Council Meeting Minutes
June 10 – 11, 2020
Virtual

Attendees

Council Members: Dave Armstrong, Bobray Bordelon, Jon Cawthorne, Lisa Cook (Chair), James Doiron, Kristin Eschenfelder, Mark Hansen, Trevon Logan, Lindsey Malcom-Piqueux, Ken Smith, Katherine Wallman, and Esther Wilder

ICPSR Staff: Kehinde Adeniyi, Dharma Akmon, Trent Alexander, JD Alford, George Alter, Zachary Bennett, Ashok Bhargav, David Bleckley, Sara Britt, Sarah Burchart, Scott Campbell, Stephanie Carpenter, Robert Choate, Alina Conn, Farrah Cundiff, Linda Detterman, Ren Dickson, Alexandra Eastman, Allyson Flaster, Aubrey Garman, Lynette Hoelter, Rachel Huang, Stuart Hutchings, Samuel Imbody, Abay Israel, Kevin Kapalla, Lisa Kelley, Kilsang Kim, Piotr Krzystek, John Lemmer, Susan Leonard, Margaret Levenstein, Scott Liening, Daphne Lin, Jared Lyle, John Marcotte, Trisha Kunst Martinez, Erin Meyer, A.J. Million, Elizabeth Moss, Justin Noble, Anna Ovchinnikova, Michelle Overholser, Shelly Petrinko, Amy Pienta, Darleen Poisson, Eszter Palvolgyi-Polyak, Daniel Pritts, Tamara Qawasmeh, Shane Redman, Sarah Rush, Bing She, Michael Shove, Fillippo Stargell, Chelsea Samples-Steele, Sandra Tang, David Thomas, Michael Traugott, Rujuta Umarji, Diane Viebahn, Jay Winkler, and LingLing Zhang

Approval of the Minutes

Council Chair Lisa Cook called the meeting to order and asked for approval of the March 2020 Council minutes. The March 2020 minutes were approved unanimously.

Director's Update

Margaret (Maggie) Levenstein, ICPSR Director, gave a presentation on the state of ICPSR. ICPSR's last day in the office was Friday of last Council (March 13). The move to working from home was relatively smooth. Maggie announced that the ICPSR Data Fair will be virtual on beginning September 21-25, 2020 and will look at how data affects the world around us with presentations about the elections, Black Lives Matter, the Census, higher education, immigration, COVID-19, and so much more. ICPSR staff continues to grow. We have over 130 staff members and will continue to hire in Computer Network Services, Curation, and Project Management and User Support units. Maggie announced that ICPSR has received new funding for the Decennial Census Digitization and Linkage project, in collaboration with the American Opportunity Study. Trent Alexander is the PI, and he has collaborators at Census and Harvard.

We also have proposals submitted "DSDR: Data Sharing for Demographic Research NICHD, renewal," "Millennium Challenge Corporation," "SOMAR," and "COA3D." Maggie also introduced the PEERs Data Hub and reviewed the ICPSR strategic priorities.

Budget discussion

Council Members: Dave Armstrong, Bobray Bordelon, Jon Cawthorne (Chair), Lisa Cook, James Doiron, Kristin Eschenfelder, Mark Hansen, Trevon Logan, Lindsey Malcom-Piqueux, Ken Smith, Katherine Wallman, and Esther Wilder

Staff: J.D. Alford, Trent Alexander, Ren Dickson, Lisa Kelley, John Lemmer, Maggie Levenstein, Darleen Poisson, and Fillippo Stargell

The Budget and Finance Committee presented the ICPSR 2021 budget to Council. Council asked about the budget deficit relative to the size of the reserves, and was assured that it is small relative to the size of the reserves. Council discussed the budget in the context of the University of Michigan budget which may get worse as a result of the pandemic. Nothing yet is known about how the university budget might affect ICPSR. Education expenses are smaller (non-salary costs) this year because the Summer Program is remote this year and so does not have to pay for its usual building rental. Maggie noted that there has not been any negative impact on the ICPSR budget from changes to federal funding. Council will set the membership fees separately from this discussion.

Vote: On a motion by Bobray Bordelon, seconded by Lindsay Malcom-Piqueux, the Council unanimously approved the proposed 2021 budget (below).

ICPSR FY 2021 Budget

Operating Revenue	
Sponsored - Direct	6,920,445
Sponsored - Indirect	3,024,484
Membership	4,300,000
Summer Program	2,000,000
UM/ISR Funding	515,000
Other non-sponsored	50,000
VDE General Income	40,000
Total Revenue	**16,849,929**
Operating Expenses	
Total Salary / FB	**14,413,048**
Total Non-Salary	**3,127,361**
Overhead	
I/O Split	693,000
Building Fund	575,000
Provost Tax	386,000
Total Expenses	**17,540,409**
Revenue - Expenses	**(690,480)**

Vote: On a motion by Bobray Bordelon, seconded by Lindsay Malcom-Piqueux, the Council unanimously approved a motion that the Membership pricing schedule for FY 2022 remain frozen at the FY 2021 levels, as indicated in the schedule below.

Rate Card for US Academic Members

2015 Carnegie Category	FY2021 Jul 1, 2020 - June 30, 2021	FY2022 Jul 1, 2021 - June 30, 2022
Doctoral University Highest Research Activity: Extensive	$19,880	$19,880
Doctoral University Higher Research Activity: Extensive	$18,850	$18,850
Doctoral University Higher Research Activity: Intensive	$10,715	$10,715
Doctoral University Moderate Research Activity: Intensive	$9,270	$9,270
Master's Large	$7,520	$7,520
Master's Medium	$3,090	$3,090
Master's Small	$2,680	$2,680
Baccalaureate/Specialized	$2,475	$2,475
Associate/Community College	$620	$620
High School	$515	$515

Rate Card for Non-Academic and International Members

Associate Level	FY2021	FY2022
Associate I	$17,925	$17,925
Associate II	$11,900	$11,900
Associate III	$5,975	$5,975
Associate IV	$2,475	$2,475

Education Committee

Council Attendees: Dave Armstrong, James Doiron, Trevon Logan, Lindsey Malcom-Piqueux (Chair), Katherine Wallman, and Esther Wilder

ICPSR Staff: Scott Campbell, Stephanie Carpenter, Edward Czilli, Linda Detterman, Lynette Hoelter, John Lemmer, Maggie Levenstein, Fillippo Stargell, and Mike Traugott

Mike Traugott (Interim Director of ICPSR Summer Program) began the meeting by discussing his experiences and observations since taking over as Interim Director of the Summer Program.

All program staff are working actively and collaboratively to address the issues that the Summer Program is facing given uncertainty of COVID-19. Several contingency plans have been developed and program staff are actively preparing for alternative arrangements. The Summer Program staff have been meeting daily to plan for all contingencies. They have created a plan and are beginning to implement it. They are prepared to discuss it with Council as well.

Traugott lauded the devoted and knowledgeable program staff. Much of January was spent understanding the type of program data was available, and how these data had been used in the past to understand program outcomes, effectiveness, etc. Going forward, the plan is to collect more robust data where possible and to analyze these data on instructors, personal characteristics, salaries to ensure high quality instruction and equitable treatment across instructors.

Traugott also described steps to be taken to update administrative functions in terms of how the program approaches hands-on work (e.g., dealing with refunds, etc.). Traugott and Levenstein mentioned that they have tried to use commercially available software used for organizing conferences to facilitate many of these tasks.

The work of the Summer Program involves a lot of effort on ICPSR's part. ICPSR also works closely with other institutions to recruit participants and in the provision of financial support for students. For example, the Summer Program is currently working with the American Political Science Association on a program to recruit Middle East and North African students, and the American Political Science Association Political Methodology group to support and recruit women participants to the Summer Program.

The report in the Council Binder details some of the goals for the year, much of which still holds despite the uncertainty caused by the COVID-19 pandemic. This year is the first time that all Teaching Assistant (TA) positions were advertised to create a more diverse group of TAs in the program.

Data regarding diversity among student program participants was discussed and is currently being compiled. Levenstein added that many of the program records have been digitized. The University's Development Office has the data on program alumni, are in process of linking to the other databases at UM. The Summer Program will be getting the report back soon and could use the information to identify potential donors.

Traugott discussed efforts to analyze student evaluation data. Some of this work has been completed by Council Member Dave Armstrong. Armstrong explained that in the past evaluation surveys were done on paper instead of online because there were no records of who was in what class. The schedule that students signed up with on the first day was not necessarily the schedule that they ended up because students move around sections/classes. Acting within the constraint of having pen/paper system, Armstrong tried to automate it as much as possible using OCR software. This reduced the time people were working on the data, and was less error-prone, but not perfect.

Malcom-Piqueux asked whether there has been any discussion on learning outcomes assessment within the Summer Program. Traugott indicated that there is a Center for Research on Learning and Teaching (CRLT) on campus and they have been in discussion with them about how to move enrollments in the Summer Program to Canvas. Summer Program staff can consult with them on questions of assessment. Perhaps the Summer Program can select a subset of the CRLT items for a course or set of courses and take advantage of something that is already in place.

Status of the Summer Program in Light of COVID-19 Pandemic
Traugott updated the committee on the current plans and contingencies for this summer's Program considering COVID-19. In addition to the courses held at the University of Michigan, there are seven off-site locations for workshops, including overseas. If the ICPSR Summer Program cancels the course, students will receive a complete refund. If the Summer Program offers the course online, registered participants can drop by a certain date and get a refund. If a registered participant wishes to cancel after that date, they can still receive a refund minus a fee of $250.00.

The situation is complex due to the uncertainty and the number of moving parts. The Summer Program must work with instructors and site coordinators for the seven locations. Czilli indicated that the Summer Program will be offering instructors the tools that the University of Michigan has made available to support teaching with Canvas. The Summer Program staff will recommend a suite of applications for faculty to use for their online instruction and the Summer Program will provide training for participants and faculty not familiar with that application or platform. The goal is to keep people from unilaterally deciding which software or tool they will use for online courses. Currently developing a limited list of delivery mechanisms.

The Committee discussed the Blalock Lectures moving to an online format. Usually the Summer Program bring scholars to UM for a couple of days where they give 1 to 3 lectures to program participants. The Summer Program wants to expand the Blalock Lecture offerings to include a track for data stewardship. This track might focus on activities like IRB, pre-registration of studies, data management to protect confidentiality, etc.

The effect of these changes on program budget were discussed. Currently, the Summer Program staff cannot predict the full extent of the consequences of the shift to a remote delivery model on revenue, etc. But the experience this summer will certainly inform future considerations of various delivery models. Levenstein added that there is a chance that these changes might draw people who have families that ordinarily limit their mobility, but who can now participate online.

Council Member Esther Wilder raised the issue of the participants in the Diversity Scholarship program in the online model. A latent function of the Summer Program is the network building and the accrual of social capital. If moving to an online environment, it is important to think about what tools could be used to try to re-create network building in online environment.

Levenstein agreed and responded that the Summer Program staff has been thinking about this and is discussing in their planning meeting that morning. They will prioritize finding ways to do this.

Ideas to Supplement to Current Program Offerings
Traugott requested that the Committee discuss potential supplements to the Summer Program's current offerings (e.g., adding data science component to the curriculum). He explained that ICPSR Summer Program has started a conversation with SRC's Summer Institute about joint advertising. The Summer Institute enrollment has ticked up. Perhaps closer integration of ICPSR Summer Program and Summer Institute coursework in the future is possible. Stephanie Carpenter provided some additional detail about methods for cross-collaboration in events etc. Another opportunity for collaboration is the Blalock Lectures.

Summer Program Advisory Committee
Traugott transitioned to a discussion of the proposed Summer Program Advisory Committee. Traugott and Levenstein have discussed ways to leverage such a committee. The original plan was to have members of the Advisory Committee drop in at their convenience during the summer for a day or two to observe, and then convene a meeting in conjunction with the October Council Meeting. Advisory Committee members could collect observations and opinions to inform the next iteration of the summer program.

Status on Search for the Summer Program Director
Levenstein provided an update on the search for future leadership of the Summer Program. She has been having discussions with political scientists about what kind of position this should be. There are different ways of configuring the position, which would affect the job description and evaluation criteria used to assess candidates. Levenstein has received a lot of feedback on these questions.

Key points in the discussion of the Education Committee summary:
- Council recommends considering ICPSR Intern program again and OR Sabbatical program.
- Council is willing to suggest ideas for webinars.
- Council is interested in plans for online vs in-person classes post-pandemic. Several mentioned that it would be a lost opportunity to go back to 100% face-to-face. Continuing to offer online, asynchronous training is a good opportunity to expand the potential student base and the instructor base.
- Note that scholarship applications are significantly up and ICPSR needs advice for where to look for additional scholarship funding.

Vote: Summer Program fees were tabled and will be revisited in the October 2020 Council meeting.

Technology Committee

Council attendees: Bobray Bordelon (Chair), Jon Cawthorne, Lisa Cook, and Ken Smith

ICPSR Staff: Dharma Akmon, Trent Alexander, Jon Brode, Alina Conn, Abay Israel, Daphne Lin, Jared Lyle, Trisha Martinez, and Dan Pritts

Hiring
A new application architecture lead starts April 6, 2020. We are also hiring a senior DevOps engineer and aim for them to start before the end of April. CNS is planning to begin hiring to complete work necessary before launching COA3D and will hire some each quarter to spread onboarding out and be prepared if we get the award.

Accomplishments
Sprint cadence has been changed to two weeks, and we have seen an improvement in quality of the work. CNS has also implemented estimation office hours, improving communication between those requesting the work and software developers. Our sprint planning has also improved, we have released several new websites, and the migration of websites to the new platform is going well.

Challenges
Big growth of staff will be needed in coming months to accomplish our goals. CNS has about two-to-three times the work that they have resources to accomplish in a given sprint. They have dedicated attention to tracking and being transparent about tech costs.

Because of the high work to resources ratio, CNS employs the following algorithm for decisions on what gets done in a given sprint: 1) deadlines; 2) egregious bugs; 3) number 1 tech priority: Curation tools.

CNS asked the committee for guidance on the following:
- Are there best practices that council knows about for getting things through the queue?
- Can we analyze the backlog to see where there might be opportunity for external funding?
- How to dynamically add staff as needs dictate—some use of contract staff. Onboarding is costly and we don't want to fill ongoing needs with short-term staff

StatSnap update was requested: development has been deprioritized for now. We want to do subsetting and weights and restricted online analysis. These ideas are part of COA3D, so would be a priority if awarded. There was general agreement that we should move Statsnap out of Beta now without further development work at this time.

Key points in the discussion of the Technology Committee summary:

- Staffing challenges: Council proposed use of students, particularly in Data Science, especially if via classes that we offered somehow with special projects. Or internships. Maybe 1-credit classes.
- StatSnap: Council recommended moving StatSnap out of Beta
- User testing: Council agreed to assist ICPSR with finding volunteers for user testing
- Gap between IT "tickets" received and completed: Council requests regular updates on this and asks that ICPSR "mind the gap" between requested work and executed work