ICPSR COUNCIL MINUTES
October 6-7, 2016

Council Members: Christine L. Borgman, Robert S. Chen, Colin Elman, Jane Fry, Michael Jones-Correa, Verna Keith, Chandra L. Muller (Chair), Ronald Nakao and Robert Stine.

ICPSR Staff: JD Alford, George Alter, Rita Bantom, Shuming Bao, Dieter Burrell, Edward Czilli, Linda Detterman, Peter Granda, Margaret Hedstrom, Susan Jekielek, Dory Knight-Ingram, John Marcotte, James McNally, Asmat Noori, Michelle Overholser, Amy Pienta, David Thomas, Jukka Savolainen, Saundra Schneider and Diane Winter

Staff Visitors: Melanie Wright, Director, Administrative Data Service, Functional Director of Data Services, UK Data Service, Associate Director, UK Data Archive

Director's Report

Chandra Muller, ICPSR Council Chair, welcomed everyone to the October 2016 ICPSR Council Meeting. Minutes were reviewed and approved with minor corrections.

Maggie Levenstein presented an overview of the current ICPSR challenges and recent accomplishments.

> Archonnex
> Archonnex launched on August 11, 2016 with the re-deployment of OpenICPSR on the Archonnex platform. Over the next eighteen months we will add additional functionality, beginning with data ingest for all data (not just OpenICPSR). Archonnex allows improved ability to version our data, and will eventually support functionality such as allowing researchers to edit metadata, and better search and data access functionality. One of the challenges has been determining the sequencing and order of development, as each stage (ingest, curation, dissemination) affects the other parts of the process. We hired two contractors to assist in programming so that we can have a timely rollout of the Archonnex phases.
>
> Website
> ICPSR deployed a new website with better functionality, better viewing from different devices, and an emphasis on being a single coherent organization.
>
> White House Open Data Summit
> Amy Pienta represented ICPSR at the White House Open Data Summit to talk about Open Data Flint, which has launched with funding from the University. We are working closely with the UM School of Public Health and the Flint community to make resources about Flint more readily available.

Budget
ICPSR's ended FY2016 with a surplus. There were both increases in membership revenue and cuts in spending (both inside ICPSR and in what we pay to ISR and the university) that allowed us to balance the budget. Faculty have been writing a lot of proposals and have had several grants awarded: DIBBS (NSF), Spencer, World Bank, Cornel NCRN, NAS National Cooperative Highway Research Program and Open Data Flint. The largest of these were written prior to July 2016.

Organization
The Director established a Director's Advisory Committee (DAC) which includes selected faculty and senior staff, an archive manager, and a lead processor. DAC meets weekly to advise the Director on issues of organizational strategy and policy. Archonnex reports progress and plans to this group every other week.

A monthly meeting of all primary research staff (PRS) and senior staff has also been instituted.

ICPSR all staff meetings will be continued twice a year.

ICPSR has been discussing reorganizing the curation team to get more collaboration and consistency throughout the organization by staff who process different types of data for the various topical archives.

We have been beautifying ICPSR space, mostly through reorganizing and cleaning.

Other
ICPSR has a collection of presentations and papers in Deep Blue Collection, the library's repository for working papers at https://deepblue.lib.umich.edu/handle/2027.42/57738.

After the Director's Report, Council requested a presentation on "What is Curation?" It was recommended that Council members look at the 17 webinars that ICPSR staff have given in which they talk about: the Summer Program, SEAD, curation, and DDI. All can be seen on the ICPSR YouTube channel at
http://www.icpsr.umich.edu/icpsrweb/content/membership/datafair/index.html

Budget and Policy Committee

Council: Robert S. Chen, Michael Jones-Correa, Chandra L. Muller (Chair)
Staff: JD Alford, Rita Bantom, Maggie Levenstein, Diane Winter

I.   Strategic Plan Update

Staff asked what type of strategic plan update is useful to Council. It was agreed that we should be focusing on an updated Strategic Plan that is more specific and move away from the current high-level, generic (i.e., increasing leadership role) format.

Maggie Levenstein would like to familiarize herself with the current version of the ICPSR strategic plan before modifying and/or updating it. She would also first like to focus on filling the Associate Director position. The suggested and agreed upon timeline would be to present a draft of the strategic plan update at the June 2017 Council meeting with a finalized version ready for approval at the October Council and OR meetings in 2017.

II.   Governance Issues

A.   Financial Updates

Staff reported on FY 2016 year-end results and provided an updated forecast for FY2017. FY2016 ended with a small surplus of $41 K – a $724 K improvement from the original budget. Increased membership revenue and decreased I/O split and salary expenses helped contribute to this result.

As part of the FY2017 forecast discussion, staff presented a new display designed to simplify the financial reporting. This is a response to the decision at the June Council meeting to move away from the cost center reporting currently used.

Staff and Council members were in agreement that system/infrastructure expenses will be ongoing and should be considered an operating expense.

B.   Personnel Update

i.   Staffing Report

Staff discussed the personnel report found in the Council binder and, in particular, the two senior open positions: Resource Center for Minority Data Director and ICPSR Associate Director. Council members are encouraged to share these opening with relevant groups and/or directly with potential candidates.

ii.   Diversity Strategic Plan

The University of Michigan recently developed a Diversity, Equity, and Inclusion initiative. As part of this initiative, ISR has developed a five-year plan which is outlined in the Council binder. Staff noted that ISR's framework will become more detailed in the coming years. It was also noted that ICPSR plans on being more assertive with inclusive language in future job opening announcements to promote developing a more diverse candidate pool.

III.   Governance Issues

A.   Restricted Use Agreements

ICPSR is currently looking at ways to reduce the Restricted Use Agreements workload. This includes working on simplifying the agreements and removing items that are routinely problematic with other parties. Staff would also like to standardize the agreements across ICPSR as much as possible while still providing a means for modularity.

B.   ICPSR Governance

The newly created Director's Advisory Committee will meet weekly to advise the Director on matters related to budget, policy, and strategy for ICPSR. Archonnex will be a standing item on DAC's agenda every other week. The Primary Research Staff and Senior Staff of ICPSR will meet monthly. ICPSR will also hold All Staff meetings twice a year. The potential for developing a faculty governance (including UM faculty outside ICPSR) was also discussed.

Collection Development Committee

Council: Christine, Borgman, Colin Elman, Jane Fry, Verna Keith, Ronald Nakao (Chair)
Staff: Peter Granda, Justin Noble, Amy Pienta
Guests: Melanie Wright

I.   Strategic Plan Update

Council members welcomed the "grants in progress" report since it provided them with additional information about proposals that the staff have identified as potential opportunities for ICPSR. Council also thought the availability of the report encouraged staff participation in the entire proposal development process from doing background research to contributing text to the final submission. Staff will prepare this report for Council at future meetings to show what specific grants we have applied for and what our success rate has been to elicit feedback about the types of grants that ICPSR should pursue.

Staff reported on the completion of a self-assessment of ICPSR policies and services that was prepared for the Consortium of European Social Science Data Archives (CESSDA) to assist them in testing their Capability Development Model for measuring the status of the service providers who serve researchers in CESSDA member countries. The self-assessment provided a good opportunity for ICPSR to review all of its own practices and policies from ingest to preservation.

II.   Usage Statistics on openICPSR Published Deposits

Staff presented Council with a report as requested at the June 2016 meeting about download trends for the approximately 160 studies that are currently published in openICPSR. Overall usage has steadily increased since openICPSR was launched in early 2014 with a particular spike in the spring of 2015 due to controversy surrounding the study published by Michael LaCour: Political Persuasion and Attitude Change Study: The Los Angeles Longitudinal Field Experiments, 2013-2014.

Staff also provided recommendations for openICPSR deposits as candidates for full curation. Deposits that are principally replication datasets were not included because additional curation might alter their intent. Many of these deposits provide only subsets of original datasets containing only those variables necessary for the replication of published findings. Council stressed the importance of being able to fully describe the differences between uncurated and curated versions of the same data collection and provide users with a link between the two versions. Council recommended:

- Staff proceed to curate a few openICPSR deposit to develop a protocol for adequately documenting both uncurated and curated collections
- Investigate whether additional metadata elements that are specific to replication datasets are necessary and, if so, create the new fields
- Consider, when feasible, requesting the complete dataset from a researcher who may have only deposited a subset of the data for replication purposes

While the number of downloads of replication datasets in general remains low, the Committee considered that an important contribution they provide is for pedagogical uses regarding discussions of good research practices.

The Committee welcomed a role in offering advice on datasets to archive in the future.

III.   Report on Completion of De-accession Policy

Staff provided the final version of the policy which reflected discussions and recommendations the Committee made at the June meeting with final editing changes and overall approval from ICPSR staff. The following policy is now on the ICPSR web site:

ICPSR Deaccession Policy

ICPSR permanently archives deposited files. On an ongoing basis, ICPSR evaluates its data holdings with regard to maintaining access and reserves the right to discontinue the distribution of a data collections when deemed appropriate.

When materials are deaccessioned, the data are no longer publicly accessible at ICPSR, although they are still preserved in ICPSR's archival storage. Because digital files are assigned a persistent digital object identifier (DOI), the study description is still available to view, but is not searchable through the ICPSR search index. Web crawlers are instructed to ignore the descriptions (via the robots exclusion protocol).

For more information about ICPSR's Deaccession Policy, please contact ICPSR Acquisitions: deposit@icpsr.umich.edu.

IV.   Follow-up Discussion on ICPSR Deposit Trends

Staff presented the Committee with a report on overall deposit trends from 2008-2015. While the general trend in the number of deposits has decreased in the last couple of years, staff emphasized that deposits did not directly relate to studies received or released, that both external data producers and internal staff produced deposits in the system, nor could the statistics in the report make any meaningful comments about the size or complexity of these data collections.

The Committee indicated that, in view of all the caveats described above, additional time should be allocated to study what a "data deposit" actually was. The Committee also urged staff to take a more focused approach to clearly define highly cited data collections and make every effort to contact the PI and/or producer to obtain them.

V.   Follow-up Discussion on the LaCour Study

Staff reported, based on discussions at the June Council meeting, that new citations from scholarly journals would be added to the metadata for LaCour's deposit: Political Persuasion and Attitude Change Study: The Los Angeles Longitudinal Field Experiments, 2013-2014. An article based on this deposit was published by *Science* magazine and subsequently retracted as indicated in the current study description. It is intended that the additional citations will provide users with more information about both the publication of the original research as well as subsequent reactions to it. The Committee indicated that this experience was very positive for ICPSR since the availability of the data served an educational purpose.

The citations will be added when the Archonnex team at ICPSR completes the necessary programming changes to the system.

Membership Services Committee

Council: Verna Keith, Chandra Muller (Chair)
Staff: Linda Detterman, Lynette Hoelter, Dory Knight-Ingram, David Thomas
Guests: Melanie Wright

I.   Strategic Plan Update

Organizational Insights Committee is investigating how Archonnex (ICPSR's new Digital Asset Management System) could help us use reporting tools to help us with data-driven decision making, and looking at usability of reporting information.

Year one of the Innovation program went well, with Alison Stroud becoming the first winner if the ICPSR Staff Innovator of the Year in June 2016. The Innovator of the Year process will start up again in December 2016. Also, another ICPSR University workshop is being planned, with Lynette Hoelter leading the session that is tailored for all staff levels at ICPSR.

II.   Membership Update

Membership is steadily growing. Since July 1, 2016, we have added 14 institutions, with a few more that have joined in the last few days. Last year we finished +15. There is concern about keeping people tuned into the issue of declining data product to serve our customers. Discussions have begun with the ICPSR director on better defining membership value to articulate it more clearly to members, including a strategy to increase deposits and also give back to the depositor value-adding service like measurements, usage, citations, periodic emails, etc. Membership brings in about $4 million in dues a year. It was mentioned that the base is so large that there is no concern about it going away in one fell swoop. The current membership stats show that membership itself has changed, with more foreign members and not as many intensives and extensive. The growth has been in BAs and Masters institutions. Revenue from foreign members is only 5-7 percent of the revenue (sometimes, it is whole countries subscribing). To date this fiscal year, we have collected $3.1 million in dues, with a goal of $3.9 million, which is about average for this time of year.

III.   Membership Outreach Activities

The 2016 ICPSR Data Fair, "Navigating the Data (R)Evolution," went well, with a reach of 131 institutions, and 216 unique attendees. We discussed the cost/reach of the Data Fair versus the 2015 Biennial ICPSR Meeting (also known as the OR meeting). There were 131 institutions represented for the Data Fair (an online, virtual event), versus 81 represented here in person in 2015 at the OR meeting. There were 156 unique at the 2015 OR meeting versus 216 at the Data Fair in 2016. The 2015 OR meeting cost $60K (hard costs, not incl. staff time). The Data Fair cost us about $500. We expect the Data Fair to continue. The DDI session had highest Data Fair attendance, with the next highest being the "Open Data is not Enough" webinar. This was ICPSR's third Data Fair. It started in 2009 when an event was cancelled and taken online, and the idea has stuck.

2016 ICPSR Data Fair by the Numbers	Count
Webinars *(24 presenters)*	17
Registrations	1,022
Sessions Consumed	612
Average Show Rate	61%
Unique Attendees	216
Institutions Represented	131
Member Institutions *(18 non-member institutions)*	113
OR-DR Attendees	43
Countries Represented	8
USA Sessions	500
Canada Sessions *(18 Institutions/7 Provinces)*	89
Outside USA/Canada Sessions	23
US States Represented	32

IV.   Instructional Resources Update

We talked at length about the future of the Summer Undergraduate Internship Program and its value to membership. We had four interns this summer, their posters are included in the October 2016 Council report and can be found on the ICPSR Summer Undergraduate Internship Program website. We discussed the possibility of partnering with others, including professional associations, in the future.

There are 4-5 new Data-Driven Learning Guides (DDLGs) coming out soon, ranging in topic from drug use during pregnancy to astrology. Two graduate students have been hired to help with DDLGs. Also discussed was the possibility of finding a way to hide DDLG answers from students; some have learned how to locate the answers. There are discussions ongoing about using the University of Michigan's Google liaison to get around using SDA, which can be clunky for students to use. Using Google could allow them to do more independent investigation. Utilization reports show that Vanderbilt is among heavy DDLG users for the first time. We are continuing to reach out to instructors to see how they are using DDLGs in their classes, and whether they request any improvements.

Preservation and Access Committee

Council: Christine L. Borgman, Robert S. Chen (Chair), Michael Jones-Correa,
            Ronald Nakao
Staff: Dharma Akmon, Margaret Hedstrom, Jared Lyle, Tom Murphy, Asmat Noori and
            Anna Ovchinnikova

I.   Strategic Plan Update

ICPSR CNS staff reported on the August 11, 2106 release of openICPSR (version 2.0) which
went according to plan. Twenty-two new components are under development, with the deposit
manager to be developed next. By the end of 2017, most of those components should be built
out.

II.   Licensing Archonnex

Tom reported on the possibility of licensing Archonnex for other organizations to use. Council
suggested co-developing Archonnex with partners, instead of simply distributing the code.
Council also discussed the option of providing Archonnex as a service to IRs (especially small
and mid-sized colleges), including providing the service to members at a discount and full price
for non-members.

III.   SEAD

SEAD staff updated Council on recent activities. SEAD is a NSF-funded DataNet award that
has operated for five years. The project currently is under a no-cost extension that will expire in
June, 2016.

SEAD recently released version 2, which is a big step forward in terms of services. Project
space can be created, with team member invites, roles assigned, and project shared spaces in
which people can work during active management. Once scientists are ready to publish data,
'matchmaker' software analyzes the data and matches with a partner repository.

SEAD staff discussed issues of sustainability with Council, including business models for
projects to pay for use of project workspaces.

Summer Program Committee

Council: Colin Elman (Chair), Jane Fry, Robert Stine
Staff: Saundra Schneider, Stephanie Carpenter, Edward Czilli, Dieter Burrell

I.   Update on the Strategic Plan: Inclusion and Diversity Efforts

The Program continues to do an excellent job in promoting diversity. Among those who self-identified in 2016, members of minority groups composed 48% of registered participants and 30% of the instructional staff. This diversity helps the Program through a pipelining effect: participants often become teaching assistants and some teaching assistants return as faculty members.

Council members asked if there was a way to track this pipelining effect. It is difficult because in the past the Program did not have a way to maintain contact with participants as they moved through their careers. The Program's recent Connections initiative should facilitate this sort of tracking.

Council members asked whether the pipelining effect could be enhanced with a greater effort on branding ICPSR as the place to turn for social research data:

- Require registrants to complete an online module about data management prior to the start of the Program
- Request faculty to employ ICPSR data in their workshops

Scott Long offers both a short workshop and Blalock lecture on the data management process. The staff noted that faculty members often have datasets tailored to their instructional needs. Moreover, because of the diversity of interests represented among the participants, instructors would be reluctant to be tied to a particular discipline by virtue of particular dataset(s). The Program can encourage but cannot require the use of ICPSR data.

II.   Financial Scholarships and Awards for an Expanded Constituency

The Summer Program distributed slightly under $105,000 in scholarship awards to 37 participants in 2016. Twenty-five UM students received Rackham Summer Training Awards, and 10 students received Empirical Implications of Theoretical Models (EITM) scholarships. EITM scholarships may double in 2017 if increased funding is obtained from NSF. The Program is seeking a more effective mechanism to fund the Janet Box-Steffensmeier and John A. Garcia awards. Schneider reaffirmed her strong support of the scholarship awards and noted that it not only fostered diversity but enhanced the pipelining effect by broadening the pool of potential teaching assistants.

Council members, noting the importance of scholarships as an ICPSR budget item, decided to raise in the general meeting a request that the Summer Program Director be included in relevant ICPSR budget planning meetings.

III.   Overview of the 2016 Program

The 2016 Program offered an increased number of invited lectures on diversity and inclusiveness as part of its Blalock lecture series. The number of short workshops was increased and the selection of courses and topics was broadened (e.g., machine learning, In Real Time). Off-site workshops were enhanced with a resumption of activities at Bloomington, Indiana and new workshops in Annapolis, Maryland and Lisbon, Portugal. There were no major changes to the four-week workshops.

Jane Fry inquired as to how off-site workshops are initiated. Staff explained that off-site institutions approach the Program with a suggested topic, an offer of local facilities or simply a desire to associate with the Program in some manner. The Program reserves the right to determine faculty assignments for all workshops in order to control for expertise, experience, and teaching ability.

Enrollment remained steady in 2016, the first year in seven since tuition rates were increased. Enrollments for four-week workshops in 2016 continued a downward trend. Same year short-workshop enrollments increased, following their recent upward trend. Discussion about possible reasons for these trends focused on several issues. There may be an increased reluctance among potential participants to set aside four or eight weeks to attend the Program. As well, the demographics of Program participants may be changing because many more academic institutions offer instruction in some of the same topics offered by the Program. More recent pools of participants may include individuals from different institutions who have different needs than was the case in the past. The Program is undertaking an analysis of enrollment data to better determine from where the Program draws its participants.

IV.   Discussion of 2017 Program

Staff recommended no change to the Program fee structure. Council members agreed to bring the recommendation to Council for a vote, which was approved.

Blalock lectures will be made available online in 2017. The Program will also promote more aggressively the benefits of the four-week sessions: one registration fee provides access to all session workshops, Blalock lectures, and Program events.

Staff reported a need for greater flexibility in the format of the Summer Program website in support of Program activities. Council members agreed to present this request in the general meeting.

V.   Program Social Media Activities

Prior to 2015, social media was not used actively by the Program. Carpenter delivered a presentation about the Program's new focus on social media activities and her role in coordinating them. The presentation focused on four social media platforms: Twitter, Facebook, LinkedIn, and Blogger. They provide an integrated, inviting means of engaging people before,

during, and after the Program. Council members were very impressed with the extent and quality of the material presented.

The Program encourages all registrants to follow those social media feeds. Off-site and one-week workshops seem less aware of the Program's social media efforts. Staff were urged to promote social media more aggressively to those constituencies. To ensure that all participants receive administrative announcements regardless of whether or not they use social media, the Program couples social media posts with email and digital signage. Google analytics shows that social media participation does drive traffic to the Summer Program website.

In 2016, a private Facebook group restricted to past participants, teaching assistants, and faculty members called Summer Program Connections was added to the social media mix. This group is intended to foster a Summer Program community that will continue to engage individuals as they move through their careers.

The Program also developed new marketing and promotional videos, a sample of which were presented to Council members. They will be posted to the Summer Program website and used as a recruitment tool at conferences. One set of videos feature brief interviews with individual instructors about their workshops. Another piece interviews teaching assistants and participants about their impressions of the Program. Council members were impressed with the production quality, content, and message presented in both videos. They congratulated Carpenter and the Program on the activities presented to them.

Action Items

From Council meeting
October 6-7, 2016

Budget & Policy Action Item was deferred to June, 2017.

Council asked that ICPSR present a draft of a new strategic plan at the June 2017 Council Meeting. A finalized version is to be presented at the October 2017 Council Meeting and subsequent October 2017 OR Meeting.