

## ICPSR COUNCIL MINUTES

March 9 – 10, 2017

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

**ICPSR Staff:** JD Alford, Rita Bantom, Shuming Bao, Dieter Burrell, Edward Czilli, Linda Detterman, Peter Granda, Lynette Hoelter, Susan Jekielek, Dory Knight-Ingram, Margaret Levenstein, Jared Lyle, John Marcotte, James McNally, Thomas Murphy, Asmat Noori, Michelle Overholser, Amy Pienta, David Thomas, Jukka Savolainen, Sandra Schneider and Diane Winter

**Staff Visitors:** Matthew Woollard, Director, UK Data Archive

### *Budget and Policy Committee*

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

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#### **I. Financial**

##### **A. FY 17 Budget Update**

Margaret Levenstein updated the Council on the FY2017 forecast as well as the FY2018 forecast. Margaret indicated that we are looking for ways to increase our revenue, not reduce staff. We need our staffing levels where they are today to carry out the design and implementation of our new system for deposit, curation and dissemination.

##### **B. FY 18 Budget Planning**

Staff reported that the biggest change in the FY18 budget is due to two projects ending are SEAD and BioCADDIE. Not reflected in the budget, is the uncertainty in future funding for two long-term archives, National Archive of Computerized Data on Aging (NACDA) and National Archive on Criminal Justice Data (NACJD).

Council asked if we were working on cultivating relationships with current and future funders. Margaret responded that she has visited most of our funders in D.C. There is a sense by all that there will be changes in all of the government agencies with the change in the presidency.

Margaret Levenstein also reported that it would be helpful if there were Council representation in the area of criminal justice. Council said our NACJD data are the most heavily used of all of our data and used by the professors in Law Schools.

There was discussion on the type reports and graphs that would be helpful for Council to make an informed decision on approval of our budget at the June meeting.

Staff and Council discussed funding opportunities and made the following observations:

- Do not criticize small awards too much because behind small grants, can also be a foot in the door.
- There are big awards available, however, you need to establish these relationships. Sometimes being awarded small grants may develop into larger ones.
- Need the metrics and visualization to better predict how many proposals need to be written to get the dollars we need to have to succeed?
- We might want to include in our strategic plan benchmarks and report out on how well we are achieving the plan based on those benchmarks. This will give everyone a sense of how we are doing.

## **II. Personnel Update**

### **A. Staffing and Recruiting Report**

Council inquired about the recruiting data goals and our processes. Staff reported that we diversify outreach on all of our open positions and we welcome their assistance in attracting a more diverse applicant pool.

We had a discussion about our hiring process of temporary employees. Rita explained that the temporary employees do not have the same type of recruiting process. Temporary employees supplement our staffing and support our conservative staffing/budget model by not providing a long-term commitment when funding is uncertain. The majority of the temporary employees are University of Michigan students. We have attempted to recruit students from surrounding universities and have not been as successful. There is a diversity challenge and it was agreed that we need to take a more proactive approach to hiring our temporary employees since they are a pipeline to regular curation staffing. In the future, we will be more aware of the temporary hiring decisions and take more time to diversify the applicant pool. We also look forward to partnering with the ISR Diversity, Equity and Inclusion (DEI) efforts to improve all of areas of recruiting.

### **B. Diversity, Equity and Inclusion Update**

Margaret Levenstein reported that ISR has asked for ICPSR Summer Program support from the Provost for the University DEI goal to support graduate, undergraduate and post-doctoral participants. The proposal is still pending.

Council was asked for ideas to increase DEI at ICPSR. Council suggested to be aware of dual couple careers and family support issues in the recruitment and retention process. Some universities require online training for diversity every three years. The inclusion part is the toughest as it indicates if a person belongs and is valued. Making people accountable – justify the pool; not the quotas – for their practices.

### **C. Curation Reorganization**

Staff reported that the re-organization into on Curation Team has been implemented and there has been some challenges in smoothing out processes and with staff understanding and facilitating change.

### **D. Personnel Senior Recruiting**

Margaret Levenstein provided an update on the recruiting status of the faculty positions that we are recruiting for.

## **II. Scholarships**

Margaret outlined the new Heitowit Scholars Fund. Council suggested a kick-starter funding which is a way to raise a lot of money in little increments from people. This has a dual benefit in that it will create a community and use Hank to build the community.

### ***Collection Development Committee***

Council: Colin Elman, Jane Fry, Ronald Nakao (Chair)

Staff: Peter Granda, Susan Jekielek, John Marcotte, Justin Noble, Amy Pienta and David Thomas

### **I. Update on Data Refuge/DataLumos**

DataLumos expands ICPSR's ability to preserve data. ICPSR staff raised concerns about crowd-sourcing the data contributions to DataLumos since they may not be authorized and they might threaten existing sponsored projects. Council made a suggestion for using James Jacobs at Stanford University as a Data Refuge point of contact. Council added that DataLumos is tactful, unobjectionable, and a source of pride for Council to point to.

### **II. Strategy for Collection Development Proposals**

Council asked how well the new proposals tied to the collection development policy. Their point of view was that the collection development policy was stimulating the increased proposals. Council was positive about the number of proposals related to collection development.

### **III. New Plans for Researcher Outreach**

Council thought that the new outreach plans were a positive step for acquisitions. Staff offered another example to consider using more broadly for ICPSR which is CCEERC's "Did you know?" feature. Council suggested adding a focus on content that promote the value of

curation and adding more cold calls to look for data. Council asked that Acquisitions expand and formalize Summer Program contact (perhaps ask for information about data collectors at time of registration). Council also asked that ICPSR consider who our deposit audiences and what benefits they are looking for so that we can communicate this as well. Council expects that Archonnex should make data impact easier to show in a more nuanced way. ICPSR should play to its strength in training and mentorship around data curation and sharing.

#### **IV. Priorities and Strategy for Archiving Government Data Resources**

Council suggested National Center for Charitable Statistics data as a good candidate for ICPSR. The Urban Institute may be a source for user-supplied version of the NCCS data and Council member Ron Nakao offered to refer ICPSR. NICAR data may be another good source for the data. Council suggested ICPSR consider collecting more state and local government data.

#### **V. RCMD**

RCMD is searching for a permanent director and just completed a search that surfaced three excellent candidates who were invited to campus. An offer is pending. RCMD is working on curating and creating usable data from the Gates Millennium Scholars relational database with Gates funding.

### ***Membership Services Committee***

Council: Colin Elman, Jane Fry, Chandra Muller, Philip Jefferson (Chair), Robert Stine  
ICPSR Staff: Margaret Levenstein, Lynette Hoelter, Linda Detterman, Dory Knight-Ingram

#### **I. Member Services Update**

Linda Detterman gave a brief update on Archonnex User Experience progress, including a recent lunchtime gathering by ICPSR staffers to create wireframes of most desired UX features.

There was a brief discussion about payment of membership fees, with some loss of a few members expected this fiscal year for nonpayment. The committee discussed whether Research Intensive Institutions (RIs) have different needs than rest of membership because they're possibly going into data science on their own. There was discussion of value of membership in terms of curation training, data quality, data access, stewardship, management plans, providing repositories for replication datasets, archival of faculty study files, etc. The committee also discussed stewardship role of ICPSR and ideas to solidify value arguments for our RIs (our current number of RIs is 140, which is our highest ever).

## **II. Member Outreach Activities**

The committee discussed the marketing of ICPSR data archive during Summer Program activities. Robert Stine suggested offering to help Summer Program instructors find data to use during summer courses, and making sure they know they have ICPSR data as a resource during their time here. Colin Elman suggested having a question on the Summer Program application asking attendees whether they would like to meet with an ICPSR curation specialist. Chandra Muller mentioned that people starting their careers can jump-start by using ICPSR data and linking citations to datasets to increase their citation rate. Stine asked for textual data from ICPSR that he can use in one of his Summer Program 2017 Blalock lectures.

## **III. Education and Outreach**

Lynette Hoelter shared some plans for Summer Program course offerings that focus on curation, data management, and research ethics. (Margaret asked Council about whether their institutions require graduate students to take ethics courses, and whether the institutions would consider ICPSR Summer Program courses for their students' credit.) Lynette said target attendees for data management training would include traditional researchers, librarians and archivists interested in curation, and research personnel (IRBs/research offices).

## **IV. Membership Pricing**

Linda discussed a need to support the organization with an increase, size TBD (3, 5 or 7 percent) and coming up with value statements for members. We discussed changes in Carnegie classification for institutions, and the classifications affect our pricing. Chandra cautioned that many libraries have dropped journal subscriptions because of pricing and advised we should have a strategy in place for potential loss of some Research Intensive Institutions due to ICPSR membership fee increases. She advises ICPSR to have a strategy in place to intervene before membership drops happen. Robert Stine suggested ICPSR "try talking about how much we want to increase revenue, then talk about how much we should increase membership fees." Margaret said: "We need to maximize revenue." Stine asked for a rationale for any increase and how it will be distributed. Colin Elman made a request for the June meeting that the information, such as on Council Binder Page 86, includes a "more granular breakdown." Pricing scenarios will be presented at the June Council meeting, so Council can then take action on a new fee structure. Margaret reiterated earlier thoughts that we will put efforts into coordinating with the Summer Program.

## ***Preservation and Access Committee***

Council: Christine L. Borgman, Robert S. Chen (Chair), Michael Jones-Correa,  
Ronald Nakao  
Staff: Jared Lyle, Tom Murphy, Asmat Noori and Harshakumar Ummerpillai  
Guest: Matthew Woollard

### **I. Archonnex Roadmap – Deposit & Dissemination**

Tom Murphy, Asmat Noori and Harsha Ummerpillai demoed current Archonnex functionality, including the Arts Engine, the Journal of Economic History openICPSR repository, and DataLumos, our new open-access archive for valuable, at-risk government data resources. The roadmap for future Archonnex development also was discussed, including the spring 2017 release of an Archonnex deposit form to handle all ICPSR deposits, and the August 2017 transition of all ICPSR dissemination functionality to Archonnex.

### **II. Metadata Librarian New Hire**

Jared Lyle updated the Council on the metadata librarian job search. ICPSR's metadata librarian retired in December 2016 and we are now conducting a job search for a new metadata librarian. Three finalists were interviewed in February and we are making an offer to the top candidate.

### **III. Improving and Expanding ICPSR's Metadata Capabilities**

Jared reviewed plans for improving and expanding ICPSR's metadata capabilities. Council offered specific suggestions for additional items to target, including: allowing users to search via question text, expanding ontologies (e.g., HASSET), encoding and standardizing rights metadata (e.g., open access licenses), and adding more metadata partnerships.

Council also discussed two extra topics. First, Council emphasized the importance of ICPSR's presence at and participation in community initiatives and conferences, such as the Research Data Alliance. They said it is important that ICPSR continues to play leadership roles in the data community, and that ICPSR needs to be strategic on which to lead, which to partner, and which to implement.

Second, Council discussed the competitive data repository landscape and the importance of promoting the quality of ICPSR data and ICPSR's certification as a trustworthy repository. Users need to be educated so they know the difference between high-quality, well-curated repositories and other options. In an age of alternative facts, they noted, quality and certification should be flagged -- such as on the user interface. Council stressed that ICPSR needs to emphasize our competitive advantage - curation and metadata, so that depositors and users appreciate the value we add. They expressed concern that our current method of branding "openICPSR" studies in ICPSR search results make those studies look more valuable and attractive, when in fact they are likely to be less useful than the fully curated studies that receive no branding.

## ***Summer Program Committee***

Council: Colin Elman, Jane Fry, Philip Jefferson, Chandra L. Muller (Chair), Ronald Nakao and Robert Stine

Staff: Ashok Bhargav, Saundra Schneider, Stephanie Carpenter, Edward Czilli, Dieter Burrell

### **I. Preview of the 2017 ICPSR Summer Program**

The short workshop attendance has increased in recent years. Four-week workshop attendance has plateaued and has started to decline.

In 2017, the Program has increased the number of workshops offered outside of Ann Arbor (e.g., Glasgow, Hong Kong, and Toronto). This is an effort to reach out to the social science community, to bring Program offerings where there is interest and to remove the barrier that travel and its associated costs might pose for some individuals. This outreach to serve locations with diverse populations reflects the Program's ongoing diversity efforts.

Two new workshops scheduled in Scotland are a response to the Q-Steg initiative which provides a link between undergraduate and graduate study. It is intended to facilitate undergraduate training in quantitative and qualitative analysis. The Hong Kong workshop will provide a new avenue by which the Program can serve foreign students in Asia. This year the Program's Canadian presence will be in Toronto. We are encouraged by the enthusiastic support from our partners at York University.

Program participant demographics remain stable. Fifty percent of attendees are female. Of those who self-identify, 35% percent are non-Caucasian. An increasing number of Program instructors are female and non-Caucasian. The Program's efforts to diversify the instructional staff have proven remarkably successful given the difficulty of recruiting highly qualified academics to make a four-week summertime commitment.

### **II. Summer Program Scholarships and Diversity Efforts: Building upon the Past; Identifying New Initiatives**

This year the first Heitowit scholarship will be awarded.

Council discussed the range of course offerings (foundational versus cutting edge). There was general agreement that institutions are less inclined to fund students to attend foundational courses at the Program if those same courses are available on-site. This led to consideration of the Program's niche -- that aspect (or those aspects) that make it a uniquely compelling educational draw. The reputation of Program instructors was identified as a key component. Schneider asked Council for suggestions about how the Program could best promote the four-week sessions as a unique experience in order to boost enrollment. Council cited the value of the immersive experience and professional and social interaction, the Summer Program alumni community, and the sense of belonging to a vibrant enterprise.

### **III. Planning for the Future: Challenges and Opportunities**

Council discussed how the Program might better showcase ICPSR archival holdings and better integrate ICPSR into the Summer Program. Long's workshop was highlighted as an exemplar that links archive resources and social science best practices.

Council suggested that the Program try to recruit participants from local government agencies and professional programs (e.g., journalism schools) both of which employ quantitative analysis techniques.

Council spent considerable time discussing the relationship between the Summer Program and ICPSR. Council considered the Summer Program from the perspective of the ICPSR organization. What is the value proposition of the Summer Program? What would ICPSR lose if the Summer Program did not exist? The Program provides valuable branding. However, there needs to be greater synergy: more interaction and support from archive staff and ways to nurture the association between Program alumni and the archive were among ideas explored. Council concluded that it would be beneficial for the archive to explore ways to serve the special needs of Program instructors and participants and thereby expose them to the broad range of ICPSR operations. What kinds of integration might best contribute to the Program and build upon the support of ICPSR leadership? Council suggested that this be addressed in the next strategic plan revision.

*Voted on and passed:*

*The Summer Program Committee recommends that the ICPSR Council approve the Summer Program to award up to \$117,500 for scholarships (in addition to any amounts from ICPSR's endowed scholarship fund earnings) and spend up to \$42,500 for diversity efforts during 2017.*