COUNCIL MINUTES
May 29 – 30, 2014

Attendees

Council Members: Christopher H. Achen (Chair), Marilyn Andrews, Tony N. Brown, Robert S. Chen, John Fox, Philip N. Jefferson, Carl Lagoze, Chandra Muller, Ronald Nakao, William Vega, and Linda Waite

ICPSR Staff: Nathan Adams, JD Alford, George Alter, Rita Bantom, Shuming Bao, Tim Bynum, Edward Czilli, Linda Detterman, John Garcia, Peter Granda, Lynette Hoelter, Susan Jekielek, Jared Lyle, Mary McEniry, John Marcotte, Asmat Noori, Michelle Overholser, Amy Pienta, Alison Stroud (Guest Staff), David Thomas, Mary Vardigan, and Diane Winter

Visitors: Margaret Hedstrom and Vijay Nair, University of Michigan

Opening Discussion

Margaret Hedstrom, Professor at the University of Michigan's School of Information, and Vijay Nair, Donald A. Darling Professor of Statistics and a Professor of Industrial and Operations Engineering at the University of Michigan, were invited to provide their perspectives on ICPSR and its role in the current research environment, with an emphasis on what ICPSR can do to respond to the challenges of big data.

Director's Report

After minutes from the March 6-7, 2014, Council meeting were reviewed, voted on, and approved, ICPSR Director George Alter welcomed everyone to the May 2014 Council meeting. He outlined the agenda and introduced the staff guest, Alison Stroud.

Alter began his report with a focus on membership. He noted that ICPSR membership currently stood at 752 with 30 members added in FY2014 and 9 drops. Net membership for FY2014 was 21 additions. FY2014 membership revenues were forecast to be $3,600,000, but collections to date totaled $3,750,000 with $18,000 outstanding.

According to Google Analytics, from July 1, 2013 – April 27, 2014, there were 388,061 visits to the ICPSR website, with 298,512 from the U.S.; 17,229 from China; 10,977 from Canada; and 8,209 from the UK. On the social media front, there were over 1,607 followers on Twitter; 1,187 Facebook fans; 230 YouTube subscribers; and 1,560+ email subscribers.

Turning to budget, Alter reported that the FY2014 forecast continued to improve. The original budget projection showed a $639K deficit, but the latest forecast showed a $259K deficit. The deficit was composed of -$385K, Primary Research Scientists (PRS) commitments from reserves; -357K, infrastructure projects from reserves; and +$483K, current 2014 forecast

operating surplus. Committed reserves are savings to offset known obligations. Senior staff departures and absences accounted for much of the difference between the FY2014 budget and forecast.

The current budget projection for FY2015 showed a total budget of $18M revenue with a $1M deficit. Over half of the deficit ($570K) was due to commitments against reserves such as PRS commitments (bridging and Special Duty Assignment [SDA]) and infrastructure projects (openICPSR, File-Level Archival Management Engine [FLAME]). Removing these expenses from the budget resulted in an operating balance deficit of $466K.

Alter presented a graph showing differences across years in the draft budgets, final budgets, and changes to fund balance. He explained that the organization was facing a large deficit in 2015 for several reasons. Sponsored projects were ending and some continuing projects faced cutbacks. Also, ISR expenses were rising, with higher costs for ISR central services and increased taxes paid to the University of Michigan. Finally, ICPSR was making continued investments in new technologies.

Alter noted that to improve the outcome in FY2015, the organization was pursuing three main strategies: developing new sponsored projects, capturing revenues from openICPSR and the Virtual Data Enclave, and reducing expenditures by consolidating jobs when possible and eliminating positions when sponsored project have ended.

Alter announced some transitions in the ICPSR Senior Staff. Negotiations were in progress with a new Director of the Summer Program and a new Director of Computer and Network Services. Job postings were being prepared for Director of the National Archive of Criminal Justice Data and Director of the Resource Center for Minority Data.

Alter reviewed proposals submitted since March 2014 and also noted that two proposals had been funded: the National Archive of Criminal Justice Data-University of Michigan Archive Services, sponsored by the Department of Justice (non-competing renewal) – Timothy Bynum, Principal Investigator, $875,000; and Building an Arts Data Repository at ICPSR, sponsored by the National Endowment for the Arts – Amy Pienta, Principal Investigator, $276,205.

Alter presented a list of the top ten studies released in the previous six months:

- National Survey of Substance Abuse Treatment Services (N-SSATS), 2012 [SAMHDA]
- National Incident-Based Reporting System, 2011: Extract Files [NACJD]
- National Mental Health Services Survey (N-MHSS), 2010 [SAMHDA]
- Uniform Crime Reporting Program Data: County-Level Detailed Arrest and Offense Data, 2011 [NACJD]
- Treatment Episode Data Set -- Admissions (TEDS-A), 2012 [SAMHDA]
- WHO Study on Global Ageing and Adult Health (SAGE): Wave 1, 2007-2010 [NACDA]
- National Crime Victimization Survey: Concatenated Files, 1992-2012 [NACJD]
- Treatment Episode Data Set -- Discharges (TEDS-D), 2011 [SAMHDA]
- Institutional Data Archive on American Higher Education, 1970-2011 [ICPSR]
- Oregon Health Insurance Experiment, 2007-2010 [HMCA]

Alter also showed the top ten data downloads in the previous six months:

- National Longitudinal Study of Adolescent Health (Add Health), 1994-2008
- National Survey on Drug Use and Health, 2012
- Chinese Household Income Project, 2002
- India Human Development Survey (IHDS), 2005
- Drug Abuse Warning Network (DAWN), 2011
- National Survey on Drug Use and Health, 2010
- National Survey on Drug Use and Health, 2011
- Collaborative Psychiatric Epidemiology Surveys (CPES), 2001-2003 [United States]
- Children of Immigrants Longitudinal Study (CILS), 1991-2006
- General Social Survey, 1972-2012 [Cumulative File]

In addition, Alter highlighted some new releases by the General Archive:

- Philadelphia Social History Project: Manufacturing Data, 1850, 1860, 1870, 1880
- New York City Community Health Survey, 2010
- Community Healthy Marriage Initiative Survey for Six Cities, 2007-2010
- National Social Life, Health, and Aging Project (NSHAP): Wave 2 and Partner Data Collection
- Arab Barometer: Public Opinion Survey Conducted in Algeria, Egypt, Iraq, Jordan, Lebanon, Palestine, Saudi Arabia, Sudan, Tunisia, and Yemen, 2010-2011

In the Membership and Marketing area, three webinars had been conducted since March, and new issues of *DataBytes* and the *ICPSR Bulletin* were recently published. ICPSR attended nine conferences and workshops since March as well.

openICPSR launched on February 24, 2014, with a beta version free to members through the end of June 2014. The full launch, with payment, was expected in July 2014, and openICPSR for institutions and journals was under development.

Turning to the Summer Program, Alter reported that as of May 27, 2014, enrollment stood at 1,145. There were 42 four-week classes and 42 short workshops scheduled, and a new scholarship program for individuals at under-resourced institutions was in place. Alter reviewed three courses that reflected new partnerships with research communities:

- Transparency Practices for Empirical Social Science Research (Berkeley, CA)
- Introduction to Survey Methodology: Questionnaire Design, Data Collection Modes, and Improving Survey Quality (in cooperation with the SRC Summer Institute)
- The Measures of Effective Teaching Longitudinal Database: A Review of the MET Project and Available Data

George Alter and Human Resources Director Rita Bantom announced the eight ICPSR summer interns for 2014:

- La'Shante Grigsby from Clark Atlanta University, working in the National Addiction & HIV Data Archive Program (NAHDAP)
- Mark Harris from Grambling State University, working in the Child Care and Education Archive
- Shannon Heitkamp from University of St. Thomas, working in the General Archive
- NaShawn Johnson from Columbia University, working in the General Archive
- Adelin Levin from Grand Valley State University, working in NAHDAP
- Allison Megale from Drew University, working in the Substance Abuse and Mental Health Data Archive (SAMHDA)
- Bianca Monzon from the University of Illinois at Chicago, working in the Resource Center for Minority Data (RCMD)
- Breanne Peterson from the University of Iowa, working in the General Archive

This year's eight interns comprise the largest cohort in the 10-year history of the program, which now has 48 alumni across the world. ICPSR received over 240 applications for the 2014 opportunity.

Alter also introduced this year's recipients of the Warren E. Miller Scholarships:

- Nathanael Sumaktoyo is a graduate student in American politics at the University of Notre Dame
- Eric Guntermann is a PhD candidate in political science at the University of Montreal
- Brittnee Carter is a graduate student in political science at the University of Kansas

Budget and Policy Committee

Council: Christopher H. Achen (Chair), Tony N. Brown, Robert S. Chen, John Fox, and
            Philip N. Jefferson
Staff: JD Alford, George Alter, Rita Bantom, and Diane Winter

I.   Strategic Plan

Highlights were presented in the Director's Report. There was no further discussion by the committee.

II.   Financial Updates

Staff reviewed the financial reports with the committee, highlighting the projected FY2014 yearend balance of a $259,000 deficit. The net operating balance for 2014 was forecast at a surplus of $480,000.

The draft of the FY2015 budget was presented by breaking out the four budget components: Member Services, Sponsored Projects, Indirect Cost Revenue (ICR), and Summer Program. The budgets for Sponsored Projects and the Summer Program were considered balanced by virtue of the nature of those activities. The proposed Member Services budget had a $150,000 surplus and the Indirect Cost Revenue budget showed a deficit of just over $1 million. The deficit was mostly due to an increase in ISR Central Services costs, flow-through "taxes" from the University Provost, a decrease in sponsored funding, and non-operating expenditures for FLAME and the Virtual Data Enclave. Staff explained that by removing expenses budgeted from reserves, the actual operating budget for FY2015 was forecast as a $466,000 deficit.

Staff presented a graph depicting the relationships among the draft budget, final budget and fund balance for the past decade and a half. The committee discussed trends shown in the graph, and staff explained that the organization had not been aggressive enough in replacing the federal government's stimulus program funding. However, the ICPSR faculty had been busy submitting proposals in hopes of turning around the funding decline.

Council and staff also discussed current budget challenges and expenditures that were out of ICPSR's control, including mandates from the University and from ISR Central Services. Staff were looking for ways to cut costs if revenue flows did not improve.

While the Membership budget for FY2015 showed a surplus, in reality when overhead costs were taken into account, the budget was in deficit. Council was asked by staff to assist in setting priorities to balance the Membership budget. Council asked if reserves could be used in the short term, and staff responded that this was possible. Council requested a report of commitments against the current reserves for further discussion of sustainability of the overall budget.

The proposed FY2015 budget was recommended for approval during the Budget and Policy Committee report and was passed unanimously by Council with this expression of support:

This Council approves the FY2015 budget and has full confidence in ICPSR's leadership to address the current budget challenges.

In addition, Council unanimously approved a related statement:

The Council expresses its serious concern over the substantial increase in taxes imposed by the University, which threatens the viability of ICPSR. The Council stands ready to communicate those concerns to University administration as appropriate.

III.   Personnel Update

Staff reviewed the personnel reports.

IV.   Governance Issues

   A.   Policy on Co-Distribution of ICPSR Member-Funded Data

   Staff explained the need for such a policy and highlighted changes made to the policy
   after the March meeting, which required another review by the full Council. During the
   meeting, additional changes were made to the wording of the policy. Staff were tasked
   with taking the revised policy back to UM counsel and then posting the policy to the
   website after approval.

   B.   ICPSR Internal Governance

   Staff reviewed the new ICPSR organizational structure for internal committees, which
   consists of the Policy and Planning Group, Administration Group, Research Initiatives
   Group, Operations Coordinating Group, and Town Hall Meetings.

Collection Development Committee

Council: Marilyn Andrews (Chair), Carl Lagoze, Chandra Muller, Ronald Nakao, William
             Vega, Linda Waite
Staff: Tim Bynum, Linda Detterman, Peter Granda, Susan Jekielek, Alison Stroud
             (guest)

I.   Strategic Plan Update

Staff presented an overview of two recent meetings ICPSR attended in connection with Strategic
Plan Direction 1: Enhancing Global Leadership and, in particular, Strategy 1: Develop national
and international partnerships.

- ICPSR participated in the 2014 DuraSpace Sponsor Summit Meeting in Washington, DC,
  on March 11-12, 2014. ICPSR uses the DuraCloud service for storing some of its
  content. At this meeting DuraSpace officials also discussed one of their newer services,
  DSpaceDirect, which seeks to provide an inexpensive solution for institutions that do not
  have the requisite infrastructure to provide access to and manage their content.

- ICPSR also participated in the Service Provider Forum Meeting of the Council of
  European Social Science Data Archives (CESSDA), which took place on May 9, 2014, in
  Bergen, Norway. A new, integrated work plan for CESSDA was discussed at the Forum
  meeting in connection with the reorganization of this institution into a formal, national
  government-sponsored entity. ICPSR is closely watching these developments and

considering the kinds of relationships it might build with the new CESSDA. Council members emphasized the importance of global engagement beyond Europe, particularly with Asia and South America.

II.   Status of openICPSR

Linda Detterman provided a report on the status of openICPSR. She indicated that the service launched in February 2014 in beta form with enhancements to continue. Self-deposit fees were not yet being charged; that is, individuals from member institutions had been invited to self-deposit for free through June 30, 2014.

Other developments:

- Four replication-related datasets/projects had been deposited into openICPSR since the February launch. ICPSR determined that all replication datasets would be ingested and disseminated via openICPSR from this point forward. CNS was in the process of writing scripts to port ICPSR replication holdings over to the openICPSR collection.

- Promotional efforts were undertaken, with several more proposals for sessions, posters, and workshops submitted:

  o National Council of University Research Administrators (NCURA) Region IV Meeting – April 2014
  o University of Michigan Enriching Scholarship Conference 2014 – May 2014
  o International Association of Social Science Information Services and Technology (ASSIST) Annual Conference – June 2014

- Significant research effort was under way to assemble requirements for openICPSR as a hosted repository solution for institutions, departments, and journals. Solutions under exploration included:

  o Institutional bulk-deposit service
  o Institutional and department branded service – powered by openICPSR
  o Journal branded service – powered by openICPSR

Detterman indicated that 22 deposits were in the system and being prepared for openICPSR. There could be some delays in the proposed production rollout because the lead developer for this project would soon be leaving ICPSR.

Detterman also reported that interviews had been conducted with interested parties about a service specifically for institutional repositories, to be rolled out by early 2015. She said there appeared to be interest among smaller institutions that were not able to build their own service to hold social science data. Interviewees suggested desired features for this service, including delayed dissemination, some control over the release of data by the institutional repository, and the ability to impose embargoes for certain periods of time.

There was a discussion of other data hosting services including Figshare in the private sector and the Dataverse Network at Harvard. Council advised that ICPSR needs to find its place in this general space both with the social science community at large and with the ICPSR membership in particular. There was some discussion about making openICPSR free to the membership but no specific recommendation was made by the committee.

III.   Report on the National Archive of Criminal Justice Data (NACJD)

Tim Bynum, Director of NACJD, presented a general overview of the structure and functioning of this archive. One of the oldest topical archives at ICPSR, NACJD opened in 1978 with the growth of criminal justice programs in the federal government and the desire to share data with the research community. Over the years NACJD has grown to include support from three agencies within the Office of Justice Programs: the Bureau of Justice Statistics, which provides about half of the total funding for NACJD; the National Institute of Justice, the research arm of the Department of Justice and funder of many individual surveys of the justice system, which provides about 35% of NACJD funding; and the Office of Juvenile Justice and Delinquency Program, which funds the remaining 15%.

NACJD processes approximately 90 new data collections per year and updates about 45, and they are working on several new projects such as a crosswalk between crime data and census data.

Bynum said he was planning to retire from this position in August and ICPSR would be searching for a replacement during the summer.

IV.   General Archive Processing Strategies

Staff raised the topic of a change in processing strategies within the General Archive in the context of continued, substantial deposits and the imminent introduction of openICPSR. Since depositors would be able to "publish" their own studies through openICPSR, the General Archive anticipated that more deposits would arrive through this channel, providing the staff with more opportunities to pick and choose which studies to curate with member dues.

The General Archive was contemplating changes in its own internal procedures to make more collections available sooner and to concentrate the curation work on key submissions. Possible changes in workflows under consideration included:

- Be more pro-active in deciding which data collections fit within the scope of the Collection Development Policy
- Release data collections that arrive with no confidentiality concerns and with acceptable data and documentation files as quickly as possible
- Request that the Archive Directors at ICPSR review all newly arrived data collections during their monthly meetings to obtain advice regarding which of them should receive additional curation because of their importance to the research community

- Use several metrics (e.g., number of publications based on a submitted data collection before its arrival; user and OR requests; initial download statistics) to assist in making curation decisions
- Develop additional semi-automated procedures for curating data collections from the same data series, e.g., the Survey of Consumers produced by ISR

There was time for only a brief discussion by the committee but support was offered to test out this strategy in coming months.

V.   Disability Project

Alison Stroud, a member of the staff of the National Addiction & HIV Data Archive Program (NAHDAP) at ICPSR, outlined a proposal to establish an archive of data on disability issues at ICPSR. The project would begin by exploring and cross-listing relevant data already archived at ICPSR. So far, Alison had located several studies, including Individuals with Disabilities Education Act (IDEA) Data; Survey of Low Income, Aged, and Disabled, 1973-1974; Medicare Health Outcomes Survey (HOS), 1998-2007; and Evaluation of Violence Against Women With Physical Disabilities in Michigan, 2000-2001. To support the archive, ICPSR could approach organizations such as the National Institute on Disability and Rehabilitation Research (NIDRR) and the Office of Special Education and Rehabilitation Services (OSERS).

For this endeavor, Archive Manager and Director positions would be needed along with an Advisory Board of experts on disability-related data. Alison also mentioned the possibility of collaborating with ICPSR's current topical archives, including the Research Center for Minority Data, Education and Childcare Archive, and the Health and Medical Care Archive.

The project would benefit ICPSR by: 1) Enhancing its role as a global leader, pioneer, advocate, and supporter as it participates in providing data for a new and rapidly developing field of studies; 2) Gaining the ability to provide more data that is unique and augmenting the diversity of populations studied; 3) Ensuring a steady stream of new data as the disabilities population is quickly expanding and more attention is given to them by policymakers, researchers, physicians, etc.; and 4) Positioning ICPSR for additional external funding.

Alison's proposal was discussed at an ICPSR Town Hall meeting in April 2014 and approved by the ICPSR Policy and Planning Committee in May 2014.

Council Committee members were highly supportive of this initiative and offered Alison several suggestions for possible sources of data and funding opportunities.

Membership Services Committee

Council: Marilyn Andrews, Tony N. Brown (Chair), Philip N. Jefferson, and William Vega
Staff: Linda Detterman, Lynette Hoelter, Alison Stroud (guest), David Thomas

I.   Strategic Plan Update

In keeping with Direction II of the Strategic Plan (Developing new and responsive products/services), an Organizational Insights Team (OIT) was formed, headed by Russ Hathaway and Lynette Hoelter. OIT was currently conducting an inventory of the kinds of metrics ICPSR is already collecting to see where there might be gaps. A request was made to have the inventory available for the committee at the October meeting.

In response to Direction IV (Fostering innovation), a task force was beginning a review of the opportunities and barriers to innovation at ICPSR (cultural more than fiscal). The group started by talking to those involved with openICPSR, which required thinking outside the box to create something very different from ICPSR's typical model. Other suggestions from the group included the possibility of applying for UM innovation awards, offering an "ICPSR University" for staff (e.g., a shorter version of the Summer Program data curation course for staff), and providing physical "brainstorming areas" (like Google does) that would allow people to talk through ideas across the full organization rather than always talking with the same people. Comments were made that the critical part is to get ideas flowing and the process has to have the support of leadership or new ideas will never be tried.

II.   Membership Status Update

Linda Detterman estimated that ICPSR would close the fiscal year with 752 members (and about $3,750,000 in revenue). A question was posed about the universe for membership and how ICPSR was doing. A partial answer was that it depends on how things are defined (changes in Carnegie classifications, etc.). Carnegie Extensive institutions have traditionally been solid -- ICPSR always has around 138 of 148 in the membership. The question of promoting international memberships was raised as well. ICPSR's international memberships typically have many members, but this does not always translate into more revenue. Also, ICPSR's website is in English and most of the data are North American-centric. Therefore there is high churn among this group.

With respect to which types of institutions have the most potential for growth in terms of the membership, BA-granting institutions continue to join and there is growth in other areas like MA schools because the teaching materials attract them as well.

III.   Membership Outreach Activities

The Welcome Back Initiative was discussed. This opportunity provides former members with free membership for 18 months. They pay half of the membership fee for the following year, and then the full fee. The first group to be offered this opportunity will be at the full fee in FY2016.

So far, four of the six who responded to the initiative have agreed to rejoin. Membership Services will keep the initiative going, perhaps looking at a new group of schools for the next round.

A large mailing was also done recently, targeting institutions that were members but dropped, those that should be members based on degrees conferred, those that had inquired about membership, and several HACU/HBCUs. About 610 letters were mailed to approximately 200 institutions. The typical outcome is that ICPSR brings 6-10 of the institutions into the membership.

A question was raised about whether ICPSR had ever considered incentives for schools that refer other schools, which then become members. Potential barriers to that type of effort are that it would require a person to manage the program as well as difficulties with invoices/payments (e.g., having to go back to UM to give a refund to the referring school).

The issue of community colleges was also raised, with questions about challenges/barriers. Difficulties lie in finding the correct person to contact who can make the decision about membership. Even with a champion, it is difficult to get adjunct faculty to change how they teach to include data, and many schools are focused on vocational programs. The issue comes back to whether ICPSR has the right content to offer this type of school. It might be worth starting with community colleges that are really feeder schools for four-year institutions (e.g., Santa Monica College, the system in Washington).

IV.   2013 OR Meeting in Review

Detterman pointed out that the OR meeting has evolved over the years and has become more of a professional development/ training activity for ORs. The meeting generally costs approximately $80K, so we need to continually review the effectiveness of the meeting. We might explore alternatives, such as regional meetings, but anecdotal evidence shows that there is something special about coming to Ann Arbor – it is re-energizing, the training opportunities are excellent, and networking is key. Often the OR is a solo position on a campus so it is nice to meet others who are doing the same things. Typically more than half of the attendees are new ORs.

V.   Exploring Partnership/Exhibit Opportunities with Statistical Software Companies and/or Publishers – Update on Exploration Plan

The general thought behind the initial suggestion was that the universe of statistical package users is much larger than the coverage of ICPSR membership and we might be able to find people doing academic social science research who are not affiliated with member institutions, such as those in think tanks. Software companies would know how to reach those audiences, so it might be worth talking to the companies.

There is the potential for conversations with SPSS, SAS, and Stata, and possibly R. Council members offered to talk with their contacts in various places to see what ICPSR could do for them. This should be a continuing topic for discussion in October, with Council members doing some "leg work" between now and then.

VI.   Instructional Resources Update

Time was short, so Council members were directed to the Instructional Resources report in the briefing book. Council would not be able to meet the Summer Interns this year as they would arrive the day after the Council meeting ends (due to the Council meeting taking place earlier than usual).

VII.   RCMD Update

Two points from the report were highlighted: first, RCMD was exploring partnership opportunities, and second, members of the committee would be asked for contacts/thoughts related to the job posting for RCMD Director.

A question was asked about the member survey that is currently conducted every two to three years and whether Council could suggest questions for it. This might be possible, but we first need to talk further about what Council wants to know and how best to accomplish that. This topic should be kept on the agenda.

Preservation and Access Committee

Council: Carl Lagoze (Chair), Christopher H. Achen, Robert S. Chen, and Ron Nakao
Staff: Nathan Adams, Jared Lyle, and Mary Vardigan

I.   Strategic Plan Update

Staff to the Preservation and Access Committee reported on recent ICPSR leadership activities relating to travel and meetings. Jared Lyle had been particularly active in attending meetings and conferences to represent ICPSR, giving presentations about the organization and about openICPSR.

Council discussed the fact that there are an increasing number of groups and meetings to pay attention to. While such activities are worthwhile, they do carry a cost and in tight budget times it is important to be strategic about which meetings to attend. They advised that ICPSR as a whole look six to 12 months ahead to plan for meeting attendance that makes sense given budget constraints; this plan can be shared with the committee at the next meeting. Having priorities in place that identify the most important meetings would help in the event that the travel budget was cut. Another suggestion was that ICPSR could show leadership by writing blog or Twitter posts about conferences attended.

Staff also reported on two meetings in which ICPSR had a convening role. The first, an NSF-funded meeting to analyze workflows of the ANES and the GSS, had taken place earlier in the spring and resulted in plans for new collaborations involving the three partners. The second,

which was to occur in June, was a meeting to set standards for documenting data transformations. This meeting, supported by NSF and the World Bank, was seen as a prelude to the creation of a tool to synchronize documentation when data are transformed.

II.   Fee-based Consulting as New Revenue Stream

Responding to an action item from March, staff provided a report on how ICPSR might integrate fee-based consulting into its activities to enhance revenues. The report highlighted areas in which ICPSR has some expertise, described how consulting might be handled as fixed-price contracts within the University of Michigan system, and outlined benefits and drawbacks.

Council noted that staff were already stretched thin and also that brief consulting opportunities were not likely to be worth the added revenue. However, they made the point that consulting opportunities longer in duration – e.g., consulting for a two-week period to help an organization set up an archive – were worth exploring. It was also noted that many developing countries are seeking guidance on creating and running data repositories.

This resulted in an action item to provide a report on recent pro bono consulting with an analysis of whether these consulting activities could be converted to fee-based arrangements. Staff should review opportunities not taken because they did not fit into the pro bono framework and going forward should look for opportunities where the scale of the activity is large enough to justify an investment. It was noted that in seeking added revenues ICPSR should not lose sight of its central mission.

III.   Costs of Audit and Certification Efforts

This report, also in response to an action item from March, provided actual costs for past and current audit and certification activities as well as estimated costs of future work in this area, including costs of undergoing a full TRAC/ISO 16363 audit.

Council asked whether this work had resulted in any financial benefits for ICPSR. The response was that it had not but that there were other important benefits to being viewed as a trusted digital repository, especially with the added "luster" of the ISO imprimatur:

- Funders may in the future consider it important that the data they fund be stored in trusted repositories
- Prospective members may consider this an indicator of reliability and higher-quality archival service
- It helps ICPSR improve our procedures and provides transparency into the operations of the archive
- It distinguishes ICPSR from other repositories whose curation process are not as rigorous

The point was also raised that when the ISO standard for auditors is published, ICPSR staff could themselves become auditors.

It was decided that since the ISO standard was on hold currently, it made sense to wait to see what happens but to be prepared to go for certification when the time is right. For now, we should complete the ICPSR self-assessment (scheduled to be finalized in the fall), explore a one- to two-year timeframe for what it would take to be certified, and talk with sponsors about the value of and willingness to fund certification.

Other Business

Council requested an update on the FLAME (File-Level Archival Management Engine) project to move to file-based archival management. This had largely been completed in the sense that openICPSR was file-based. Since the openICPSR service launched earlier in the year, about six or seven "projects" had been published through this mechanism.

There is still work to be done to improve ICPSR's pipeline systems, however. The goal is to move in the direction of further automating the process of curation.

Summer Program Committee

Council Members: John Fox (Chair), Chandra Muller, and Linda J. Waite
Staff: Edward Czilli and John Garcia

I.   Strategic Plan Update -- Diversity, Topical Archives

Interim Summer Program Director John Garcia reminded the committee that the updated Strategic Plan placed emphasis on the Summer Program working more closely with the topical archives. To that end, he held discussions with all Archive Directors regarding their workshop/class plans for summer 2014 and the following year. As a result, workshops sponsored by the Education and Child Care and NAHDAP archives were organized and coordinated with the Summer Program, along with the data curation course that had been offered in the previous two years. The Demography Archive has included a 2015 workshop in its refunding proposal.

Garcia indicated that the diversity efforts by the Summer Program had focused on three areas: faculty and teaching assistant recruitment and hiring, topics within the Blalock lecture series, and organized workshops. There have been new women and minority hires, new lectures in the Blalock series, and a new workshop on conducting multi-racial/ethnic political surveys. Committee discussion focused on future opportunities to expand hiring among women and minorities with the expected retirement of long-time faculty. Also emphasized was identifying prospective instructors by selecting TAs who could become instructors in the future. Committee members encouraged the Summer Program to conduct more outreach to professional associations and organized sections.

II. Enrollments for 2013 (Report on Figures up to May 6, 2014)

Current enrollment levels for workshops and courses were reviewed and showed continued growth in the Summer Program from previous years. Garcia noted that some of the workshops had enrollments that warranted concern about possible cancellation. Efforts were implemented to target interested participants and to tailor communications for these workshops to increase enrollment. The marketing outlined in the committee's materials was well received. Committee members suggested more extensive use of listservs of associations across a wide variety of social science and policy-related groups, specifically researchers in education, health professionals, and public policy researchers.

III. Updated Blalock Lecture Series, including Diversity Focus for the 2014 ICPSR Summer Program

Garcia pointed out that three diversity-related Blalock presentations were scheduled covering agent-based models and racism, use of big data for examining social inequality, and conducting multi-racial and multi-ethnic political surveys. The committee members reinforced the selection of presenters who were exploring non-traditional techniques and/or approaches to the study of under-represented populations. They expressed a commitment to continue the Summer Program's efforts in this area.

IV. Overall Developments with the 2014 Summer Program

Garcia described new communication strategies and greater use of listservs and other electronic types of outreach. Social media and Google advertising were also introduced as a more contemporary way to connect with prospective participants. Committee members encouraged the Summer Program to work more closely with the other units within ICPSR, seeking their assistance and using their networks to connect with newer constituencies.

It was pointed out that the growth of scholarships has increased staff time for review, so discussions revolved around involving Advisory Board members to help in the review process. In that discussion the staff indicated that the newly created scholarship for participants at under-resourced institutions created a challenge in terms of operationalizing which institutions should fall into that category.

V. Looking to the Future -- Transitions, Issues, Priorities

The last item was an informative and exploratory discussion for the committee regarding issues that the Program and the incoming Director will face. The areas identified included: budgetary expenditures and revenues; determining the addition of new courses and continuation of lower enrollment courses; integration of an accounting system to monitor more closely the approved budget and adherence to budgetary categories; staffing needs; and closer working relationships with the rest of ICPSR. In the case of the budget, specific topics included the multiple cumulative discounts currently offered, stable or flat fee schedule for past six years, rising costs and revenue streams, and additional revenue opportunities. Discussion focused primarily on

ICPSR's direct contribution to the Summer Program, whether it should be a fixed portion of the ICPSR budget, and budgetary oversight.

The committee also discussed a more systematic assessment of offerings and their relative interest and demand. It should be an ongoing activity to assess current offerings and explore new ones. The Interim Director indicated that he was compiling a report for the incoming Director.

ACTION ITEMS

Membership Services

Request for report to the committee:
Activities of the Organizational Insight Team.

Preservation & Access

Request for report to the committee:
Review ICPSR pro bono activities. Look at opportunities not taken because they did not fit into the pro bono framework. Look for opportunities where the scale of the activity is large enough to justify an investment. Where is the line between doing things for the community and doing things on a consulting basis?

Summer Program

Agenda item for October:
SP scholarships for under-resourced institutions