Slide 1 : I**ntroduction**

Evaluating W3C Successes and Failures

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Not a complaint session – every negative must have a proposed solution(s)

We (everyone in the audience) are the W3C

Bandage your own ox

Slide 2: **Overview**

Question:

- When is the W3C Successful?
- When has it failed?
- And what are the criteria?

IETF proposed as a model:

- List of RFCs with subjective analysis by participants
- No view of the IETF (just the specs)

Criteria became troublesome

Slide 3: **Proposed Criteria**

W3C mission: "To lead the Web to its full potential"

A single web is better than multiple webs

- A common vision is necessary

- A shared vision must include (or try to include) all visions and users
- Competing specs based on different technical approaches are acceptable
- Corollary: A single spec is better than a bifurcated spec
- A timely spec is better than a perfect but late spec

Cooperation is preferred to competition

"Openness" is preferred to "closedness"

- Ambiguous definitions
- Process provides transparency, not openness
- Enforcement of process is problematic

Technical work is critical to success

- For many, value of W3C lies in technical specification
- Specs must be relevant and useful
- Time horizon issues (immediate, medium term, strategic)
- How to judge utility of specification
- Prevention of bad, encouragement of good

Organizational structure should reflect mission (form follows function)

- Current structure an anomaly
    o Only SSO with large technical staff
    o Remnant of different time or significant value add?
- Value for money (high staff expense versus benefits to membership)
- Cost to replace or replicate?
- Revolution or evolution?

Slide 4: **Evaluation of the W3C**

- Zero based? (What would happen if it weren't here?)
- What is the most important? (Simplistic assumptions)
- Incremental value
    o Audience and benefit
    o Willingness to pay
- Are the TAG and AB and AC functional?
- Is the Management team functional for the new web
- Strategic focus – "Web's Full potential"