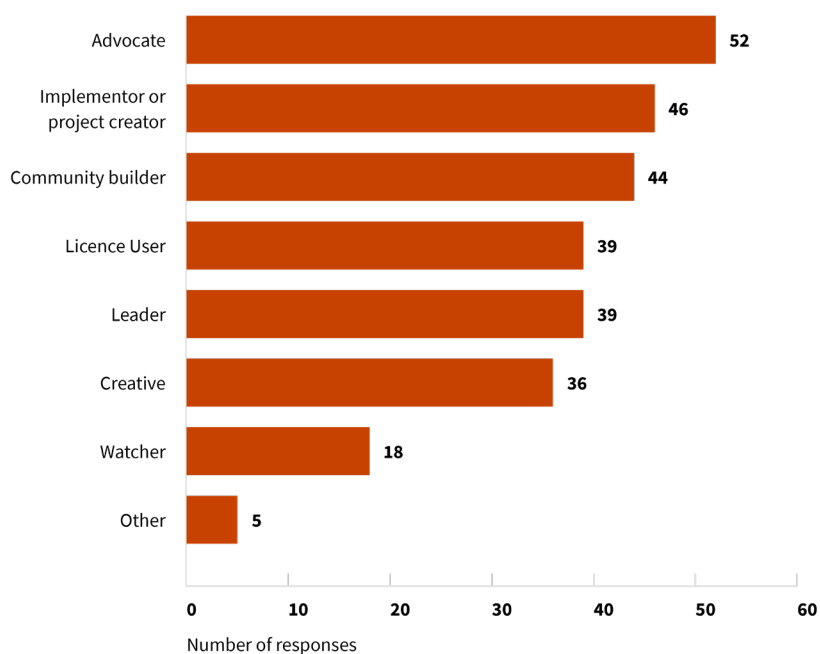
It must be noted that this is not a definitive list and that people also take on these roles in the larger movement – sometimes several at a time – without necessarily being directly connected with the Global Network.

Members were asked (from a prescribed list of options) What role are you expecting to play over the next few years? Of the 81 respondents, there were 279 selections

(average of 3.4 choices per respondent), which acknowledges that many people feel they either play several roles simultaneously or expect their roles to evolve over time.

The most popular roles expected to be played are Advocate (52 responses), Implementor or project creator (46 responses), and Community builder (44 responses). Licence users who encourage use of licenses to collections or others’ works are tied with Creatives who license their work under CC licenses. The number of interested watchers amounted to 18 responses, but this could indicate that they are active *and* interested in what others are doing (so not a passive role). The open option provided the following additional roles: a bridge between the local community and the global body; legal support; and writers contributing to the public domain.

CC GN Digital Survey: What role are you expecting to play over next few years



Formal Global Network roles

The above roles should not be confused with the formal roles that exist within the Global Network structures: executive committee, chapters, and platforms. There are a limited number of 'formal' roles that are available throughout the network, these range from chapter lead and chapter rep, to thematic platform administrators, sector leads, etc.

These roles do not seem to be prescribed or set, and it is up to Chapters to create their own formal roles within their internal structures. However, some of the respondents pointed out that it would be easier if these roles were prescribed, so that it would be easier for people doing similar tasks to more easily find their counterparts within other Chapters to collaborate and consult with.

“When I first started, I was just trying to understand how to use CC for my institution. Now I am more involved in helping other institutions to navigate this. In the beginning, was a user, and now I can help others to become closer to CC. Here at the Brazil Chapter, we have been discussing the names of our roles. We were not sure what we should call ourselves. It is important to name your role because it gives you a sense of purpose, and when you go to another event, you have a name to your role.”

1-on-1 interviewee

MAIN FINDINGS

Members intentions vs. actions achieved

I worked on a project about CC. Since the project is over, people still contact me to get more information about as a speaker. So by joining the network, I hope I can get motivation, information or insightful story that I can share. In addition, I love to be part of a network that has a noble mission.

digital survey respondent

A purpose is important for volunteers to feel that their original intentions align with the greater good of the movement; that they are contributing to achieving this greater good. It is also important to see if intended actions can be achieved within the wider community.

The answers to the question When you joined the network, what were you wanting to do? have been categorized loosely below (prioritized according to number of responses assigned to the category):

- Build my community / be part of the local Chapter
- Learn more, be inspired, and challenge self
- Be part of the global CC movement / Big Open
- Advocacy: copyright, rights, and policy change
- CC adoption with local partners per sector
- Professional advancement and opportunities
- Run a visibility campaign
- Collaborate globally / locally in my sector
- Not part of the Global Network (yet), and
- Apply the CC licenses to my work and use CC licensed work.

Achieved actions

More nuance was provided to the above results, detailing the members' initial intentions, through the question What have you achieved since joining? The free form answers have again been loosely collated into categories below (and again, prioritized according to numbers of responses per category):

- Active in the chapter; building and supporting the community
- Applying CC and working on projects within their professional sector
- Visibility events for public, partners, and building community
- Advocacy, policy, and copyright reform
- Contributing content under a CC license
- Learning about the licenses, opportunities, and the network
- Collaborating regionally / globally across the Open Movement
- Find it difficult to see how to work within the movement
- Try to keep CC integrated into my life where I can / haven't been active for a while
- A mix of organising local events, sector work, and participating in global events
- Not a member, but working in the aligned movement
- A grateful user, and
- Created training programs for CC.

In comparing the intended actions over the achieved actions, what is notable and understandable is that the actions or ‘work’ have been heavily influenced by chapter creation and community building. Advocacy is consistently supported, as is the strong intention and activities that facilitate content creators and creatives using the licenses. The intentions to collaborate locally on CC projects with partners although not transferred into the Actions section, can be assumed in the larger implementation of actions (and can be seen in the visibility events). The intent to ‘Learn more and challenge self’ would be cancelled out in the actions part. The one element in the Actions section that stands out is the training programs (that did not seem to be anticipated in the intentions – perhaps there was an expectation that training programs would exist and not have to be created?). Additionally there was specific mention of being members of aligned movements, which means that even though their work involves working with the licenses, they do not consider this the central focus of their work, and therefore do not see their energies as contributing directly to the GN, even if it does contribute to Creative Commons in general.

The table below provides a quick guide to the intentions of the members initially, versus their actions and activities within the Global Network.

INTENT	ACTIONS
Advocacy: copyright, rights, and policy reform	Active in the chapter; building and supporting the community
Apply CC licenses to my work	Advocacy, policy, and copyright reform
Be part of the global CC movement / Big Open	Applying CC and working on projects within their professional sector
Build a community / be part of the local Chapter	Collaborating regionally / globally across the Open Movement
CC adoption with local partners	Contributing content under a CC license
Collaborate globally in my sector	Learning about the licenses
Collaborate locally	A mix of organising local events, sector work, and participating in global events
Learn more and challenge self	Not a member, but working in the aligned movement
Professional advancement and opportunities	Training programs for CC
Run a visibility campaign	Visibility events for public, partners, and building community

SECTION 4 SUMMARY

The CC Global Network is a global movement that is based around an ethos that has an actionable tool (the licenses). They might arrive with a specific purpose but being part of the community is not easy. By the time most people apply to the Global Network, they have a fair idea of what they want to achieve, but not necessarily how to achieve it

Key among their actions is how they engage with the various sectors that make up the CC Global Network and wider movement. The current key areas of focus, in order, among present membership are Open Education, Advocacy and Policy, and GLAM and Creativity. The 1-on-1 interviewees were more skewed towards Advocacy and Policy and Copyright Reform, with Open Culture and Open Education as the next most popular.

Although the current thematic platforms (developed from within the GN membership) currently support the three most popular sectors (Education, GLAM, and

Advocacy), there is little structural or formal support currently for the other sectors, especially those that are less formal or organized, such as the open culture or creatives, software or technology, etc., which could alienate them over time. Members do not covet one sector over another and are as likely to work across the sectors, or get involved in different sectors, as their activities and the community's growth requires it.

With regards to level of active involvement this mirrors sector interest, in that members become involved in several areas as they engage with the movement. When looking at the comparison of sector involvement vs. activity, several of the respondents consider themselves non-active, passively involved, or have not yet found a space for themselves, but are still interested in knowing more and being involved at some level.

Members take on multiple roles during their activities. Different roles are required to do different jobs, so new skills are acquired on the fly to achieve their goals for CC. As the work progresses, roles change and evolve with 'organic fluidity' as the work and communities change and evolve, and alternative skills and roles are needed. The most popular or favored roles undertaken are as Advocate, Implementor or project creator, and Community builder. Chapter 'institutional' roles should be formalized across the Global Network to ensure easier collaboration between members in similar positions facing similar challenges.

With regards to Intentions vs. Actions, the top intentions when joining the network were to:

- Build their local community or be a part of their local Chapter
- Learn more, be inspired, and challenge themselves, and
- Be part of the global CC movement or Big Open.

The top actions since joining the network were:

- Being active in the chapter, or building and supporting the community
- Applying CC practices to projects and actions within their professional sector
- Creating public visibility events with partners to encourage adoption and build community, and
- Creating training programs to share knowledge and encourage the adoption of licenses and best practices.

Training was not included in the list of initial intentions, perhaps due to the expectation that training programs would already exist. Some respondents who claimed they were part of aligned movements were not sure that their work in the other movements benefited CC.

SECTION 5

WHAT DO THEY NEED TO ACHIEVE THE WORK





There are essential elements that are required for the work to be successful. These can be easily created centrally, or perhaps through calls for creation, or the solutions of other chapters could be shared on a central platform so that they can be adapted to local contexts. As seen in the roles section, there are a lot of members who are learning 'on the job' and a lot of energy is expended in being challenged by situations and activating elements that other communities and chapters have already experienced. Just some of these include visibility campaigns, copyright reform processes, etc. There used to be a toolkits platform that allowed members to share their experiences, but this site has been lost.

The essential elements listed in this section range from formal and informal skills acquisition and tapping into the network and collective knowledge, to chapter creation support and guidelines.

MAIN FINDINGS

The elements needed to assist with the work

“I’ve learned a lot from my teammates. In our chapter we have a lot of people with different professions, for example, one teammate is a lawyer. I and others learn a lot from her, and other teammates have different backgrounds. We did courses and workshops that were open for other people, but in which all the other teammates were also learning.”

1-on-1 interviewee

To many, the application of the CC license is just too alternative to current ‘traditional’ or commercial practices. It takes enormous effort to inform, convince, and implement open practices and ways of doing things within different sectors at a local level. Many are only just getting to grips with IP and Copyright and the consequences of infringement. Once grasped, it appeals to many at a philosophical level, although it is still difficult for people to either visualize, see how it applies to their sector, how they can benefit, or how being involved could be a solution to their challenges.

1. Increased visibility of Creative Commons as a concept and the visibility of the local chapter or community

Despite the increasing international standing of CC and platforms that use the licenses (Wikipedia, Flickr, Google, etc.) members still spend a disproportionate amount of their time convincing others of the relevance and benefits. For example, one person mentioned that “when contacting institutions about OER, there is not a lot of visibility locally either about the licenses, and also about how they apply to different sectors. This is especially true within Academia.”

There are no pre-existing sector specific toolkits or materials that members can draw on prior to a meeting or as a resource to point to, which means that vital energy is constantly being lost in compiling and researching these on an individual level.

Negative elements that need to be considered:

a. The personal dangers of lack of visibility and knowledge

In one country during a time of political uncertainty and tension, members – while on an outreach trip for CC – were mistaken for a political party .

b. The dangers of visibility in unsafe environments

When people become passionate about something that does not reflect the ideology of their immediate environment, personal safety and security are often side-lined. The very openness and transparency offered by the Open Movement is attractive to marginalized and suppressed voices and communities. Unfortunately, in some cases, their governments or localized social structures do not share their views. By sharing their viewpoints, they shake up the status quo, threatening the power structures, or imposed social norms.

There is a compelling desire for open-centric people to share their knowledge and experiences while being part of a global project. This draws negative attention of the authorities or powerful social structures and therefore places these individuals or groups in difficult, sometimes lethal, situations. These precarious situations are not just limited to emerging communities, they also occur within supposedly 'open' or democratic governments (e.g. disenfranchised through marginalized communities (caste, class, indigenous, or minority groups), gender identity or sexual orientation (LGBTIQ), political dissent, religious freedom, media bias). Situations can be both overt or subtle, where minority or dissenting voices are overpowered or discarded, and affect those people seeking to express their alternative political, religious, class/ caste, cultural, social, or gendered views and experiences.

Creative Commons Global Network is people-led. The safety and security of the members of the Global Network should be one of the main, but not obvious, priorities of the Global Network. It is a difficult and delicate line to walk.

2. Formal spaces for skills to be developed and acquired

As discussed in Section 4: Roles, members play many different roles during their involvement in and activities within the CC movement. The success of that work has meant acquiring skills on the fly, as they are needed. So many people start with CC through their profession or passion but have had to develop unexpected skills to achieve what they set out to do. These new skills range from (but are not limited to) administrative tasks, community building, advocacy, partnerships, presentation, fundraising, event management, social media management, visibility campaigns, etc. These skills are pretty much learnt via other means as, beyond the CC Certificate, there are no formal capacity building resources and/or programs to develop these skills across the community.

a. New skills are required as volunteers take on roles beyond their professional capacity

Many volunteers do CC work outside of their formal employment. They cannot justify skills acquisition or other time spent on CC work during office hours. In this way, skills acquisition must be streamlined and, if not formally provided, is often ad hoc and incomplete.

b. Formalized capacity building and resource-sharing platforms would assist in community development and health

In terms of expectation, community members are looking for shortcuts. Members do not want to start from scratch when others have already done this kind of work previously. They would welcome effective tools, and tried and trusted links and online resources, to help build their communities and do their CC work. They want some way to build local engagement and other strategies that build on, and adapt from, the successes of others within the global movement. In addition, there is a desire for resource-sharing platforms that provide space for members to share strategies, materials, resources and successes as case studies, project/event/engagement examples, toolkits, podcasts/vodcasts, etc.

Access to, or the creation of, training programs around skills acquisition would be of major personal benefit, and will also help the community to be stronger, as skills would be standardized. This would help to standardize community practices (but not limit their ability to adapt things culturally) and to support both personal and community development and growth.

c. Certified courses and programs should be developed across main languages

CC Certificate is very important, but it only focuses on the licenses and their importance. While a lot of skills are acquired in the course of it, it does not overtly transfer project, fundraising, or event management skills, for example. The CC Certificate program is very popular and boosts confidence and knowledge whilst validating people's knowledge and involvement. This model should be built on, including the scholarship section of the program (this should be extended to GN members that are not part of a chapter). Additional skills training could be addressed through side courses or certified add-ons.

Negative elements that should be considered:

a. Crisis of confidence

While it is exciting to explore new aspects of activities, at this high-stakes level (with government departments, law, academia, etc. involved) the balance of excitement and exploration can tip towards a dip in confidence and taking on "imposter syndrome". The time and emotional energy required to be 'professional' contributes to volunteer burnout.

b. Disparity in volunteers vs. resourced professionals

It is often forgotten that the work of CC's volunteers and advocates is in conflict with highly professionalized and commercially supported lobbying groups or companies. If a similar level of professionalism is not applied to issues (as is correctly done by the Free Knowledge Advocacy Group EU in Brussels), many in the group do not have the time or energy to pursue the harder causes. No other region or Chapters have this level of organisation or funding.

3. Connecting by tapping into human capital of the Global Network

For members, being inspired by the work of others and feeling part of “their tribe” is what keeps them in the network. Interpersonal connections were rated as one of the most important aspects of the Global Network.

For newbies, there is a lot of gratitude around being taken in and supported by those with more experience (and not just in their thematic sector). This is seen as a massive benefit within the community. From the perspective of experienced people, it represents a considerable personal achievement when using their knowledge and experience to help and assist others. This intrinsic need to be helped and to help is often not supported as the systems do not currently allow one to connect to the other.

4. Formalize or make ‘sharing beyond content’ easier

There is a lot of gratitude for the willingness of community members to share and support newbies, and each other. This is especially felt by members from developing countries where developed country members or pioneers can provide opportunities within the global system that the developing country members would not usually have access to. This is not seen as just intellectual support and knowledge, but also networking and opportunities.

While learning does happen organically and is one of the most discussed elements of the benefits of being part of the membership, it generally happens through personal connections, one-on-one, and often between a ‘newbie’ and an experienced individual around the same thematic areas. Someone knows someone else (generally an enthusiastic person in their field, in their local geographical space) and they help them. This is viewed as beneficial to both sides of the relationship.

5. Make it clear where to ask for help, and where help can be offered

As a truly global network, members do have the opportunity to know what is happening around the world. This happens through both networks and personal connections. Some members, however, feel constrained in what they can help with due to the limitations of how far their connections extend. Many are willing, and actively wish, to help others or be part of larger mentorship programs, but do not know where to find them.

Once members get to a certain level of experience, they want to share their experiences (pass it on). They want to relay their experiences and help others, but do not know who or which chapter needs their help.

6. Harness and encourage organic fluidity

Part of the delight and attraction of Creative Commons membership is the ability to switch focus and apply the work to different sectors, whether connected or not. Members employ several different skill sets across different sectors to 'get the work done'. This can range from engaging government departments to adopt open policies to training children, negotiating copyright reform to establishing an annual open culture festival, presenting at sector conferences to developing open education resources. This aspect should be facilitated further by collaboration.

7. A collective memory bank

Members, institutions, and Chapter members want to learn from each other and share their experiences. They know that other communities elsewhere have already faced and tackled the same problems they are currently facing. They do not wish to reinvent the wheel or waste energy when they could tap into existing knowledge and adapt or apply various strategies to their context. Presently, unless you know someone who has worked in that field, it is difficult to come across existing knowledge. There is no collective memory bank to tap into.



“I think there should be organic fluidity. Collaboration across platforms would help us to define more successful outcomes of projects. For example, in Kenya, we have had sessions with lawyers in the copyright reform platform collaborate in sessions with communities in the GLAM platform. The HQ would also come in handy to oversee this chaos coming into something beautiful between platforms. This is what sharing looks like to me.”

1-on-1 interviewee

MAIN FINDINGS

Chapter creation and community frameworks

“We had so many expectations – and we haven’t received any support from HQ to run the Chapters. We need more support, like guidance in on how to run chapters, updates on how [other] chapters are run, what others are doing. Having focus subjects, or guidelines.”

1-on-1 interviewee

By mid-2020, 43 Chapters were registered with the Global Network and 2 pending. Some chapters are flourishing, others are still finding their way. Some previously strong, or established communities, appear to be floundering or are non-existent within the current structure. One example is Belgium, where CC is currently represented as a working group of Open Knowledge Belgium. Another is the United States, where one interviewee mentioned: “*The US chapter is a bit absent without leave. One meeting was held where it looked like things were about to start going and people have dropped that. There seemed like some activity, but then it fell off when one person left.*”

Responses to the question How did the changes affect you or your work? showed that although the new Global Network chapter creation process simplified the structures, it has not been easy for many members to embrace. In some cases, communities are no longer centralized around one institution, and thus no longer have access to those connections, facilities, networks, and communications tools (websites, mailing lists, etc.). In others, the effort that it takes to build a new community to establish a Chapter leads some older members to ask why they should start from scratch, again.

a. Establishing a Chapter

The structure of a Chapter is clearly defined, as is the [Chapters Charter](#), however the process towards establishing a chapter was not (and is not) obvious. Using the current communications, it is not obvious to new individuals or establishments how they can be involved, where they are most useful and needed, how the network supports their growth, and how they can plug into it. This is not the case currently, even for those who are more experienced within the movement.

More guidelines for how a chapter can be developed and run, beyond initiation: Members, especially those dedicated to openness, want to have the freedom to approach and adapt ideas in the way they wish to; but they are not averse to having a flexible structure to work from. Currently, all that exists is a [step-by-step process](#) for how to create a chapter. But after that, there is little support or guidance. While this could be providing a lot of freedom to communities in how they establish their Chapter, some feel that, while there should be flexibility, there should be a Chapter Framework or Chapters Kit that is consistent across all chapters.

Consistent titles across the movement: Currently, there are chapter leads, chapter reps, thematic platform administrators, various leads, etc. but the names vary according to chapter and personal preference. For example, some have an Open Edu lead, some do not. Not having consistent titles means it is difficult to find the person doing a similar job in a different chapter to compare notes and share experiences.

b. Chapters and members learning from each other

All things are not equal. Some members have been active and engaged since the beginning, and as a result, their knowledge and levels of involvement are advanced and mature. Other communities are getting to grips with just what is possible in their environment given their resources, others are only just getting

started. At a person-to-person level there is so much to learn from each other, and a lot of support and mentorship is freely, if organically, given. However, there is no institutional sharing or support program.

c. Developing partners across sectors and with aligned organisations

One path is formalising and actively encouraging members to join with and be part of the 'Big Open' organisations in their country: Wikimedia, Mozilla, Global Voices, Open Street Maps, OER organisations and projects, academia, etc. This helps to validate the movement in the eyes of more traditional sticklers. To have several established organisations pushing for similar outcomes, through different local projects, drives this open message more forcefully.

Actively partnering with aligned organisations and encouraging members to join with and harness the networks of local NGOs in each sector (GLAM, gender equity, education, etc.) ensures the work is locally relevant, expands reach to other communities, and guarantees that the activity benefits locals. This, in turn, assists with any perception of 1st world influence or domination over local issues within more politically tense countries.

Regional strategy and collective cohesion

There is currently very little opportunity for people of similar situations, cultures, contextual challenges, etc. to have the opportunity to meet and work together to build communities collaboratively and regionally. Several people who were interviewed and in the digital survey requested that regional meetings or a concerted effort towards regional coalitions or strategy sessions should be established on a regular basis.

The summit is seen as a wonderful opportunity and is greatly appreciated across the GN members, but it is large and overwhelming, and in essence, only allows members to dip their toes in.

There are existing Whatsapp/Telegram groups (CC Africa, for example) where people update about communities. This works well, keeps people informed (when they remember), and should be standardized.

SECTION 5 SUMMARY

The increased development of Creative Commons as a global brand and the visibility of the local chapter or community means that considered support is needed for activities, particularly with chapter members and individuals, in order for them to share their experiences across the Network.

Security and personal risks are very real for members in politically sensitive or politically tense countries or regions. Structures and processes need to be created to ensure the safety of the members in these cases.

Formal spaces are required for skills to be developed and acquired. New skills are currently self-taught on an ad hoc basis, as and when needed, usually as volunteers take on roles beyond their professional capacity. More formal capacity building programs need to be implemented, beyond CC Certificate. In addition, resource-sharing platforms should be created and maintained so solutions, resources, training materials, and campaigns can be easily and freely shared. Formalized capacity building and resource-sharing platforms will greatly assist in community development and health. Further, greater facilitation is needed for self-taught volunteers when engaging with well-resourced professionals at high levels (government, commerce, academia, etc.). Learning

skills on the fly can lead to energy and confidence depletion.

There are huge resources within the human capital of the Global Network. Most opportunities, learning and advancement happens informally in a one-on-one way. Opportunities or the ability to help are often limited to the extent of your personal network.

‘Sharing beyond content’ can be facilitated by formalized interaction and creating a collective memory bank. Mechanisms can be created to ensure that mentorship is built into any member’s experience. Additionally, experiences and processes should be documented and shared on a platform that can be updated and easily accessed by newbies and experienced members alike.

Many members want to ask for help *and* offer to help others. This could be facilitated through an open ‘marketplace’ platform where open projects, groups, individuals, or Chapters can ask for ‘help’, and where assistance can be offered. Having a clear, easy-to-access space would do this, and encourage reciprocation.

Members like to work across different sectors and skill sets, this should be harnessed to encourage organic fluidity.

The process of establishing a Chapter could be easier. More resources and guidelines have been requested to encourage inspiration into how a Chapter can be developed and run, beyond initiation. In the same way, having consistent role titles across the movement could facilitate people in similar positions reaching out to collaborate or consult on projects. Developing partners across sectors and within aligned organisations is key to scaling work and developing communities.

Twinning established Chapters with new Chapters could assist in organisational development, community building, and collaborative projects that are mutually beneficial.

Encouraging and supporting Chapters and organisations from within a region to develop and sustain a regional strategy and events will facilitate shared strategies, regional projects, and collective responses to regional challenges.

SECTION 6

WHAT IS HOLDING THEM BACK



MAIN FINDINGS

Limiting factors

CC is an organization in a search for a mission. Is still not clear what you can do as a volunteer or member. I saw a very concrete opportunity and pursued it, but I can see the particularity of it. There's still not a clear "contribution ladder" for the regular folk. That needs to be clarified and put into place (and with that, I also think that we in Platforms should make that easier and more accessible). The paradox is that I like to work in GLAM stuff with a lot of people that aren't part of the GN but are doing relevant work in my field.

Digital Survey Respondent

With all the enthusiasm and passion in the world, volunteers' efforts are delayed, worn down, or halted by a multitude of factors. The following were identified through the one-on-one interviews as being the key limiting factors to their engagement. These issues were further validated in the answers to If the Global Network could collaborate to create 3 elements to help you achieve your goals, what would they be?

Below are the meta factors that limit the effectiveness of the work of volunteers and Chapters.

1. Lack of or prioritization of time

Balancing work life and home life with volunteer and CC commitments can be difficult. If not paid to do the work, family issues, time pressures, and paid work are always prioritized. This means that CC work is relegated to the last on the list, and vital opportunities can be lost. The physiological load of this is often heavy for high-functioning volunteers who commit to advancing a cause that is philosophically aligned to their personal beliefs. An inability to fulfil perceived or assumed deadlines brings in feelings of shame and guilt and then can lead to volunteer burnout or disassociation.

2. Entry points and then options are not clear enough

Members are frustrated that it is not easy to join, nor see what they can easily get involved in, nor who and how they can help. Clear entry points are needed to show how to engage with Creative Commons. First, how to become a member and at which level (chapter, platform, global initiatives, etc.). And then, once a person becomes a member, clear pathways towards specific sectors or activities that require various levels of engagement.

3. Easy-to-access documentation, materials, and case studies covering how others have worked on common issues

Volunteer time is valuable. Easy-to-access documentation, case studies, and materials would make it easier and quicker for challenges to be approached successfully. Volunteers are aware that even in different social and political realities, there are challenges that most members encounter, and others have successfully faced. Those members new to facing these challenges in their context do not wish to ‘reinvent the wheel’, they wish to learn from and adapt the strategies of those who have worked on similar issues before.

4. Increased visibility and resources campaigns

Creative Commons is not well known within many local contexts or sectors. As an alternative to accepted practices, it takes time and energy to convince professionals within each sector of the benefits and the potential of adopting the licenses, open policies, and openly-licensed content and materials.

Respondents mentioned that the few materials that currently exist are often not suitable for local markets or different sectors (e.g. education materials are not a fit for creative or policy makers). Further, as mentioned previously, it is difficult to find materials that have already been developed or strategies that have been effectively deployed. Visibility and persuasive materials and/or templates should be created and shared globally, so members can adapt them to local situations; this would save members time, energy, and money.

5. Formalized capacity building and training support

Some training materials and the CC Certification course currently exist; however, they are not always suitable to the local context nor available in local languages. These materials do not cover all the aspects of, or skills needed, to conduct outreach or advocacy programs. Adaptation, skills acquisition, materials creation, and/or translation requires time and energy, and this slows the volunteers' impetus and momentum towards action. Many new skills are acquired on the fly whilst doing the work. Access to training materials or programs that help to build the capacity of the members (in project or event management, etc. and not just understanding licenses) is vital to sustaining energy levels and expanding the work that members do to expand CC-related programs.

6. Geographical limitations

The work of chapters and individuals are limited to their immediate environment as there is no money or facility to access resources that can assist with broadening their footprint, scale, or scope of interventions beyond where they reside. This means that all too often the work is centralized in one city, and limited to either the immediate geographical area, or to personal and professional networks.

7. Limited application with regards to diversity and representation

As mentioned previously, CC has done a lot to ensure diverse representation in terms of geographical coverage and gender equality. The following issues are local concerns, and more support is required for the them (this is not intended as a definitive list):

- to accommodate and encourage the participation of marginalized and historically disadvantaged or less privileged communities,
- be sensitive to cultural differences and imperatives,
- support communities that do not have access or have limited access,
- facilitate materials and resources in major local languages (not global), and
- provide better access and materials to assist people with disabilities.

8. The work and impact of aligned organisations

As discussed previously, aligned independent organisations have filled gaps globally by working symbiotically with the CC movement to support the aims of the CC movement. These organisations have, in some cases, become the local or regional activators of the open movement as established NGOs that 'do the work' locally. There is currently little to no support for this work being done on the ground in the vacuum that has been created by a lack of local chapters or organized volunteers. Many of these organisations are not formally acknowledged nor recognized by CC HQ or the Global Network. Formal recognition of and collaboration with the organisations could facilitate and increase local participation, advocacy and outreach, volunteer support, and institutional support for Chapters, and the many other facets of being part of the movement.

MAIN FINDINGS

Lack of funding and resources

The majority of respondents mentioned their frustration at a lack of a formal funding, grants, or other support facility. This was collectively deemed a severe hindrance to the efficacy and longevity of their work. In April 2020, the Global Network released [the small grant Activities Fund](#). This is a USD20,000 annual commitment to its global movement over four quarters (an annual investment of USD465 per chapter). Similar opportunities were released for the Open Education and GLAM Platform members in mid-2020. These vital yet meagre offerings were viewed as not enough support for the range of activities that are required to develop a regionally, culturally, and linguistically diverse Global Network.

1. No consistent or tiered funding process

As of August 2020, there has been no consistent funding or obvious channels for funding support beyond the activities funds previously mentioned, and the one-off Bassel Khartabil Fellowships and Memorial Fund. Some of the suggestions made when answering the question What else could have made your work easier? include: consistent or annual grant calls; structured and tiered grant application processes; a fund for personal expenses (transport, childcare, etc.); annual core funding for Chapter admin tasks and activities; and funding advocacy efforts, i.e. local travel or flight allowances to access governmental hubs, etc.

2. Lack of core funding for Chapters

The administration and other costs of a Chapter are not covered by Creative Commons. This puts an incredible burden of time and energy on the members. In this way, tasks that could collectively bolster the network (regional or global projects, drives or campaigns, visibility efforts, documentation and reporting, etc.) happen as time and energy allows.

3. Perception of the inability of Chapters to become legal entities

There has been a perception throughout the Creative Commons movement that Chapters are not allowed to register as legal entities. Not being a registered legal entity, as the result of this perception, will have limited the ability of Chapters to carry out certain work or seek external funding.

Contrary to this perception, Chapters are allowed to register as legal entities but they are not allowed to do this under the CC name. The CCGN ExCom passed the [Institution Naming Policy](#) in 2020, which gives more details on the naming options for Chapters. Prior to passing this policy, these aspects were not clear to Chapters and may have hindered their ability to host different activities or expand the work beyond their geographical or member limitations.

To clarify further, the ExCom also passed a [Guide to fundraising](#). Again, prior to publication of this guide, Chapters may not have been aware of their options, which would have limited their ability to seek external funding or leverage CSO partnerships, as many funders will not fund entities that are not legally constituted or registered.

4. Fitting into pre-existing sectors or not at all

Funding assistance from Creative Commons HQ (and overt support) is only available for Chapter activity and that of members of the currently active platforms: Copyright, Open Education, Open GLAM, and the forthcoming Community Development platform. Besides the activity fund for Open Education and Open GLAM platforms, there are no funding streams or alliance opportunities for aligned organisations or individual members, and none for creative or content producers.

Collaborative partnership support

Several of the more established, long-term members of the wider community have set up aligned, yet independent, NGOs to progress the work of both the Open and CC Movements in their country or region. The CC Global Network allows Chapters to apply for local NGO status, and both the Chapters with NGO status and these established, associated NGOs can collaborate to seek external local or regional funding for their various projects and activities. (See above for [Institution Naming Policy](#) and [Guide to fundraising](#)).

Funding facilitation from HQ

CC HQ has access to the global grant makers and could act as a facilitation bridge between Chapters and aligned organisations and these grant makers in order to facilitate the mutually beneficial work being done on the ground.



MAIN FINDINGS

The impact of volunteering on the individual

The best supported individuals in the movement are those whose job is aligned with being involved in the open movement, such as those who are fully employed in an academic or GLAM institution.

For those volunteers whose paid job is not involved in the open movement, their full-time job ends up subsidising the time and, depending on how vigilant the individual is, many of the activities involved in volunteer work. In this way, connectivity, online meetings, mental capacity, and other resources can be supported during work time. Additionally, having a full-time job allows the security and stability for volunteers to engage with their CC work outside of office hours.

There are some individuals, whose participation is neither supported in their open-oriented work or via a full-time position as they are either creatives, self-employed, or freelancers. The burden of the CC work is far harder to bear in these cases, despite the level of passion and commitment to the cause. This remains true for those who attempt to further the Open Movement through their work as freelancers and consultants, with no fallback.

In all cases, it is difficult to push deadlines, expectations, and the more tedious administrative jobs onto members, as 'real' work and family commitments will always be prioritized.

1. Cultural or financial imperatives against volunteering

In some cultures, formal volunteering is either not culturally acknowledged or is overshadowed by the imperative or pressure to make money. In these communities, volunteering can be hard to justify if the 'tangible' and 'intangible' benefits are not immediately obvious or articulated clearly for newcomers.

2. Opportunities to engage and help

Longer term members have expressed frustration that once they have the experience, they would like to 'pay it forward' and mentor or help others within the movement, but do not know who needs or wants their help, nor how to get in contact with them. Conversely, members who need help are not sure who, how, or where to ask for it. Slack is particularly impersonal, too immediate, and relies on who is watching at the time of posting.

3. Support with getting started

When starting out there is very little support outside of person-to-person mentorship (and only if there is an existing community). The main reason why people come to the movement is via word of mouth or via a friend or colleague. They often get introductory or moral support from these instigators, but this is not always the case and it is not easy for new members to access the community, what support structures exist, or find mentors to assist when they join. It is also difficult for them to find which project or activation is possible to get involved with, work towards or, ultimately, can be implemented.

4. Information retention and sharing

Newcomers find it difficult to access the right information or resources that assist in their work, in capacity building or campaigns, as they are scattered over many different platforms.

5. Not knowing what to do, when

People do not have a clear understanding of what needs to be or can be done at chapter, community development, or project development levels.

SECTION 6 SUMMARY

There are several limiting factors to getting the work done include:

1. Lack, or prioritization, of time,
2. Entry points and subsequent options are not clear enough,
3. Easy-to-access documentation, materials, and case studies, covering how others' have worked on common issues,
4. Increased visibility and resources campaigns,
5. Formalized capacity building and training support,
6. Geographical limitations,
7. Limited application with regards to diversity and representation, and
8. The work and impact of aligned organisations.

The most commonly posed limitation is the lack of access to funding and easy-to-find resources. The elements that are considered to have the most impact are:

1. No consistent or tiered funding process,
2. Lack of core funding for Chapters,
3. Inability of Chapters to become legal entities, and
4. Fitting into pre-existing sectors or not at all.

Additionally, it was pointed out that more could be done to instigate collaborative partnerships between the local chapters and existing open movement or cultural organisations. Chapters would similarly be grateful for the Creative Commons HQ to leverage their existing relationships with grant makers to support local or regional initiatives.

There are multiple impacts of volunteering on the individual. Some members are able to do the work they do through the (unacknowledged) subsidisation by their full-time work. This is of course not the case for those that are not formally employed, but are dedicated to the open movement through their work as creatives, freelancers, and consultants. In all cases, it is difficult to push deadlines, expectations, and the more tedious administrative jobs onto members as 'real' work and family commitments will always be prioritized. Other challenges for individuals include:

1. Cultural or financial imperatives against volunteering,
2. Opportunities to engage and help,
3. Support with getting started,
4. Information retention and sharing, and
5. Not knowing what to do, when, and with whom.

SECTION 7

WHAT SUPPORT DO THEY NEED



I think the HQ should streamline processes for the global community; their presence would be greatly appreciated in proposals, connecting members with shared goals or common projects and even in funding campaigns, connecting project leaders to potential funding and partnerships. This is especially hard for Africans as governments are just opening up to the idea of "open" and backing from HQ would help. Thus, in terms of CC-related projects, HQ would do great as overseers to ensure everything is in check and participant groups are supported.

Open Education platform is off to a great start with the transnational proposal put out with countries that greatly need funding to support open education initiatives. Whether the proposal is accepted or not, this would set a good precedent within the networks and should be adapted within the other platforms."

HN

As discussed earlier, the community expects structural and global initiatives to come from HQ. There is a wish for HQ to establish the pathways and tools that can guide members, chapters, and communities to develop their projects.

There is a general feeling that it is CC HQ's responsibility to raise the visibility of, and set the position for, the global and universal issues. However, for chapters to do this work at a local and regional level, there should be a basic level of support in the form of funding, guidelines, training, upskills and capacity building, cross-network dialogue and experience sharing, information sharing, communications materials, and campaign strategies, etc.

The Global Network is, well, global. However, many feel that the efforts of those representing diverse spaces – geographically, linguistically, culturally, physically, gender-non-normative – are not currently being catered to, encouraged, or supported by the Network.

There is also a perception that there is not as much acknowledgement of the work that Chapters, organisations, and members have done as there could be. When their motivations are both personal and professional, it is important for people to feel appreciated, and to feel that their efforts are seen.

There is a general feeling that HQ and the structures of the Global Network could do more to support the work. One question asked them to assess how HQ supported the work they do. The majority (50) said they received support in the form of information, small funding grants, and mostly emotional, network, media, or knowledge support from individuals within HQ. Of the 83 who responded, 33 responded negatively.

CC volunteers and the Global Network members do not sit around lamenting that they are not supported, the majority just get on with what they can achieve. However, they do acknowledge that they could do more if they had more support and/or could collaborate with HQ on scaling projects to other countries and regions.

MAIN FINDINGS

Existing resources that are loved

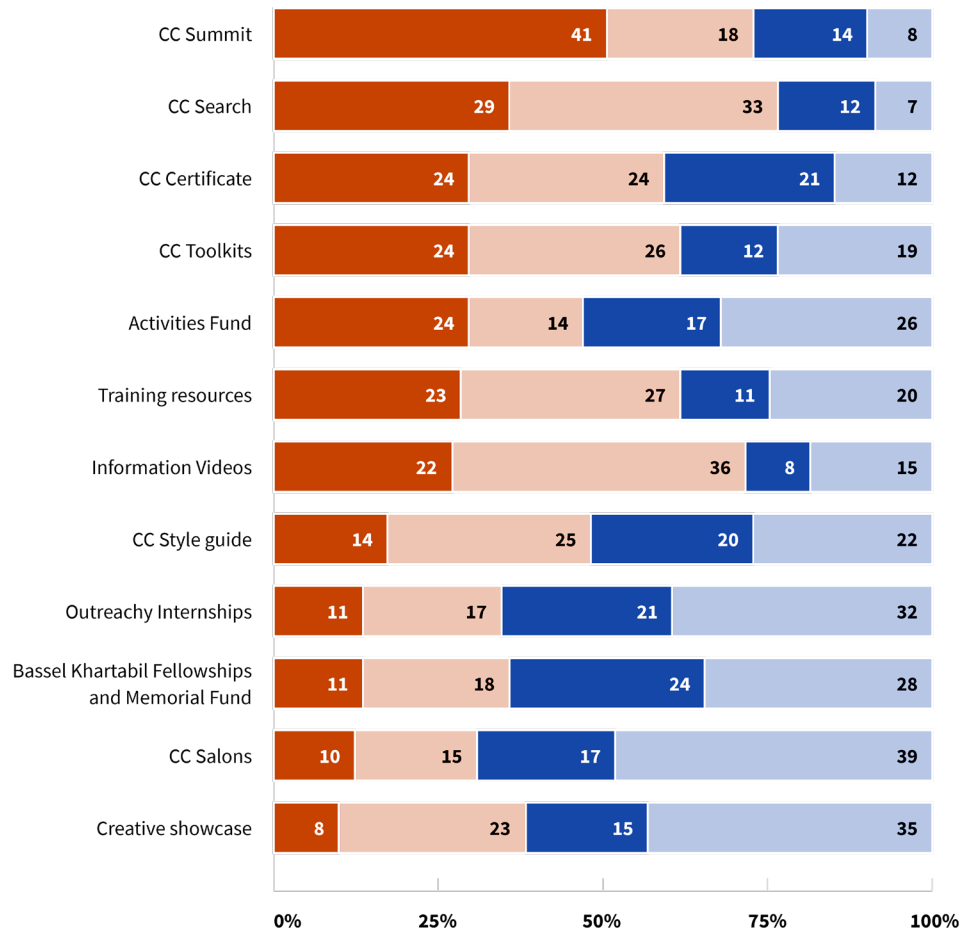
There are several resources that Creative Commons HQ has developed and supported over the years. The digital survey respondents were asked to select the ones that they most valued. The data in the chart on this page reflects their choices as to the usefulness of each element: invaluable (red), moderately useful (soft red), not very useful (blue), and didn't know existed (soft blue).

The CC Summit is by far the most popular resource that HQ supports. While CC Search is obviously used, it is seen as being of moderate use. The CC Certificate is seen almost equally from positive to negative (although the alumni mostly favour it). It also seems to be fairly well known.

The CC Toolkits was included as a past resource, has not been accessible for several years, and yet many of the respondents felt that it is useful. With regards to the two funding options, Activities fund and the Bassel Khartabil Fellowships, as well as the Outreachy internships, there is not a lot of knowledge about these opportunities. The least known options are the CC Salons and the [Creative Showcase](#) (buried deep on the website).

When asked what is missing, one of the respondents pointed out that it was "strange to read a list of support measures of which many are not targeted really at the network". It was considered that the Style Guide, Outreachy, etc. are internal CC HQ projects. As a list of resources, he felt that that list does not include any efforts initiated by the community members. This point has been taken on board with regards to the survey design, but it also points to a larger question of whether the resources supplied by HQ are useful and who they are aimed at benefiting. Further, it highlights that members would like to access the resources that have been initiated by community members, but do not have a space where they can do so.

CC GN Digital Survey: Usefulness of existing resources



MAIN FINDINGS

Other resource are needed

Throughout the interviews and digital surveys, there were many suggestions for tools and resources. In some cases, the suggestions compiled below repeat elements mentioned earlier, but all are relevant and come from the experiences of the Global Network members. We asked: What is missing? What other resources could be created to help get the work done? In order of popularity, the requested resources were:

- Increased Volunteer and Chapter support
- Toolkits, training and upskilling, knowledge sharing (specifically, a starter guide, scholarships, courses, training materials, and tutorials for creators),
- Visibility and communications materials and strategies (sector specific videos, CC values aimed at schools and universities, public awareness campaigns, showcase how CC work has already been activated in countries, etc.),
- Strategic direction and guidance (provide strategy, guidelines, a set of values, norms, and policies, etc.),
- Tools (extended search, automated attribution, license tracking, license metadata, etc.),
- Information and communications (centralized resource platform, mapping and facilitating access to members within similar sectors, profiling members, updating info on chapters and their activities, creating and promoting regional collaboration projects and opportunities, networking opportunities, how to help, where to help, support or mentor, inspirational activities within the open movement (not just CC)),

- Structured funding opportunities (long term tiered opportunities, core funding for chapters, more initiatives like the Bassel Khartabil fund, etc.),
- Language support (promotional campaigns and resources presented in indigenous or prominent local languages, regional, language-based hub pages, etc.),
- Better access to CC creative works (tracking, showcasing, applauding, and awarding art works under a CC license, etc.),
- Increased support for people with disabilities,
- Events and Networking (database, face-to-face meetings, etc.),
- Project and thematic support drives and opportunities to engage (expanding into other sectors, support beyond the licenses, etc.).

Respondents were very specific about what they requested:

- Facilitating one-to-one training and mentorships opportunities,
- Online repository with presentations and materials on the benefits of CC licenses generally and per sector,
- CC conferences to be organized regionally to ensure regional strategies, activities, and collaborations,
- Gaps exist in knowledge; pathways need to be created to access existing “community knowledge” that is not currently obvious,
- Create a platform where members and chapters can ask for and/or offer their knowledge and experience in all sectors,
- Create better structures for information sharing and retention,
- HQ to provide different teams for members to approach for support: outreach, legal, technical, etc. In other organisations they have these centralized teams that you can ask for support from. CC doesn’t have that (or does not appear to have it).

There are no structured categorized areas on which communities can focus beyond OER and Advocacy. The Platforms were meant to do this, but perhaps the process of creating an official platform is too burdensome.

The dominance of the Summit as THE unifying factor

Possibility to be part of an international event as CC Summit - see how it works and can be developed from the community. In a way, the CC Summit is the driving participation event [for the Network].

1-on-1 interviewee

The Summit is considered an amazing and important event. Everybody loves attending and considers themselves honoured to do so. However, it does have limitations amongst the positives. Both of these include:

- It is a source of inspiration where delegates get to see what other initiatives are being tried in other parts of the world. However, if you do not attend, you do not get to see these solutions or ideas.
- It allows for different languages and alternative perspectives to be heard, and assumptions challenged.
- It is expensive to attend, which means that only so many people from one country can attend; people become disgruntled about missing out, and not being given a chance.
- Information is lost between the attendee and the community.
- It is large and overwhelming. Information overload is expected, and it is difficult to focus on specific things, regions, or themes.
- One person considered that attending the Summit is the only way to be seen to be part of the global community and to showcase the work that has been done, thus validating their activity and involvement.
- It is viewed as a concrete measure of success that you are making progress by attending. This is one of the ways in which local achievements and efforts (individual and collective) can be acknowledged, validated, and seen globally.

Regional and national events (and resulting strategies)

Learning from those who are undergoing similar cultural and administrative challenges from within similar contexts is vital. Feeling part of a regional movement helps to validate local work, as well as feeling that they are part of something that is not as intimidating or as large as contributing to the global movement.

Regional chapters and members are already learning from each other in an informal way. A formalized or facilitated regional board or directive would allow for people of similar linguistic, cultural, and socio-political challenges to swap strategies and find solutions to common issues. Even better if it resulted in annual or biannual events. Regional networks would provide platforms for inspiration, communication, collaboration, and scaling local education or cultural projects to a regional level. On an individual level, being part of a regional board or directive is considered by some as one way to be seen to be part of the community and to show your activity, at an appropriate and comfortable level.

“I have a plan for CC global. I would like to see every year a CC Asia-specific summit. Now we only have the Global Summit. This would help to coordinate the region and improve collaboration. This would make the objectives clearer to newcomers and inspire more work.”

1-on-1 interviewee

i love to share

APPENDIX

RESEARCH BACKGROUND

The research process was designed to set a baseline understanding as to who, how, why, and what drives members into continued engagement with the Creative Commons Global Network.

This Report Summary provides a 'snapshot' of the current CC Global Network in late 2019 and early 2020 (just before the COVID-19 pandemic). The results set up a potential framework for the future growth of the CC Global Network.

A movement is only as strong as the people that are part of it. Research has shown that a person only becomes a member of a community when four things are achieved:

1. The community reflects or aligns with their identity,
2. They trust that the community will bring them value,
3. There are clear pathways to being involved and participating, and
4. There is a reward of some kind (be it intrinsic or extrinsic) for being involved.

RESEARCH QUESTIONS

The research questions were designed around these principles that drive community involvement and volunteerism. The four main research questions were:

1. *Mission*: What brings members to the network and keeps them involved?
2. *Expectations*: What do members expect of (and from) the network?
3. *Purpose*: What do they want to achieve?
4. *Support*: What do they need to do the work they want to do?

RESEARCH METHODOLOGY

Qualitative research methodologies were used to understand impulse and motivation, tangible and latent needs, and multi-layered interactions. They were also used to search for solutions and alternative options to challenges and opportunities within the network.

Due to the global nature of the network, the research was based entirely on remote participation. The initial plan was to use two methods to gather the data.

PUSH: one-on-one interviews of individuals

Individuals were specifically to be approached after consideration by CC Staff and the Global Network Executive Committee (a.k.a. CCGN ExCom), due to their:

1. Real-life experience and competency
2. Creative Commons experience and competency
3. Diversity: self-identified gender, geographic distribution, region, country status, language, and level of access or marginalisation.
4. The anomalies: those not yet included in the Global Network; or do not easily fit the mould.

[Read the discussion guide for the 1-on-1 interviews.](#)

PULL: Generic digital survey

The community was to be encouraged to fill out a digital survey.

1. via email to CC members in network (Chapters and Platforms), partners, and agreeable aligned movements
2. relayed via social media channels and slack channels

[Read the discussion guide for the digital survey.](#)

REACH: DIGITAL SURVEY

The call to participate in the digital survey was sent out via email to the Global Network and the local chapter leads; the Creative Commons communications channels were used. The wide call, as hoped, reflected the diversity of the Global Network. The digital survey was compiled using the Survey Sparrow platform and was accessed at a link that is no longer active.

It should be noted that not every person who responded to the survey claimed to be a member (see analysis of the Global Network below).

Digital survey challenges

There seemed to be some problems with people maintaining the connection to the survey platform – although it could not be ascertained if this was due to a local connection or the survey platform that was used. In some cases, three attempts were made. For this reason, it was necessary to manually go through the final data and delete obvious duplications.

This reduced the sample size from 206 surveys to the 166 that were deemed credible. Due to the time investment, the number of respondents incrementally reduced as the survey progressed; with the questions going from 166 credible responses to question 1 to 80 credible responses to the final question.

The regional distribution of those from the digital survey and the Global Network members were closely aligned, the digital survey did provide some excellent insight into the make-up of the Global Network with regards to gender and language diversity (elements that are not currently known).

Key statistics: Digital Survey

- Started: 16th December 2019
- Concluded: 7th February 2020
- Surveys started: 206
- Surveys accepted as valid: 166
- Surveys completed: 80
- Average length to completion: 66 mins
- Survey respondents as % of individual Global Network membership: 34% (started) and 17% (completed surveys)

Self-identified Gender Diversity

(159 responses)

- Male: 83 or 52%
- Female: 66 or 42%
- Transgender female: 4 (2.5%)

- Transgender male: 1 (0.6%)
- Gender queer, non-binary, gender-fluid: 2 (1.25%)
- Two people answering survey together: 1 female / 1 male
- Other: 3

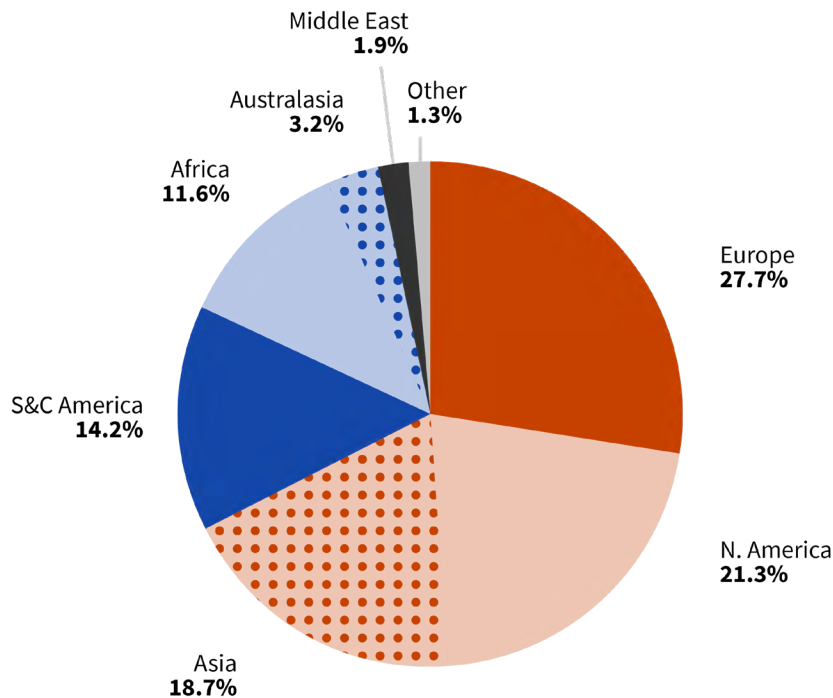
Regional diversity

(159 responses)

- Countries represented: 56
- Developing country vs. Developed country ⁽³⁾: 50.3% vs. 48.4%

3. [World Economic Outlook Database](#)

CC GN Digital Survey: Regional Distribution

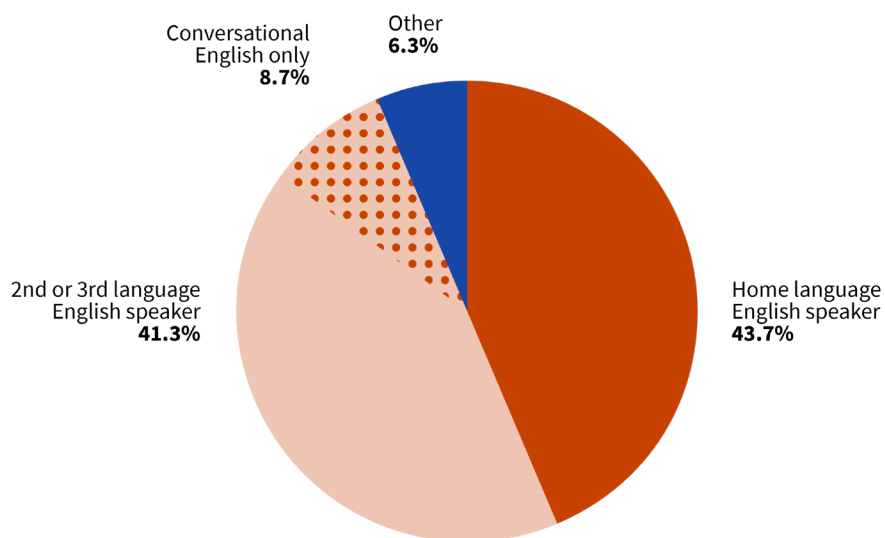


Language comfort and diversity

- 1st language English: 43.7%
- 2nd or 3rd language English: 41.2%
- Conversation English: 8.7%
- Other: 6.3%

The question “Please share how easy it is for you to do this in English?” was added to the survey to ensure that it was understood, and appreciated, how difficult this process could be for those who do not have English as a home language. In at least two cases, respondents took the time to translate the questions and responded in their home language (Russian, and Thai).

CC GN Digital Survey: English comfort



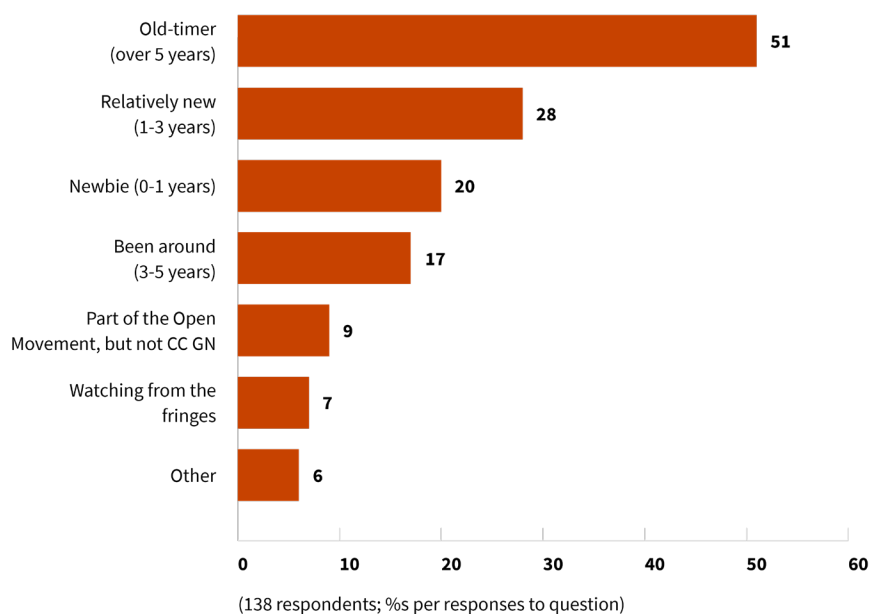
Length of involvement with Creative Commons

(138 responses)

51 (or 37%) claimed to be Old timers or people who had been involved for over 5 years. Those who were fairly experienced amounted to 17 (12.3%) of the respondents. Newcomers and Newbies accounted for 28 (20.3%) and 20 (14.5%) respectively of respondents.

Nine people (or 6.5%) considered themselves part of the Open Movement, but not officially part of the Global Network. 7 people (or 5.1%) considered themselves Open Movement observers.

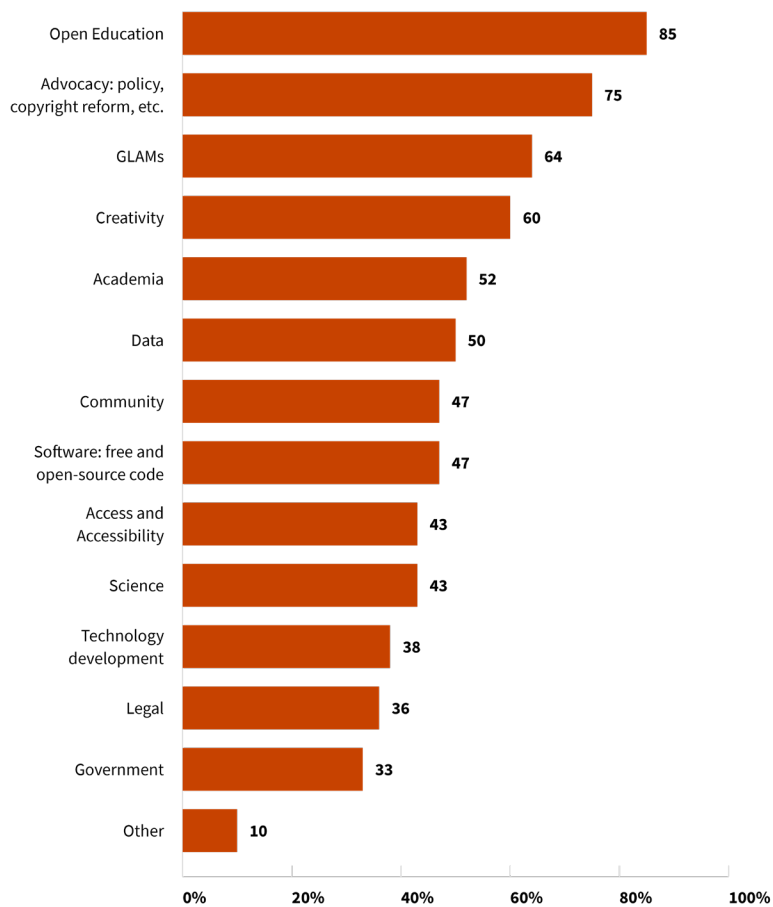
CC GN Digital Survey: Length of involvement in Creative Commons



Areas of interest

Of the respondents there was a definite leaning towards Open Education, GLAM, and Advocacy. Four respondents chose “other” to express that all or several of the options were relevant to their participation. Suggestions were policy formulation, content creation, academic world hacking, health, human rights and media, environment studies, journalism, Open Knowledge, etc.

CC GN Digital Survey: Area of focus



REACH: ONE-ON-ONE INTERVIEWS

This research method was conducted in the form of one-on-one conversations with individual members across the breadth of the movement. Initially, individual ‘targets’ were specifically considered by the interviewer, CC Staff and CCGN Executive Committee, due to the following criteria:

1. Real-life experience and competency
2. Creative Commons network experience and competency
3. Diversity: self-identified gender, geographic distribution, region, country status, language, and level of access or marginalisation.
4. The anomalies: those either not in the Global Network; or not easily fitting the expected ‘mould’.

Cognisance of recruiting bias meant ensuring a diversity of interviewees using two approaches:

- A request via CC communications channels for people to volunteer (via a Google form) themselves, or nominate someone else, to speak on behalf of their community.
- A personal request was sent to the CC Global Network Executive Committee and others within the Community for suggested names across a wide breadth of the network.

The interviews were conducted over 60-90 minutes following a **specific set of questions**. Participants were asked to sign a **release form**. Participants could request for their feedback, or a portion of their feedback, be either anonymous or off-the-record (very few chose this option).

All interviews were conducted remotely, and sometimes over 2 or 3 sittings, depending on the connection’s stability or time-commitments. In two cases the final questions or elements of the questions that hadn’t been resolved were emailed. All interviews were recorded (verbal permission was given in each case). These audio files, however, are not for public access.

Recruiting bias

It is important that the interviewees, as a group, represented diversity in gender, geographic distribution (region, developed vs. developing countries), and home languages. It was also important to explore the full range across professional or personal focus, and length of involvement in the CC network. It was hoped to also include those not yet part of the Global Network. Initially, it was intended that the one-on-one interviews were drawn from nominations from CC Staff and the Global Network Executive Committee. However, this would tip the bias towards experience and known members of the GN.

To ensure against this bias, a call for participation was sent out to CC communications channels to ask people to either volunteer to participate in the one-on-one interviews or to nominate someone to be part of this more involved interview process. This saw the people volunteering were either very interested newbies or those who could not become members due to the criteria of the application process (hence providing a way to voice their involvement). Through this method, before the cut-off date, seven of the people interviewed volunteered themselves and 3 of the interviewees were nominated.

Key statistics: One-on-One interviews

- Started: 28th December 2019
- Concluded: 15th February 2020
- Prospects approached: 59
 - Via Google form: 7
 - Via nomination: 3
 - Suggested by CCGN members: 12
- Interviews conducted: 22
- Length of interviews: 90–150 mins

Self-identified gender diversity

- Male: 14 or 63%
- Female: 8 or 36.4%

Regional diversity

- Countries covered: 18
- Developing country vs. Developed country: 63.6% vs. 36.4%

The interview sample saw most interviewees situated in South America (31.8%) and Central America (4.5%). This intentional bias was a result of a single connection who provided many contacts, but also the enthusiasm with which the request was received. During the interview process, it was decided to focus on this specific region as a case study.

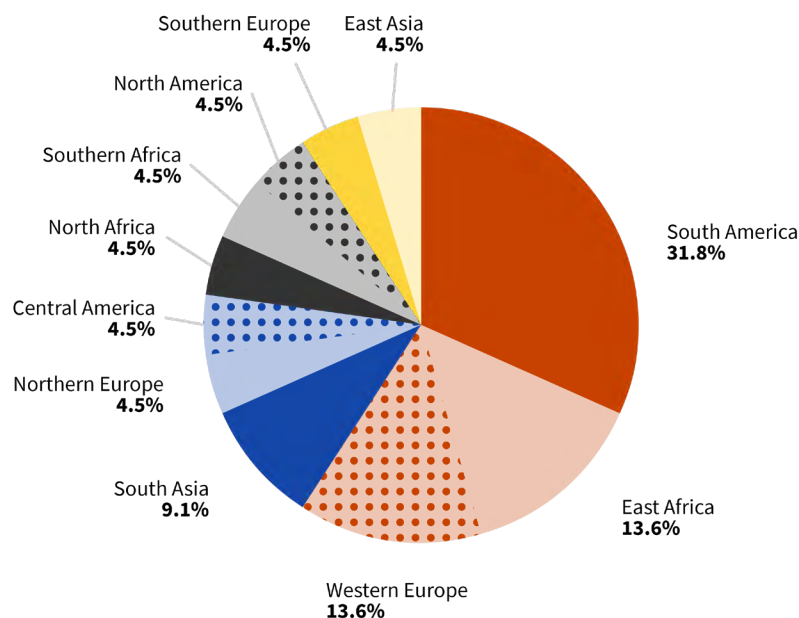
The next largest regions covered were Africa and Europe represented by 5 interviewees (or 26.6%) each. The regions that were difficult to get input from were Asia (3 people or 13.5%), North America (1 person or 4.5%), and it proved impossible to get input from the Middle East at all.

Language comfort and diversity

- 1st language English: 13.6%
- 2nd or 3rd language English: 86.4%

The question of What is your level of comfort with English? was important in the interview process to ensure that extra time could be taken if required. The diversity of people within the Commons (and those who were specifically interviewed) speaks for itself, with 86% of those interviewed not having English as a 1st language. We are grateful for the extra effort required by interviewees to answer 2-3 hours of questions.

CC GN 1on1: regional distribution



Length of involvement with Creative Commons

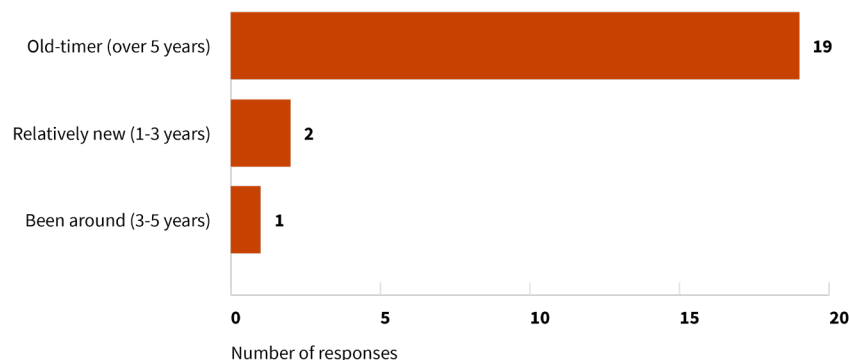
It was important to get feedback from people with diverse experience of the Commons. The sample was overwhelmingly biased towards Old Timers (5+ years of involvement in CC). This was mainly due to the method relying on referrals to ensure people would have experience of the Global Network.

However, of the 22 interviewed, 4 were not official Global Network members. Three of these non-Global Network members considered themselves members of the Creative Commons community despite not officially being on the Global Network list. Two of the interviewees had tried to be official members with no success. One person volunteered to be interviewed so that she could find out more about being involved in the Global Network, even though she had been working with CC licenses for many years.

Areas of interest

With a slightly different sample, the 1-on-1 interviewees similarly represented more prevalent sectors within the CC community with heightened involvement in Advocacy, GLAM and Open Culture, and Open Education.

CC GN 1on1: Length of time involved with Creative Commons



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