

TEXAS DIGITAL LIBRARY | FALL GOVERNING BOARD MEETING MINUTES

November 10, 2020 | 11:00 am – 2:00 pm | Online

ATTENDEES

Diane Bruxvoort, University of North Texas

Earnstein Dukes, Texas Tech University

Kelly Gonzalez (Chair), MSIS, MBA, UT Southwestern Medical Center

Lorraine Haricombe (Vice-Chair/Chair-Elect), University of Texas at Austin

Shawna Kennedy-Witthar (Secretary/Treasurer), West Texas A&M University

Marilyn Myers, University of Houston

Mark Smith, Texas State Library and Archives Commission

Kristi Park, Texas Digital Library

Courtney Mumma, Texas Digital Library

Lea DeForest, Texas Digital Library

Regrets: David Carlson, Texas A&M University

Welcome and Agenda Review, Kelly Gonzalez, Chair

Reference: [meeting agenda](#)

Kelly Gonzalez, Chair, called the meeting to order at 11:05 a.m.

I. Approval of Spring Meeting Minutes

Reference: [Spring meeting notes from June 9, 2020](#)

Shawna Kennedy-Witthar, Secretary-Treasurer, asked Board members to review and approve meeting minutes from the Spring 2020 governing board meeting.

Outcomes / action items: Diane Bruxvoort, UNT, motioned to approve the spring meeting minutes; motion was seconded by Lorraine Haricombe, UT Austin. The consent agenda was unanimously approved by voice vote.

Next steps: TDL will publish the spring Governing Board meeting minutes in DSpace.

II. Board Business

Kelly Gonzalez, board chair, called for a nomination and voice vote to fill the vacant vice-chair / chair elect position on TDL's Governing Board.

Outcomes / action items: Earnstein Dukes nominated Lorraine Haricombe; Diane Bruxvoort seconded. Haricombe was unanimously approved to serve as vice-chair / chair-elect.

Next steps: Haricombe will join monthly Executive Committee meetings. TDL will ensure the Governing Board roster is updated on documents, website, and marketing collateral.

III. Strategic Planning

Reference: [Strategic Plan 2020-2023](#) and [Key Performance Indicators \(KPIs\)](#)

TDL shared a draft of the 2020-23 Strategic Plan at the Fall Member Board meeting in September 2020. During the interim period, TDL staff have further developed the Key Performance Indicators (KPIs) of the Strategic Plan and members of TDL's Member and Governing Boards submitted no additional feedback.

Kristi Park presented the KPIs aligned with strategies and initiatives at the meeting and proposed that TDL update the mission and vision statements.

- Under Strategy #1: Mark Smith of the Texas State Library and Archives Commission expressed his appreciation and support for TDL's push for DPLA aggregation.
- Under Strategy #2: Courtney Mumma clarified information regarding training trainers about the Data Carpentries pilot.
- Under Strategy #3:
 - Park clarified that the Inclusion, Diversity, Equity, and Accessibility (IDEA) KPIs were developed by TDL staff and the Strategic Plan working group. TDL did not pay for consulting and avoided burdening our members with helping define the KPIs around this work.
 - Park also clarified that TDL has set aside funds for software development that will be used for an accessibility assessment and subsequent remediation. TDL hopes to have Voluntary Product Accessibility Templates (VPATs) available for DSpace and Vireo by the end of 2021. Diane Bruxvoort expressed her enthusiasm for working toward change that will positively impact the whole community.

- Under Strategy #4:
 - Lorraine Haricombe, UT Austin, expressed her support and enthusiasm for recruiting HBCUs to the consortium and indicated that the HBCU Alliance would be a good partner in this endeavor.
 - In response to a question from Diane Bruxvoort, UNT, Park clarified that the Governing Board has discussed ways to prepare for opportunities from potential members outside of Texas, and that, in the past, most non-Texas based institutions have approached TDL regarding membership. Additionally, Park noted that TDL is currently discussing affiliate membership with one non-Texas based academic institution.

Outcomes / action items: Lorraine Haricombe moved to approve and adopt the strategic plan; Kelly Gonzalez seconded. TDL's 2020-2023 Strategic Plan was unanimously approved by voice vote.

Next steps: TDL will publish the approved Strategic Plan in DSpace and announce the plan to the entire consortium in November 2020. TDL's will use the Strategic Plan and KPIs to structure reporting on initiatives, stay focused on goals, and remain accountable to members.

IV. Financial Report

Reference: [Membership income breakdown for FY20 by membership and services](#) and [Changes to expected income for FY21](#)

Kristi Park delivered a report that illustrated TDL's income breakdown by membership and service fees, with a closer look at which services comprise our service fee income. The income breakdown report highlighted the improved structure of TDL's membership and service fees: Prior to 2017, members of the consortium paid for membership and access to all services inclusively. Now that TDL's services are "à la carte," TDL members are rethinking their subscriptions based on usage levels at their institutions. Park clarified that the attrition rate shown in the reports is to be expected and not a cause for major concern.

Kristi Park presented an update on TDL's expected income for fiscal year 2020-2021 (FY21). Park reported that TDL has not yet seen significant effects from pandemic-related spending restrictions in the current fiscal year. TDL expects positive variances in income from new DPLA and digital preservation service users and negative variances from losses to Texas Data Repository, digital repository hosting, and academic journal hosting users. As a result, TDL's

projected income is \$9,000 less than budgeted for the year, but projections for lower expenditures this year (especially in travel and marketing budgets) will offset the minor losses.

TDL expects more DPLA members and an affiliate membership currently in process, but also forecasts vulnerabilities with some service users. Additional income noted in the report is related to the new Archive-It consortium, but, Park noted, that income is just a pass-through; the Archive-It membership will appear on balance sheets from now on, but will zero out.

Lorraine Haricombe shared an observation that other organizations are investing in publicity and marketing materials. Haricombe suggested that TDL do the same, especially outside of Texas. Park shared that TDL may consider setting aside funds to help members by reducing their fees for a year or two in light of the severe budget cuts projected for Texas institutions.

Outcomes / action items: NA

Next steps: NA

V. Spending priorities for cash reserve

Reference: [TDL's Reserve Policy](#)

Kristi Park led a discussion on how to determine the best use of TDL's balance forward for purposes that further the mission of the organization and its members. TDL entered FY21 with approximately \$1.4 million to spend.

Park proposed forming a committee composed of two or three Governing Board members and TDL staff to develop strategic priorities for use of the cash reserve. Lorraine Haricombe, UT Austin, signaled her approval of the formation of a smaller group to develop strategies for spending and model expected losses of membership funds due to pandemic-related policies. Diane Bruxvoort, UNT, stressed that the expenditure of the cash reserve is not a rainy-day fund but a way to strategically tackle big problems and have a positive impact on the library and archives community.

Outcomes / action items: A working group was formed to develop a strategy to spend TDL's cash reserve. The group is composed of Kristi Park and Courtney Mumma of TDL; Diane Bruxvoort, UNT; Lorraine Haricombe, UT Austin; and Kelly Gonzalez, UT Southwestern.

Next steps: The group has set a goal to report back to the Governing Board in spring 2021 as part of the regular budgeting process.

VI. Member Recruitment Report and Discussion, Kristi Park

Reference: [recruitment strategies](#) and [proposal for member-affiliated units](#)

Kristi Park shared TDL's recently updated recruitment plan that includes strategies for identifying prospective members through market research and outlines outreach efforts for both Texas-based and non-Texas based institutions. Park discussed steps for regional recruitment and clarified that prospects have been identified with neighboring states and from members with the SCAMeL consortium. Lorraine Haricombe of UT Austin shared that both Oklahoma State and New Mexico State would be good prospects to pursue and offered to help with outreach. Kelly Gonzalez, UT Southwestern, identified a new opportunity with the University of Florida.

Mark Smith, TSLAC, shared that public libraries in major cities, especially Dallas and San Antonio, would be good candidates for TDL's new DPLA service. Smith offered his help with outreach Park noted that many public libraries currently partner with the Portal to Texas History and that TDL's primary focus will be to invite consortium members to add the service to their subscriptions. Smith also posited that financial barriers to membership are likely to increase, as institutions are expecting budget cuts from the Texas legislature. Park and other board members agreed that the biggest barrier for membership is cost teamed with a lack of understanding of the value proposition for TDL. Courtney Mumma concluded that future market research will lend insight to the questions around barriers to membership.

Kristi Park shared a proposal that would allow the member libraries to offer use of TDL services to other campus units under the library's membership. TDL would charge service fees and not membership fees of the campus unit, translating to less expense than an affiliate membership. Member libraries would bill campus units; TDL would not bill them separately.

Shawna Kennedy-Witthar, West Texas A&M University, noted that smaller schools already see TDL membership as serving units university-wide. Park clarified that the current model need not change; member institutions are allowed to invite content from campus units. However, if a larger unit (such as a large museum or archives) wanted a separate repository, TDL can work with member libraries to offer a solution. TDL's repository hosting service fee would be charged to the member library and based on the estimated amount of storage required by the campus partner. Member libraries would have the option to share TDL membership fees with the

campus partner or continue to pay membership fees in full. The policy would not apply to consortial memberships.

Outcomes / action items: The Governing Board adopted the recruitment policy and proposal for member-affiliated campus units.

Next steps: TDL staff will report back on marketing research and outreach tactics for Texas-based HBCUs at spring Governing Board meeting. TDL will develop talking points for Governing Board members to assist with outreach efforts, with special emphasis on DPLA for public libraries. TDL will announce the member-affiliated campus unit proposal to the consortium in January 2021.

VII. Vireo sustainability, Kristi Park and Courtney Mumma

Reference: [Vireo OSS Sustainability overview](#) and [strategies](#)

Kristi Park and Courtney Mumma delivered an overview of TDL's work and history with Vireo ETD Management, presented some of the challenges with being the home of open source software (OSS), and outlined possible strategies for securing financial sustainability for Vireo long-term. Park and Mumma clarified differences between the TDL-hosted Vireo service and supporting the Vireo OSS.

Governing Board members expressed that being the home for Vireo OSS offers reputational value for TDL. The Board and TDL staff expressed their mutual commitment to ensuring Vireo remains open-source and free of proprietary interests. The board discussed various strategies for long-term sustainability, including grant-seeking and use of the cash reserve for bridge funding, or the development of a Vireo sponsorship program to allow open source users to contribute to on-going development.

Outcomes / action items: Working group for cash reserve policy will review Vireo OSS challenges.

Next steps: Park and Mumma will bring discussion to Vireo User Group for input. Kristi Park is participating in a sustainability workshop with LYRASIS that will offer guidance with developing a plan for Vireo sustainability.

VIII. Follow-up on DEIA discussion from the Member Board meeting

Reference: [DEIA discussion from Fall Member Board meeting](#)

Kristi Park summarized the discussion of Inclusion, Diversity, Equity, and Accessibility from the 2020 Member Board meeting. TDL's Governing Board wants to advocate for or push for TDL to prioritize the following ideas: see also Strategy #3 of TDL's 2020-23 Strategic Plan.

- Student support through scholarships, internships, fellowships
- Building capacity for greater accessibility of content in repositories and open educational resources (OER)
- Multilingual translation of content
- Collective metadata assessment and remediation projects to identify and eliminate racial and other forms of bias in collections metadata
- Training offerings or group discussions around accessibility issues, policy development related to historical materials that contain offensive materials, and other DEIA topics
- Sharing an ARL Diversity Fellowship with TDL members, with a segment spent on staff at TDL.

Outcomes / action items: The cash reserve policy will include strategies for leveraging funds to promote DEIA initiatives at TDL and among its members.

Next steps: TDL will publish an anti-racism action plan in early 2021.