

ICPSR Council Meeting April 28-29, 2022

Council Attendees: Randy Akee, Dave Armstrong, Mike Cafarella, James Doiron, Kristen Eschenfelder, Suzan Frazier-Kouassi, Mark Hansen, Trevon Logan, Gisela Sin, Ken Smith, and Katherine Wallman

Council members absent: Bobray Bordelon and Jon Cawthorne

Staff Attendees: In person: Dharma Akmon, JD Alford, Trent Alexander, Scott Campbell, Elyssa Daniel, Linda Detterman, Aalap Doshi, Allyson Flaster, Chelsea Goforth, Ann Jastrzebowski, Jeanette Jackson, Susan Jekielek, John Lemmer, Maggie Levenstein, Trisha Martinez, Michelle Overholser, Fillippo Stargell, and Sandra Tang

David Armstrong called the meeting to order and asked for approval of the October 2021 Council minutes. The October 2021 minutes were approved unanimously.

Director's Report

ICPSR director Margaret (Maggie) Levenstein presented an overview of the organization at 60 years of age. Maggie's presentation focused on four main areas: ***growth, communication, the new hybrid working environment, and building capacity.***

During the pandemic, ***ICPSR has grown from 100 full time employees to over 169.*** That growth is necessary to maintain, update, and build our internal systems and fulfill external requests. The areas with the most growth are IT, curation and user support. This change has led the organization to focus on training, onboarding, adding additional organizational levels, and adding additional teams.

The organization has focused on enhancing internal communication through the use of Slack and the development of a new intranet platform, The Commons.

ICSPR is continuing to support a hybrid work environment. There has been increased in-office interaction as employees feel more comfortable coming into the office to work, yet due to our growth, our physical space is limited. There's a renewed focus on creating new, drop-in workspaces, as well as updating technology for a more seamless experience. We continue to prioritize safety for our employees.

ICPSR continues to build its capacity through its commitment to maintaining and adding topical and membership archives, developing technology, and creating new systems. The organization is committed to ethical data stewardship, protection of privacy, and creating user-centric tools.

Noteworthy new projects and initiatives include Research Data Ecosystem, SOMAR, SBE CCC, ResearchDataGov, and the establishment of a Disclosure Review Board.

Please see Levenstein's [presentation](#), ICPSR at 60.

Research Data Ecosystem Panel and Discussion

Research Data Ecosystem (RDE) Team members: Elyssa Daniel, Aalap Doshi, Chelsea Goforth, Jeannette Jackson, and Trisha Kunst-Martinez, presented an overview of the newly funded NSF infrastructure project.

The Research Data Ecosystem project will expand and democratize access to different types of data for researchers to use and examine in their work. RDE consists of seven products that are built upon the Research Data Description Framework:

1. StatSnap: Online tool for data exploration
2. Researcher Passport: User credentialing system to facilitate access to restricted-access data
3. Research Document Registry: A tool to create standardized, citable, searchable, and machine operable documents to support the research data lifecycle (e.g., research pre-registration, data management plans, and consent statements)
4. Video Data Tools: Tools to improve discovery, access, and analysis of video data
5. TurboCurator: An interactive tool that combines the best aspects of artificial intelligence and human curation to create high quality, standardized data and documentation
6. SunGeo: Tools to support geospatial data curation, discovery, and use
7. COBRE: Cloud-based platform to access and analyze confidential and non-confidential data

In addition to creating new capabilities, this project will also allow ICPSR to address underlying user needs by updating its platform.

This project also gives the organization the opportunity to make our development process highly user-centric. ***We are focusing on finding, framing, and solving the right problems by following a design driven approach to development.*** By moving from discovery to strategy and design, then to planning and prioritization all before development (i.e., coding) work begins, we are able to build platforms and products that address users' most pressing needs. For example, in initial conversations about StatSnap, we prioritized creating an online analysis tool but as a result of the design and discovery process, we have focused on an online data exploration tool integrated the home page for every study. Thus, StatSnap will be more akin to an interactive, online codebook than an online analysis program.

During the discovery phase of our work, we encourage staff from all areas of ICPSR to participate in the process so ***we're all clear on why we're doing what we're doing as articulated by end users.*** We deliver value and create products researchers and students will use by

understanding the realities of what our users are currently doing and the barriers and opportunities they face.

In addition to working and planning for the enumerated deliverables, there has been a lot of continuous improvement to the development process and the existing platform. This includes updating our platform and changing how we work to improve efficiency, cohesiveness, and shared culture. ***Even with the rapid and robust growth we have experienced, the overall vibe is curious and positive.***

We are truly excited about the modernization work we have planned for our software platform. We have implemented a new product owner unit and a product designer team (within the CNS unit) to lead our product development in a better and more sustainable direction. ***Privacy and data security are key priorities which will be addressed as we build.***

There are a few things we will work toward and expect to see as an outcome of doing the work to modernize our platform. Firstly, ***we expect our team to be a high performing software delivery team***, sharing code, building together, decoupling modules as possible, and doubling down on testing. Secondly, ***we will be adding a high-level technical architecture phase after design and strategy.***

We are also embracing the opportunity to ***measure our own success with RDE through the NSF-required earned value management (EVM) metrics.*** We are working hard to develop meaningful measures of value so that the EVM reporting process inculcates the organization with a focus on delivering value to the user (and not simply just a bureaucratic reporting requirement).

All of these changes will (eventually) allow us to build more efficiently with fewer errors and to provide a high quality user experience for researchers and students.

*****Please help the RDE team by participating in user interviews and answering our questions.***

***** Please see the Research Data Ecosystem Team's [full presentation](#) for information presented.***

FY22 Projected Budget update (Jon Cawthorne, chair)

Council member Trevor Logan presented the Budget and Finance Committee's report in Jon Cawthorne's absence. Please see the [FY22 Projected Budget update](#) for information presented.

ICPSR has three main sources of revenue: membership dues, sponsored projects, and the Summer Program. ***This year we are projected to have a \$1M deficit.*** This is due to a several factors. First, U-M provost taxes are increasing. Second, the Research Data Ecosystem grant was not awarded until February 2022 but hiring and work for that project began in August of 2021.

The fiscal year 2023 budget has a 5% increase in expenditures. This is due to an anticipated increase in sponsored projects, specifically RDE, which requires an increase in non-sponsored (overhead) expenditures to support its activities. Salary and benefits account for 70% of the

proposed budget. Non-salary figures have decreased, while central services figures have remained the same.

Membership revenue for 2022 is expected to exceed what was budgeted. Our fear of decreased membership due to the recession and tight university budgets never materialized.

ICPSR staffing levels have increased despite the pandemic-related hiring freeze at U-M. We are actively seeking and implementing strategies to retain staff in an increasingly competitive market.

Key Takeaway: The budget should be approved with the projected deficit for FY2023 because we are in a financially sound position, and the changes in practice that we are undertaking as part of RDE will make it easier for us to take on new projects in the future. We expect declines in Summer Program revenues and are in a position to absorb any such losses.

Question: What is the thinking regarding capitalizing on experiences of online instruction during the last two years of the Summer Program?

- We can't rely on our experience from the previous year, poor comparability, as the pandemic and economic fluctuations make the future a moving target
- Given the option to participate in person or remotely, most Summer Program participants have chosen remote options.
 - Low enrollments may result in migrating to remote.
 - Instructors can also choose to teach remotely if enrollment is low (4 or less students).
- We won't know about in person participation until we reach the 4 and 8 week sessions.
- We don't know about the impact of a variety of contextual factors which could be changing these patterns. It's hard to assess our forced experiments taking all of these factors into account.

Question: Do we know how the growth of competing programs affects Summer Program enrollment?

- We don't have data on that, but we know that there are now for-profit organizations offering statistical training, other campuses offering training. Most of these opportunities are online. We don't have data on costs comparisons, but we could explore that further.
- Informative but not determinative. Our program is much more extensive than our competitors. And it is a program, not simply a set of separate courses.
- We have coexisted with some of these programs for nearly 50 years so that could be less of a factor.
- Less about increasing competition, possibly more due to uncertainty.

Education and Membership Update (Katherine Wallman, chair)

Council member Katherine Wallman presented the Education and Membership report. As previously mentioned in the Budget report, our membership numbers have remained steady over the past year. There were few attritions and a few additions. ***Most importantly, revenue was***

above our projections. Our concern that more institutions would need financial support was also not realized. The number of institutions receiving financial support decreased from 84 to 5.

Communications has done an incredible job of continuing weekly communication with membership and meeting with member institutions virtually. This includes the virtual Official Representative meeting last October; it was very successful, and we look forward to ***finding new ways to engage with the OR/DR community.***

Our annual Love Data Week continues to be an important and thriving event. It allows us to engage with data-minded individuals directly and build awareness for the work we are doing. It is also an important part of our recruitment strategy.

Action Item regarding pricing: Council is required to set the pricing structure for FY 2024 (charter requirement). Over the last year, Council has discussed price increases appropriate for the membership. Most institutions can more easily accept small increases every year rather than a large increase all at once. ***A 3% increase per year in dues structure is proposed and will need to be voted upon.***

We request this increase for a number of reasons. The first is the Research Data Ecosystem intersects with the need to renew and refresh our technology planning for the core activities of ICPSR. This planned refresh of the brand and other technology areas will enhance the membership experience. We are working on communication strategies to show new and existing institutions all of the opportunities that ICPSR can deliver now and in the near term.

Question: When was the last time there was an increase in membership fees?

- A: FY22 3% after holding steady at 0% for FY21 and FY20

Question: What drove your decision to make that increase now?

- A: Inflation - especially with salary increases. We can't make up for inflation or increase in salary costs but we can still make gains. Increases greater than 5% usually require approvals, 3% seems to be the sweet spot for us.

Summer Program Update (Dave Armstrong, chair)

Council member Dave Armstrong presented the Summer Program report. Please see the full [Summer Program update](#) for information presented.

This year, we are welcoming the new Director of ICPSR Summer Program, Rob Franzese. He will be taking over directing the Summer Program from Mike Traugott who will stay onboard throughout the fall. Rob will take over starting on September 1.

The Summer Program has seen some personnel changes. Both Fillippo Stargell and Edward Czilli have moved on to other roles at ICPSR.

We have been focusing on designing an exceptional hybrid experience for our learners and instructors. We will be continuing to offer the short courses over longer time frames which will help remote learners. ***We have transitioned from 3-5 full days to 1-2 weeks with shorter periods of instruction each day.***

Faculty have been concerned with lower engagement and participation from remote learners. They have seen lower live attendance, even less with cameras on, and only a few who would actively participate. Each individual is dealing with that in their own ways.

Short workshops used to be offered at a number of off-site locations but due to the COVID precautionary measures were unable to deal with hosting. Most of the courses have moved back to Ann Arbor. The requirements of technical setup has forced the program to move locations with most being in the business school and central campus. Tutorial videos for setting up virtual rooms will help.

We have finalized an agreement and will continue to use the Helen Newberry residence as the central base for faculty members and participants for the next 5 years.

Participants have all been asked to bring laptops this year to minimize the physical computational requirements on campus. The loaner program we offered has not been highly utilized.

Looking toward the future, Summer Program staff are developing an alumni network to leverage those relationships to reach new participants, create mentorship opportunities, and build on the sense of community. The group is also looking to increase DEI through a number of different approaches including transitioning the teaching assistant (TA) recruitment process from a network-based approach to an application based system with the stated preference for graduate students and those who have not been a Teaching Assistant more than twice. We have also asked that instructors only teach two courses which freed up a few courses to recruit more diverse faculty members.

Unfortunately, this year we have seen ***our Summer Program enrollment numbers not making the same pace or progress as in years past.*** We are unsure of the reasons behind the decline, but we have identified a few issues. Acquiring short term housing in the Ann Arbor area has become increasingly difficult. Transportation to the Ann Arbor area can be too costly for some potential students. IRIS courses are also not part of this year's Summer Program which had positively impacted our enrollment numbers last year.

In order to continue to build our program and ensure this year's numbers don't become an ongoing pattern, the team has come up with a few strategies to do so, including:

- Cultivate relationships with other offsite locations
- Adding Race and Ethnicity courses
- More targeted marketing for the summer program
- Creating course or curriculum streams for specific disciplines

We have extended the early bird discount to May 15. Currently 400 students are enrolled, usually about 600 students have signed up by this time. Last year, 1100 students participated completely online. We are currently looking to have 800 or more students signed up by the end of May. We will target our advertising using flyers with specific courses listed and sending to our email list which currently has about 25,000 addresses. ICPSR social media accounts are also promoting the Summer Program. Tagging and sharing with other archive accounts as well.

We have also decided to move courses to Canvas which should reduce the burden on faculty and TAs. It will also reduce technological and library borrowing burden for both the program and for students.

In other news, one course that is will be available in future years is a quantitative methods study on the historiography of slavery.

*****Please think about who you could reach out to (individuals, groups, departments, etc.) recommending the Summer Program to increase enrollment. Individual recommendations/referrals are helpful in enrollment. Prior students are the number one way people hear about us. The second is from an advisor*****

Question from Ken Smith: One minute click-able videos to promote classes?
[Additional discussion about incorporating Summer Program courses as search results on the ICPSR website and how they could be added with specific metadata tags.]

Technology and Standards Update (Kristin Eschenfelder, chair)

Council member Kristen Eschenfelder presented the Technology and Standards report. The Technology and Standards group met virtually on April 19, 2022 to discuss this report. Please see the full [Technology and Standards update](#) for information presented.

The Curation team has reduced wait times for quality checks. Due to hiring, staff changes and changes to internal structure, some employees have been elevated to supervisory roles. The team continues to experience hiring challenges with turnover, onboarding, and training.

The team has implemented changes to curation levels to improve efficiency while maintaining quality. They continue to discuss other ways to enhance these levels.

The Metadata/Preservation group continues to work on Data Model 3 (DM3). DM3 has created some tensions between flexibility and standards which has brought up questions that need to be addressed. They are working hard to decide whether to harmonize legacy data or keep it separate. It is a big question that will undoubtedly affect the way ICPSR works.

In addition, openICPSR and ICPSR integration is now embraced conceptually, but it has created questions surrounding metadata. There can be confusion when looking at a search results page. Some solutions that have been identified are:

- Better context on the search results page could help limit confusion

- Duplicates from original (self-published in openICPSR) to curated also cause confusion which should be clarified.
- Bulk metadata edits would be a significant feature that could help with some of this work but this would be very difficult to implement

There have been a lot of changes concerning product owners and development as previously mentioned. The product owners continue to improve how they work and communicate internally and externally from their team. *CNS has transitioned to a “4 Environments Model” -- 4 layers creates safety of the development environment but gives access to stakeholders for testing and feedback.*

HR challenges--turnover, retention, hiring--remain an issue. Increased pay, more flexibility at other organizations, new competition for Ann Arbor labor due to remote work opportunities, and inflexible university policies have all made it more difficult to maintain and grow the team. Potential solutions could include less hours (summer Fridays), better benefits, allowing for exploration of external opportunities (leave of absence for a year).

Feedback and Decisions

Formal Motions

2023 Budget Approval as proposed by the Budget Committee

Kristen brings forth the motion Kristen, James seconds motion

- Discussion
 - No discussion, questions, or concerns.
- Vote = Yea, unanimous

ICPSR Operating Budget Fiscal Year 2023 Proposed Budget

*** This display does not include sponsored direct revenue or expenses ***

FY23 Proposed Budget	
Sponsored - Indirect	6,500,000
CNS Recharge - Sponsored Project Funded	1,500,000
Membership	4,400,000
Summer Program	2,000,000
UM/ISR Funding	314,000
Other non-sponsored	-
VDE General Income	40,000
Total Revenue	14,754,000

FY23 Budget			
	Sal/Ben	Non-Sal	Total
Administration	928,000	110,000	1,038,000
Business and Collection Development	396,000	50,000	446,000
Computing and Network Services	4,233,000	450,000	4,683,000
Curation	958,000	15,000	973,000
Director's Office	1,258,000	21,000	1,279,000
Education	207,000	1,615,000	1,821,000
Membership and Communications	757,000	136,000	892,000
Metadata and Preservation	562,000	29,000	590,000
Product Owner	386,000	8,000	394,000
Project Management and User Support	728,000	15,000	743,000
ICPSR Overhead			
Building Fund		612,000	612,000
ISR Operation and Central Services		795,000	795,000
Provost Taxes		746,000	746,000
Total Expenses	10,413,000	4,602,000	15,012,000
Total Revenue - Total Expenses			(258,000)

2024 Membership Rate Card Increase as proposed by the Communications Committee

Kristen brings forth, Gisela seconds

- Discussion
 - No discussion, questions, or concerns
- Vote = Yea, unanimous

US ACADEMIC INSTITUTIONS

2015 Carnegie Category	2000 Carnegie Category	Proposed FY2024
Doctoral University Highest Research Activity	Extensive	\$21,090
Doctoral University Higher Research Activity	Extensive	\$20,000
Doctoral University Higher Research Activity	Intensive	\$11,370
Doctoral University Moderate Research Activity	Intensive	\$9,840
Master's Large		\$7,980
Master's Medium		\$3,275
Master's Small		\$2,845
Baccalaureate/ Specialized		\$2,630
Community College		\$660
High School		\$545

NON-ACADEMIC INSTITUTIONS

Level	Proposed FY2024
Associate I	\$19,015
Associate II	\$12,630
Associate III	\$6,340
Associate IV	\$2,630

Annual Piper Simmons Data Contributor of the Year Award Proposal

- Presented by Amber Amen-Ra
 - Recognition of amazing data contributions to ICPSR,
 - Award goes to external contributors but nominations can come from staff or the U-M community for exceptional data contributions.
 - Award to the depositor or group of depositors for their contributions over any period of time.
 - Picking the best of all the data that has been deposited thus far
 - Best = timeliness, effort, quality, strong evidence of collaboration
- Vote = Yea, Unanimous

Award

The Piper Simmons Data Contributor of the Year Award

The Depositor of the Year Award was established in 2022 to recognize the outstanding effort of a data contributor to share important data contributing significantly to social and behavioral research. This award is named for our colleague Piper Simmons, who served as an ICPSR Acquisitions champion during her 32+ years of service. Piper, who retired in 2019 from ICPSR, passed away in 2022 and left a legacy of passionately working with researchers to navigate data sharing through ICPSR.

Each year, ICPSR staff nominates a depositor who deserves to be recognized by ICPSR for being a good data steward and demonstrating the values around data sharing for which Piper would be proud.

Criteria

The depositor of the year award is granted based on a combination of some or all of the following factors: Significance of Topic Studied, Notable in Its Timing, Quality of the Deposit Submitted, Significance of the Population Studied, Level of Effort Undertaken to Prepare and Contribute the Data, and/or Strong Evidence of Collaboration. The Selection Committee will select the awardee based on one or more of these factors.

Award Procedures and Presentation

The ICPSR selection committee will consist of five ICPSR staff and faculty appointed by the director based on recommendations from the Staff Advisory Committee and the ICPSR data acquisitions staff. Currently, the ICPSR selection committee includes Dharma Akmon, Ambyr Amen-Ra, David Bleckley, Dory Knight-Ingram, and Amy Pienta. Nominations are solicited by open invitation. Staff or Organizational Representatives can nominate a data contributor they feel meets the criteria listed above. The awards are announced in ICPSR communications. Winners will receive a plaque and be listed on the ICPSR website.

About the Award

The Piper Simmons Data Contributor of the Year awards honors data depositors who make significant contributions to social and behavioral science research:

Piper Simmons

Piper retired in 2019 after providing ICPSR with over 32 years of service and dedication to ICPSR and the University of Michigan. A contributor to ICPSR's mission, Piper often tracked down important data and supported depositors through the deposit and dissemination process. Her work significantly and thoughtfully expanded ICPSR's archival holdings over three decades. She played a key role in helping depositors, assisting researchers with data management plans, and establishing ICPSR's acquisitions leads workflow. Piper's most recent role at ICPSR was as a member of the Project Management and User Support unit and as a member of the Acquisitions team.

She will always be remembered for her passion and knack for finding data depositors in a sea of lost data. We will miss Piper's big smile, warm, positive energy, kindness for all her colleagues, and a seemingly never-ending supply of interesting life stories. Piper loved music and African culture. She was a fantastic singer and Shekere maker; a gift she shared with many in the Detroit community and beyond.

Piper Simmons, a true gem and ICPSR data champion passed away on January 21, 2022, at 63.

Appendix

- I. Directors Report
- II. Research Data Ecosystem
- III. Budget Update
- IV. Summer Program
- V. Technology and Standards