

ICPSR Council Minutes March 26-27, 2009

Council members present: Aletha C. Huston (Chair), Francine Berman, Michael R. Haines, Thomas LaVeist, Jeffrey Moon, C. Matthew Snipp, Lori M. Weber, Ann Wolpert, and Christopher Zorn

ICPSR staff present: JD Alford, George Alter, Rita Bantom, Bryan Beecher, Linda Detterman, Peter Granda, Myron Gutmann, William Jacoby, Peter Joftis, Stacey Kubitz, Felicia LeClere, Nancy McGovern, James McNally, Mary Morris, JoAnne O'Rourke, Michelle Overholser, Amy Pienta, Mary Vardigan, and Cole Whiteman

Visiting staff present: Ashley Hajski and Emily Merchant

Visitors present: James McBride, Director of the Irish Social Science Archive; Hans Rattinger, University of Mannheim and President of GESIS; Kevin Schürer, Director, UK Data Archive

Director's Report

After introductions, Myron Gutmann presented his Director's Report to Council.

Disaster Planning

Gutmann described the Perry Building power outage resulting from a winter storm that caused the ICPSR Web site to be inaccessible for more than a day in December 2008. He explained that the University of Michigan has its own power grid and that the Perry Building is not on that power grid. While the possibility of having the water freeze in the pipes prompted faster action to protect the building, the duration of the outage was unacceptable.

As a result of the power loss, ICPSR took steps to ensure business continuity for the Web site and data delivery. Gutmann described the "cloud" server that now provides a backup location for the Web site should the original server become inaccessible. Other measures are also being taken as part of disaster planning for the organization.

Web Site

ICPSR's 2008 Annual Report is available in a Web format for the first time. Staff has received good responses to this new format.

The next iteration of ICPSR's variable-level search is now available in a beta version on the site. Nathan Adams, ICPSR's new director of software development, is working on this project with others in CNS.

Summer Program

Registration for the Summer Program is open, with a number of new courses. Gutmann reviewed the courses being offered.

Membership and Outreach

Membership receivables are normal for this time of year, but staff has received hints that some universities may have trouble paying their membership fees in the next fiscal year.

Staff has established an ICPSR presence on Facebook and YouTube, with the possibility of extending to iTunes. It was pointed out that having content on YouTube really attracts students.

Council suggested that ICPSR write an op-ed piece for the New York Times or another such venue to highlight the role of data in the social sciences. Raising awareness about data could have positive effects.

OR Meeting 2009

ICPSR has communicated that the 2009 OR meeting is going virtual. There will be a full Council meeting October 8-9, 2009.

Technology Developments

A new metadata editor has been integrated into the ICPSR data processing workflow. Staff is continuing to improve search capabilities using Solr/Lucene, an open source system that enables faceted searches with filtering to narrow search results.

ICPSR has started to use the Amazon cloud computing services. The warm backup replica for the Web site is located in the cloud as is ICPSR's search engine. ICPSR is not using the cloud for preservation purposes.

Digital Preservation Activities

Gutmann reported that the *Digital Preservation Management Workshop* held in October was a big success, and this workshop will be occurring again in May 2009. The Digital Preservation staff has also initiated disaster planning coordination for ICPSR.

Internal Communications

Gutmann highlighted internal communications activities within ICPSR. The Staff Feedback Network has been launched, and Supervisor Forum Sessions and Crisis Communication Plan are being developed and are near completion.

ICPSR has also completed a Career Path Development Project that puts into place clear guidelines for staff to take control of their careers. The guidelines provide standards and consistency for evaluation and promotion across archives within ICPSR.

Budget Report

Stacey Kubitz made a presentation about the ICPSR budget. Kubitz reminded Council that the ICPSR budget includes several sources of revenue. Membership pays for administration, the undergraduate internship program, the general archive, the Minority Data Resource Center, collection delivery, digital preservation, computing, and some Summer Program costs. Grants and contracts pay for the topical archives, research and development, part of other core services,

and special Summer Program courses. Indirect costs pay for ISR administration, rent, leadership and research, and staff professional development. Other revenue includes Summer Program fees, investment income, DDI Alliance fees, and the computer recharge.

The 2009 budget originally included a \$170,000 deficit, but as of January, a \$100,000 surplus is forecast, although ICPSR is still waiting for the University of Michigan 2007 Summer Program tuition payment, which will be paid by ISR. By the end of the 2008-2009 fiscal year, reserves are projected to total \$4 million (plus \$200,000 from the loan for Perry II). Council asked whether this level of reserve is necessary, because the only services that would need to be maintained if ICPSR lost grant funding would be member-supported activities. Staff salaries would also need to be paid for 90 days. Council also asked whether use of the reserves had to be accounted for and reported back to the original sources of the money, and whether the reserves could be appropriated by the University of Michigan. The answer to both questions was negative. About \$750,000 of the reserves is in the University of Michigan's quasi-endowment; the rest is in cash.

When preparing a budget, the following assumptions are made: staff stability is a priority, membership revenue is not projected to increase, indirect costs are not counted on to support core activities, and increasing reserves is a goal. The Strategic Plan was also used as a guide in creating the 2010 budget, with a focus on leadership, membership, and staff.

The 2010 draft budget forecasts a \$425,000 deficit because ICPSR is assuming less investment income and has made conservative estimates about membership revenue. The goal is to minimize or eliminate the shortfall by June by increasing revenue from grants, identifying savings, and making plans to reassign staff if necessary.

Since grants and contracts make up a large proportion of ICPSR's revenue, Council recommended that ICPSR find out how much social science research funding is available overall and what the market share is, in order to better predict future grant revenue.

Plenary 1: Strategic Plan Implementation

Council had asked staff to report on progress in implementing the Strategic Plan, which is now available on the ICPSR Web site. ICPSR will soon need to address the issue of how it reports on progress to the community.

The Strategic Plan includes five strategic directions, and Gutmann highlighted three of the directions: Leadership, Membership, and People. In Leadership, the focus so far has been on technology and the curation and management of confidential data. Goals for Membership include identifying and implementing activities that enhance membership and, in theory, eliminating things that do not have value. In the People area, ICPSR leadership has worked on enhancing staff communications and defining career paths for staff members.

Although the Strategic Plan identifies organizational goals, it is not clear how priorities should be set and decisions made within each of the action areas, and how these decisions should be

reported to Council. Gutmann gave an example of six technology enhancements competing for resources at ICPSR – delivering content and accepting content via Dataverse Network, delivering content via Nesstar, Data-PASS private LOCKSS network, Web services continuity, “dataless” desktop workstations, and a secure data processing environment. It was clear that resources were not available to pursue all six. The list was shortened by eliminating Nesstar and LOCKSS and quickly implementing the dataless desktops, reducing the number of remaining items to three.

Another question is how to communicate the Strategic Plan to the staff. One idea is to communicate it as a guiding principle, so that the organization always asks itself, “How does this improve the consumer experience?” Council and staff agreed that this focus seems too narrow, though it raises the question of whether the consumer experience should be ICPSR’s main concern and how the consumer should be defined. Furthermore, measuring success in this area is a challenge.

Council members responded that this type of presentation is the right way to report on Strategic Plan progress. The purpose of a Strategic Plan is to identify priorities and provide opportunities to refocus on those priorities. When asked about staff reaction to the strategic plan, Gutmann responded that, although staff seemed highly committed to the overall mission of ICPSR, they perceive the Strategic Plan as a leadership concern rather than a staff concern. Bridging the gap between staff concerns and leadership concerns remains a challenge.

Discussion of the Strategic Plan segued into how the economic situation will affect ICPSR. It was predicted that members may begin to make more requests of ICPSR, and that staff must perceive these requests as business opportunities and use the Strategic Plan as a guide to responding to them. It was also suggested that the cost of services be communicated to users, even if those costs are being discounted or subsidized by users’ institutions.

Budget and Policy Committee

Council: Aletha Huston (Chair), Francine Berman, Michael Haines, Jeff Moon, Ann Wolpert

Staff: JD Alford, Rita Bantom, Myron Gutmann, Stacey Kubitz

I. Strategic Plan and Strategic Overview for FY 2010

The bulk of the Strategic Plan discussion took place during the Plenary, so the committee did not spend much time on this issue. Staff believe that in a year from now ICPSR should be able to report results from the Strategic Plan. These results would include items or actions that have either been initiated or discontinued.

II. Financial and Administrative Issues

A. FY 2009 Year-End Financial Projection

Staff reported that ICPSR anticipates ending FY2009 with a surplus of approximately \$100K compared to the original budget of a deficit of \$170K. Revenues (sponsored and member) were conservatively estimated and ended up exceeding the budget. Council expressed their agreement with this method and would rather ICPSR not rely on assumed revenues.

B. FY 2010 Draft Budget

The full Council received a detailed overview of the FY 2010 draft budget during the Budget Report. The bottom line on this first draft of the budget is a deficit of \$452K. Once again, ICPSR is budgeting revenues conservatively. Due to the economy, the budget includes a 10% reduction in member dues revenue invoiced in FY 2009. Also, sponsored projects, and the indirect cost revenue received from these projects, are being cautiously estimated. Staff believes that ICPSR will be able to include more grants in the final budget as they are awarded. Not only will these new projects add more indirect cost revenue, they will also allow staff to shift their effort (salary expense) from member-funded projects (Collection Development and Collection Delivery) and from computer support projects to the sponsored projects.

Council suggested that ICPSR may want to include expenses related to the ICPSR Director search in the FY 2010 budget. Council asked staff to request assistance from ISR in meeting these expenses.

C. Personnel

Staff reported that Tim Bynum, from Michigan State University, has been hired to lead the National Archive of Criminal Justice Data with a permanent appointment expected by early summer.

Staff also reported on continuing efforts to recruit an individual to lead ICPSR's outreach to minority-serving institutions and development of data about minority populations

D. Emergency Preparedness

Emergency preparedness was not discussed in detail during the committee meeting. A report on emergency preparedness at ICPSR was included in the briefing book. The Director's Report also included a section on the December 2008 power outage and the steps being taken to ensure business continuity in the future.

III. Governance Issues

A. Council Election Planning

The Council is required to choose two additional members to join the Council Nominating Committee. The Committee recommended that Ann Green and Steve Ruggles be invited to join the Nominating Committee. During committee reports, the Council voted to accept this recommendation.

B. Prizes Committee

The Council is also required to name the members of the Awards Committee for the Warren E. Miller Award for Meritorious Service to the Social Sciences and the William H. Flanigan Award for Distinguished Service as an ICPSR Official Representative. This Committee is composed of two members of Council, one ICPSR staff member, and two previous award winners. Lori Weber volunteered to be on the Committee and the Council agreed to approach Kathleen Mullan Harris to see if she would be available. Mary Morris will be the staff representative. Kent Jennings (Miller Award) and Libbie Stephenson (Flanigan Award) will serve on the Committee as last year's winners.

C. Plans for the June 2009 Council Meeting

The June 2009 meeting will be held virtually via teleconference. Staff discussed the plan to use Adobe Connect, which uses both a Web browser and telephone, for the conference call. The advantage of this system is its simplicity; it allows everyone to "see" who is talking and also to "raise their hands" to speak. The proposed schedule for the meeting is in the Council briefing book. The committees meetings will be held in the first week of June and the general Council meeting will be on June 12th from 1-3:30pm, EDT. Council noted that the condensed format (five committee reports in one hour) will require more preparation beforehand to complete required business.

D. Directorship Succession

Myron Gutmann's second five-year term as Director of ICPSR ends July 31, 2011, and Gutmann has indicated that he does not wish to continue for a third term. ICPSR and Council would like to have the Situational Review Committee process completed by the October 2009 Council meeting. This will allow time for an external search (if required), interviews, negotiations, and hiring. Staff recommended that the committee discuss the role of ICPSR at the University of Michigan with key University leaders.

IV. Projects

A. Grant Applications Submitted since October

A list of grant applications was included in the briefing book for reference. There was no discussion of this topic during the committee meeting or report.

Plenary 2: Thinking about the Future: The Financial Crisis, the Competitive Landscape, and Allocation of Future Resources

Financial Status

Membership is a key aspect of ICPSR's financial status, and activity in this area has been about normal with no apparent churn for Fiscal Year 2009. Next year will be a couple of years after the start of the recession. ICPSR plans to offer flexible terms and to work with member institutions to pay their fees in order to minimize the loss of members. The process needs to be fair to all concerned.

Council asked if ICPSR allows federations, which is one way for organizations to save money and still join. Gutmann responded that there is an established mechanism for creating federations and a number of federations are in place, some longstanding.

Council noted that there is an anticipated three- to five-year contraction of the higher education industry, with an estimated 10-20% decrease in revenue. Collaboration to achieve shared capacity is one option that academic organizations are pursuing. Adjunct professors are being reduced or cut entirely and departments are increasing class size to compensate. Positions are also being reduced through attrition. Libraries and equipment budgets are taking hits due to the economy. Council noted that Canadian libraries, have frozen collection budgets, which might have some effect on ICPSR if collection budgets are being used for ICPSR membership fees. The exchange rate for the Canadian dollar has seen a dramatic negative change.

Council and staff agreed that it is possible that the downturn might be good for ICPSR. Less data collection may be funded, leading to the possibility of more re-use of existing data stored in archives and elsewhere.

Financial Future

There are many opportunities for ICPSR to benefit from stimulus money from the federal government. In the meantime, ICPSR has a goal of balancing the FY 2010 budget by June. There are several options for managing the deficit:

1. ICPSR might seek permission to maintain a deficit – this is possible, but not a good option.
2. ICPSR might define contingency plans for balancing the budget, e.g., define one- or two-year projects for the short- or medium-term projects that would be implemented with available resources (shovel-ready projects) – there is a lot of potential for this option.
3. ICPSR might fund long-term projects from the reserve – this is also not seen as a good option, but having the reserve makes this option a possibility.

The ICPSR budget process is very conservative and the financial team expects to be able to offset the deficit, but ICPSR is prepared with alternative plans.

Competitive Landscape

Myron Gutmann began the session with a brief presentation to animate further discussion. Gutmann noted that under Linda Detterman's leadership ICPSR has generated a list of potential competitors and classified them into three groups: organizations, applications, and datasets.

In terms of acquiring data, there are a lot of data that ICPSR does not have but would like to acquire -- for example, the Early Childhood Longitudinal Study from the National Center for Education Statistics, which is restricted. In fact, many of the newer and more interesting datasets are restricted from public dissemination. ICPSR needs to convince principal investigators that ICPSR can deliver data, both public-use and restricted-use, better than they or others can.

ICPSR has identified three potential consumer types: researchers (faculty, graduate students, and professionals) who download data; students who use online resources; and policymakers and journalists who want quick answers.

ICPSR's competitive spaces are:

- Academic research space (membership)
- Government/foundation space (grants/contracts)
- Academic instructional space (emerging)
- Methods and data instructional space (Summer Program)

ICPSR must provide unique services like confidentiality protection and offer services at a good price. Loyalty counts for little in this economy.

The next potential steps are to establish a data watch, a competitor watch, and a technology watch. The suggestion is to create a system in which ICPSR produces quarterly reports on the competitive landscape with an annual brainstorming meeting about the reports, perhaps with Council. It may be wise to consider setting up external advisory groups as well.

Gutmann asked whether this approach was the right one and if so, what should the organization give up and how can it change faster?

Council advised that thinking of the whole world as competitors is a challenging approach. Council suggested that ICPSR think about positioning itself as a gateway to the world of digital assets for which others are taking stewardship. ICPSR should be the place that people go first but it does not need to hold everything. If there are problems in preserving some resources, however, ICPSR should try to acquire and preserve them. The organization should be looking for external resources that complement what it has. It was pointed out that the gateway can be a hard role to play. One of ICPSR's strengths is rich metadata -- how does it leverage that?

Council further advised that ICPSR should think about collaborators as opposed to competitors and perhaps not aim for faster change but instead try to be more nimble in order to make a move at the right time. ICPSR is part of an infrastructure that is a public good that the government should pay for. How can that happen?

Higher education wants to be more efficient also. A suggestion was made that ICPSR could investigate collaborations with community colleges and BA institutions to produce online learning tools that lead to academic credit, obviating the need for these institutions to hire adjunct faculty.

Council mentioned that the competitive landscape presentation did not address ICPSR's competitors in the instructional space covered by the Summer Program. ICPSR could develop a comparison table of the courses offered in the Summer Program and other programs, but that may be more granular than what is needed. Another approach is to take a vertical cut through ICPSR's lines of business to see how ICPSR can compete in those spaces with respect to price, products, and category benefits. The Summer Program would be one of those spaces.

Council suggested that staff should attempt to project into the future and envision what services should look like, rather than focus on competition. What are the big changes ICPSR will have to deal with and adapt to? These may be in areas like data science, licenses for data, and open access to data. Another idea is to organize a symposium and to invite presentations of interesting new projects.

Finally, Council suggested that ICPSR might also consider itself as a certifier of metadata or archived products. ICPSR could send out certificates saying that a PI has archived his or her data. Another area is partnerships between institutional repositories and ICPSR. In addition, there could be many advantages to getting involved earlier in the life cycle of data creation projects.

Collection Development Committee

Council: Lori Weber (Chair), Thomas LaVeist, Matthew Snipp, Chris Zorn
Visitor: Kevin Schürer
Staff: George Alter, Robbin Gonzalez, Peter Granda, Ashley Hajski, Peter Joftis, Emily Merchant, Amy Pienta, Mike Shove

I. Strategic Plan

Staff asked for committee input on areas of content that the ICPSR should focus on in the future. Council members provided several ideas for building the collection. Possible organizations to contact about data archiving include: Office of Behavioral and Social Sciences Research, National Library of Medicine, Centers for Disease Control, Homeland Security, Department of Defense, Agency for Healthcare Research and Quality, and Veterans Affairs. A suggestion for a thematic area on human trafficking data was also suggested.

ICPSR staff also talked about the creation of the LEADS database, a listing of thousands of data collections, funded by NIH and NSF, of potential interest to ICPSR for acquisition. Council suggested that ICPSR look at ways to mine the database using natural language processing with the goal of looking for common clusters of words that appear in the database. This strategy could help identify trends and new areas of scholarship that are emerging at NSF and NIH.

II. Update on the Processing Workflow Committee

A report was presented about the recent work and accomplishments of the Processing Workflow Committee at ICPSR, including new processes for handling physical materials and creating codebooks. Pipeline process changes in terms of OAIS compliance were also reviewed.

III. Update on Upgrading Data Collections

There was an update on this item which was discussed previously at the October 2008 Council meeting in this Committee. It was suggested that ICPSR's recent investment in upgrading the file formats of older data collection may have increased usability and usage (file downloads). However, there are no definitive metrics for evaluating this investment given the

limitations of download statistics. Council discussion followed, and there was general support among committee members for continuing to convert old file formats to more usable formats.

IV. User Charges for Managing Restricted-use Data Agreements

Council and staff discussed different cost recovery models for restricted data dissemination. Current practice at ICPSR is that users (ICPSR members) do not pay directly for restricted data. There have been growing numbers of restricted data collections coming to ICPSR, and there are costs to disseminating these data. Council discussed various options for managing this growing cost including: shifting the cost to the data producers, shifting some of the cost to the users, shifting the cost to member fees, and maintaining the status quo. Council would like more information about restricted data usage trends at ICPSR.

Action Item: Council requested a report on restricted data usage at ICPSR, including the number of such datasets, which topical archives hold them, the number of requests (total, per dataset, per archive) received, classes of membership requesting these data, and so on. This should include a cost-benefit analysis of charging for restricted data.

Membership and Marketing Committee

Council: Thomas LaVeist (Acting Chair), Jeff Moon

Staff: Linda Detterman, Ashley Hajski, Lynette Hoelter, Mary Morris

I. Strategic Plan Progress

Direction II of the Strategic Plan addresses membership value and falls within the purview of this committee. To assess membership value, it is necessary to assess ICPSR's competitive environment. This can be done through a competitive monitoring system or through an annual state of the industry report. The former requires concentrated staff time and effort in systematically looking at what ICPSR's competitors are doing, assessing whether those activities or directions are ones ICPSR wishes to adopt, and incorporating those desired ideas, products, and innovations into the organization. A state of the industry report, on the other hand, documents what ICPSR's competitors are doing but requires no action. If ICPSR moves forward with a competitive monitoring system, it would monitor activity in three areas -- data, technology, and similar or niche organizations. An ICPSR staff task force recently recommended to the ICPSR Directors group that the organization establish a competitive monitoring system. The Committee discussed the ready availability of archiving through institutional repositories and Web-based archives and the resultant availability of free data. The idea of marketing membership with ICPSR services and products, as opposed to data, was raised and supported. It may be that ICPSR provides free data as a loss leader and continues to expand services and products for members. Further discussion on this topic was slated for a Council plenary session.

II. Membership Report

Since July 1, 36 new members have joined ICPSR, 12 of which are additions to existing national memberships. Both the new member count and the utilization reports presented follow established trends. These statistics give no indication that the country is in the midst of a global recession.

III. ICPSR Risk Assessment and Response

At the October Council meeting, the Committee asked staff to review past recessionary periods and assess their impact on ICPSR membership. After reviewing ICPSR *Annual Reports* for membership counts and revenue figures, Detterman noted that membership counts were up and down, with no pattern for recessions, but that revenue reports showed some correlation with recessionary periods. Namely, revenues decreased slightly (1%) or rose slightly (2%) one to two years after the start of a recession. However, ICPSR's membership and pricing structures have changed significantly, making it difficult to use historic data to predict behavior in today's recession. Membership payments for FY09 are consistent with past years, but staff predicts that FY10 invoices will be paid at a slower rate.

In October, the Committee also asked staff to develop a plan for responding to institutions that might drop membership due to financial hardship. Existing policies for responding to members providing notification of the intention to drop include providing the OR with utilization information regarding data use, services use (SDA and OLC), and Summer Program attendance, and identifying and contacting faculty familiar with ICPSR to lobby for maintaining ICPSR membership. In this tight economic period, staff will continue to work with each member on a case-by-case basis, negotiate any reduction in fees that might enable the institutions to maintain membership, and continue to monitor drops, subsidized memberships, and outstanding invoices on a regular basis.

IV. Authenticated Email Response

In response to a Committee request, staff investigated the possibility of adding a marketing advertisement to the verification email that ICPSR sends to its new account holders. This was not adopted for a number of reasons. First, ICPSR shares its infrastructure with the topical archives, which are free resources and not involved in the membership process. Second, the main purpose of the email is to verify the user's email address. The user clicks on a link to verify the account and generally proceeds to download data; any other text is likely to be overlooked. Third, membership decisions are typically not made by MyData account holders. Detterman has procedures in place to review nonmember downloads for potential members and to contact decision-makers at those schools.

V. OR Meeting 2009

Given the state of the economy and tight university budgets, the 2009 OR meeting will be a virtual meeting. There has been positive feedback about this decision as more ORs/DRs comment on travel freezes at their institutions. The program content is set and the technology will be a mix of webinars, blogs, live chats, and live streaming. Seventeen sessions will be held over the course of a week from 11:00 am-3:00 pm EDT to allow for participation from West Coast and overseas members.

VI. Pricing Restructure for FY2012 and Beyond

The Carnegie Classification system for categorizing members, along with a new fee structure, was adopted in 2005. Both went into effect in 2007 and membership fees were held constant for five years to provide transition to the new structure. Membership rates for FY2012 will be on the Council agenda in June; Detterman will provide preliminary dues structure options and analysis at that time. The purpose of this agenda item was to alert the committee as to what is coming and to sound them out on the possibility of freezing dues for another two years. The committee felt a freeze would generate good will for ICPSR among the membership but that it shouldn't jeopardize the reserve fund.

Action item: A report on preliminary dues structure options and analysis for FY2012 was requested, along with a report on the impact of freezing dues for an additional year.

Preservation and Access Committee

Council: Ann Wolpert (Acting Chair), Francine Berman, Kathleen Mullan Harris (by phone), Matthew Snipp
Visitors: James McBride, Kevin Schürer
Staff: Bryan Beecher, Nancy McGovern, Matthew Richardson, Mary Vardigan

I. Strategic Plan Update

Staff members provided an overview of activities and accomplishments pertaining to the implementation of the Strategic Plan. Council advised ICPSR to ensure that with Gutmann's departure in sight, a broader number of ICPSR staff members should be visible and active to raise the profile ICPSR and to ensure that there is a smooth transition to the next director. ICPSR should seek opportunities to push data as a national priority, e.g., it is not possible to address energy and health issues without data.

II. 2009 Web Site Update (incorporates Drupal update)

Staff reviewed the planned enhancements and changes for the 2009 Web site update, e.g., move to the Solr search engine and add faceted searching (staff provided a demonstration); remove the cart feature because Google Analytics indicates that it is used by only a few users; and refresh the Web site design. Staff also explained that since the October 2008 Council meeting, ICPSR had ruled out the transition to Drupal (a topic on the October committee agenda) for several reasons, including the lack of scalability of key modules (e.g., the bibliographic module), the difficulty of maintaining more than one administrative interface to manage ICPSR's many Web sites, and the need for programming skills to customize modules.

Council wondered about possible beta releases of the site for the community, and staff explained that while ORs had been primary reviewers in the past, it is now possible to reach end users in additional ways. Usability testing is an essential feature of the Web site updating process at ICPSR. It may be possible to incorporate the use of a sandbox for new Web site features (as Google does) and to expand the use of Google Analytics to understand user requirements and preferences. ICPSR has been developing profiles of the top six user types. ICPSR might consider expanding the use of focus groups, engaging the community to adjust the

facets used for searching, and considering the marketing approach, such as focusing on graduate students rather than faculty.

III. Persistent Identifiers Update

Staff reviewed the various types of persistent identifiers (PIDs) that ICPSR is using or needs to address, as noted in the brief report to Council: DOIs, Researcher IDs, Fedora PIDs, and variable-level PIDs. This discussion grew out of an action item from the October 2008 meeting to look at the role of ICPSR regarding Researcher IDs, considering the implications of the use of these identifiers in Australia. The topic was expanded to consider the implementation and intersection of identifiers of all types at ICPSR because it is clear that ICPSR does not have a leadership role to play for researcher IDs, but should be able to contribute to discussions as various identifier standards and protocols develop.

At the October 2008 meeting, Kevin Schürer agreed to test the use of DOIs to see what would happen if a DOI were requested for the same data. He confirmed that a DOI would be given to each requestor, so this would not solve the problem of wanting to use DOIs to uniquely identify studies. Schürer recommended that ICPSR be mindful of the question that each type of identifier is intended to address to avoid duplication of effort and working at cross purposes. Staff is monitoring the development and implementation of PID schemes within the social science community and beyond.

IV. Date Seal of Approval Report

Staff described ICPSR's involvement in the transition of the Data Seal of Approval from an initiative of the Dutch national data archive (DANS) for use in the Netherlands to a community-wide initiative. Mary Vardigan is a member of Board for the Data Seal of Approval, and ICPSR is participating in the evolution of the criteria for data archives to be deemed trusted digital repositories. The approach of the developers is a 'trust me' model where data archives document the ways in which they adhere to the specified principles. Council noted that it will be necessary for the certification process used by the Board to be transparent and that there are lots of players in the development of certification requirements and processes. Staff will continue to monitor relevant developments.

V. Web Delivery Services Continuity Update

Staff reviewed the efforts to address continuity of Web services delivery since the power outage over the holidays. The test of the machine placed in the Amazon cloud was successful. There is now 24/7 coverage by staff to ensure that outages are detected and addressed. Council expressed approval of the approach and noted that few organizations are this far along on good practice for business continuity.

A science experiment was proposed, in which for Bryan Beecher would test the improvement in assured continuity provided by adding a third geographically dispersed machine.

VI. LOCKSS Update

Staff reported that ICPSR has ceased working on the experiments with LOCKSS as a component of its shared and distributed storage infrastructure for three reasons: it proved too difficult to right-size the archival units that LOCKSS utilizes to manage stored content; the

LOCKSS model assumes that stored content will not change and that is not the case for lots of social science data or for preservation copies; and LOCKSS presumes that content will be accessible via HTTP, not the storage model used for much of ICPSR's stored content.

VII. Tools Inventory

Staff reported on the status of the wish list for community-based data curation tools being created by the Alliance for Data Archives Technology (ADAT). The two primary needs are to develop a set of tools that align with the Open Archival Information System (OAIS) Reference Model, an international standard that most archives are working to adopt, and to use Fedora as the underlying repository architecture. The launch of the ADAT initiative was reported on at the October meeting. ICPSR and the UK Data Archive met in Canberra at the Australian National Data Archive in February to identify next steps for the initiative. There will be a meeting of developers from the institutional participants in July in Canberra, at which Nathan Adams will represent ICPSR. Kevin Schürer noted that governance for the group was being finalized and that the participants are intent on keeping it simple. Council noted that this is a very worthwhile effort and that there should be opportunities for technology transfers from and to other communities.

VIII. UK Data Archive Updates

Kevin Schürer reported on three updates from the UK Data Archive:

1. The implementation of Fedora for their self-archiving repository. One of their developers is in Australia assisting with a similar implementation there.
2. They confirmed that DOIs will not resolve the need for unique identifiers for data.
3. At the October 2008 meeting, there was a discussion of the possibility of storing a copy of ICPSR data offshore in the UK and/or Australia. Schürer noted that he had just provided a draft agreement to ICPSR for the UK Data Archive to host a copy of ICPSR data. Requirements regarding restricted data will need to be addressed.

IX. Implementing Creative Commons License Agreements

Staff reported that ICPSR has decided to adopt an attribution, non-commercial Creative Commons license for metadata records and data-driven learning guides and decided against adding a no derivatives license for the guides. There was a lively discussion of the implications of federal funding requirements that encourage or require sharing data and the possible use of Creative Commons or other licenses for data. Sharing data varies by domain. What about members-only data? The ICPSR terms of use preclude re-distributing data. Council asked how ICPSR can balance owner rights and user rights while applying a Creative Commons license to data.

Action item: Staff will report on the development of a business model for the use of a license for data not before the October 2009 Council meeting.

Action item: Staff will provide a full update after the July ADAT meeting for the October Council meeting.

Action item: Council asked for an opportunity to review the Web site during the June meeting.

Action item: There will be an update on the storage of a preservation/replication copy of ICPSR data offshore for the June meeting.

Training and Instruction

Council: Michael Haines (Chair), Aletha Huston, Lori Weber, Christopher Zorn

Staff: Dieter Burrell, William Jacoby, Stacey Kubitz

I. Report on Summer Program and Strategic Plan

Staff reported on the Summer Program and the Strategic Plan, noting that the Program was nearly complete in meeting its goals under the Plan.

II. Summer Program Courses

The Committee reviewed the course list for the 2009 Program, and noted several new and noteworthy offerings.

III. Summer Program Short Courses

The Committee discussed off-site locations for short courses. The Program is offering workshops at five locations in 2009 including at Cornell University in Ithaca, NY for the first time. Staff stated that the Program intended to expand off-site offerings to include West Coast sites in the next year or two. Committee members offered several potential partner suggestions.

IV. Summer Program Staff

Staff reported that the Program has recruited a new permanent Student Administrative Assistant staff member. In addition, the Program has a position posted for a Financial/Administrative Assistant.

V. Enrollment for Summer Program Courses and Workshops

The Committee reviewed early enrollments for the Program, which look very promising, but staff noted that impact the current economic situation will have on enrollments will not be clear until just before the beginning of the Program.

VI. Summer Program Advisory Committee Meeting

The Chair led a discussion on organizing the yearly October meeting. It was noted that Summer Program fees are set during the October meeting so that the Committee has to be aware of when it might need information enough in advance in order to make fee decisions. The Committee decided that the Chair would communicate with committee members, and staff, in early October to determine whether or not a pre-October meeting teleconference or email conference should be held in order to prepare for the October meeting.

VII. MIP

The Committee briefly discussed the post-MIP situation and agreed to review it in the October meeting.

VIII. Non-Summer Program Instructional Activities

The Committee discussed whether or not to incorporate non-Summer Program instructional activities into the purview of the Training and Instruction Committee. It was noted that undergraduate-oriented instructional activities have been under the auspices of the Membership and Marketing Committee for several years now while the current version of such activities were under development, although previous similar activities had been reviewed by the Training and Instruction Committee. The early developmental phase has now matured and several members commented that it would be appropriate to move those activities to the Training and Instruction Committee. A brief discussion with those staff members directly involved with undergraduate instruction has already been held and they are amenable to the move. Committee members discussed whether undergraduate instructional activities might better be placed under a “Sixth Committee.” However, it was noted that it was traditional for a new Council to decide on its own committee structure and that a new Council would form next February.

Action item: The Committee decided to recommend to the full Council that undergraduate instructional activities be placed under the purview of the Training and Instruction Committee starting in the October meeting, but on a temporary basis so that the new Council in February could make a final decision.

Action item: There will be a communication before the October meeting to decide whether a conference call about program fees for 2010 is necessary in advance of the meeting.

Feedback from Executive Session

Council’s view was that ICPSR appears to be doing well. Council commended the spirit of collegiality evident during the Council meetings and singled out some noteworthy accomplishments. In particular, Stacey Kubitz and JD Alford did a great job with the budget; Bill Jacoby and Dieter Burrell managed the major leadership transition in the Summer Program very well; George Alter and Lynette Hoelter made good progress in developing online learning tools; Bryan Beecher and others responded quickly to the need for a comprehensive disaster plan; and Myron Gutmann’s leadership in the community was exceptional. ICPSR should encourage leadership and visibility in other staff as the transition to new leadership takes place. Kevin Schürer was also thanked for his attendance and valuable input.

Council identified some challenges ahead for ICPSR:

- Resolving licensing issues such as Creative Commons licenses for data that may conflict with ICPSR terms of use

- Working with funding agencies to encourage the use of standards and to persuade them of the need for funding data archiving. The consensus among the funding agencies is that data should be shared, but there is not yet an enforcement mechanism for sharing nor adequate funding for archiving.
- Handling new types of data – ICPSR should proceed cautiously so that it can manage these new types well.
- Being more proactive in getting new data. Data are available elsewhere and ICPSR will need to go beyond merely having the data to offering new services.

Visitor Comments

Hans Rattinger, President of GESIS, Leibniz Institute for the Social Sciences, in Germany, spoke about his experiences of the Council meeting and his responsibilities as the head of GESIS. Rattinger noted differences and similarities between ICPSR and its German counterpart, the former Central Archive in Cologne. A distinct difference is that the GESIS archive is fully funded by the government, so less attention is paid to funding issues.

In terms of similarities Rattinger noted that:

- The GESIS archive must continually adapt to large-scale changes in the environment.
- Funders do not mandate that all data generated by public funding be handed over to the archive. The equivalent of the National Science Foundation in Germany has discontinued its requirement for data they fund to be archived in the GESIS archive.
- Most of the available government-sponsored research data in Germany are delivered in the form of tables and reports and there is no access to the underlying data. Rattinger thinks that a mechanism like the topical archives could be useful to provide access to government data in the German context.
- GESIS faces challenges in broadening the scope of its holdings.
- Self-archiving alone is not sufficient because no value is added.

As GESIS President, Rattinger must bring together three organizations, including the data archive in Cologne, that previously were separate. To accomplish this, he wants to think in terms of a Strategic Plan for GESIS.

Rattinger also commented that he was impressed with the substance and the collegiality of the Council discussions.

James McBride, Director of the Irish Social Science Archive, added that the discussions over the three days were very information-rich and that he saw many commonalities between ICPSR and the Irish data archive. McBride was particularly interested in the fact that no one has yet made a good economic argument for data preservation and he wants to pursue that further.

Action Items from March 2009 Council Meeting

Membership and Marketing

Report on preliminary dues structure options and analysis for FY 2012

- For June: Report on impact of freezing fees for an additional year.

Collection Development

Potential user fee for restricted-use data agreement

- For June: Staff to provide cost-benefit analysis of charging for restricted data.

Preservation and Access

Need a report in October on progress of meeting in Australia in July that points to the future of the ADAT Alliance.

- For October: Report on Alliance tools project, especially inventory of tools and plans
- UKDA/ICPSR putting up a preservation copy of ICPSR data outside of the United States. One concern is how licensing will be handled. Update at June Council.
- For June: Update on possible off-shore preservation/replication copy
- Creative Commons – does ICPSR need a different way of rethinking the business model to handle these licenses?
- For October or March: How will ICPSR handle Science Commons licensing, especially data that already have licenses when they arrive?

Training and Instruction - Task

- For October: Conference call before the October meeting to discuss program fees for 2010.