Texas Digital Library

ANNUAL MEMBER BOARD MEETING
Monday, September 9, 2019 | 7:45 a.m. – 9:00 a.m.

AGENDA

7:45 - 8:00	Breakfast Welcome and introductions	Lisa German *Governing Board Chair*
8:00 - 8:10	Board business • Introduction of new board members • Presentation of Board Reserve Policy • Repository for board materials	Lisa German
8:10 - 8:35	TDL Presentation • State of TDL and TDL services • Objectives for 2020	Kristi Park *TDL Executive Director*
8:35 - 8:50	*Development of TDL Value Proposition:* The Governing Board proposes the creation of a Member Board Committee to develop talking points aimed at deans, directors, and other administrators.	Lisa German
8:50 - 9:00	Open discussion	

BOARD BUSINESS

– Introducing new board members and governing board election results

– Reserve Policy available in TDL DSpace Repository: https://hdl.handle.net/2249.1/156437

– Member Board and Governing Board materials will be archived in the TDL DSpace Repository https://tdl-ir.tdl.org/handle/2249.1/156422

STATE OF TDL

Service Usage

Digital Repository Hosting	ETD Management	Open Access Journals	Research Data Management	Digital Preservation Services
20 DSpace repositories ~ 10 TB ~ 185,000 items 17 members	15 members using Vireo	14 members 74 OJS journals 7 new in summer 2019	10 TDR members 319 Dataverses 808 Datasets 23,600 files	7 members + chronopolis ~ 57 TB
TDL has 23 members: 22 full members and one affiliate member.				

Financial Report

Membership Income 2016-2020   ARL members   other members   *projected

BUDGETED INCOME FY20	BUDGETED EXPENSES FY20

BUDGETED INCOME FY20

$1,200,000

$1,000,000

$800,000

$600,000 — $989,292

$400,000

$200,000

$0

BUDGETED EXPENSES FY20

One-time exp: $135,591

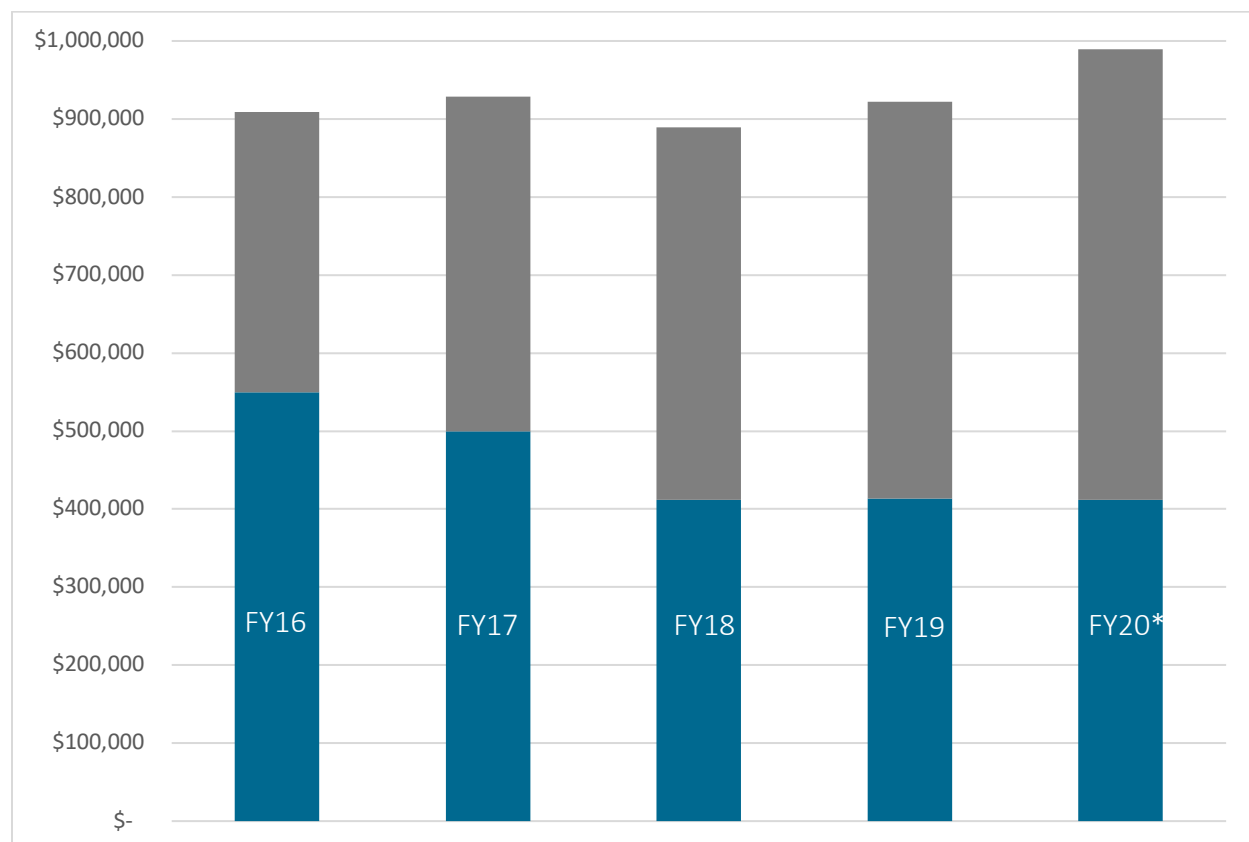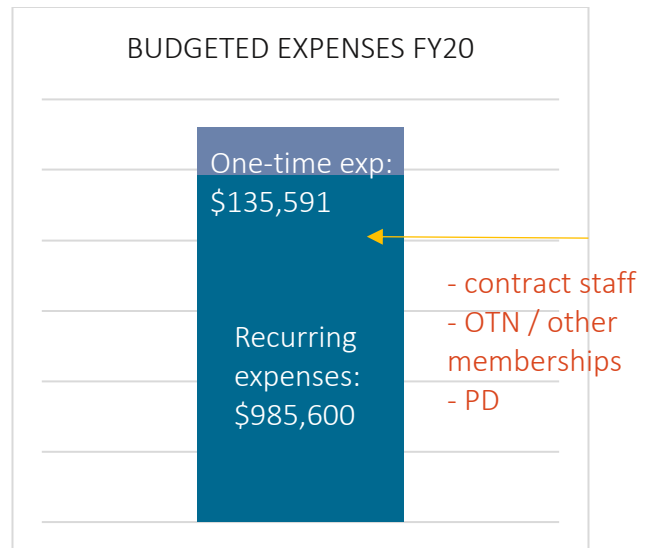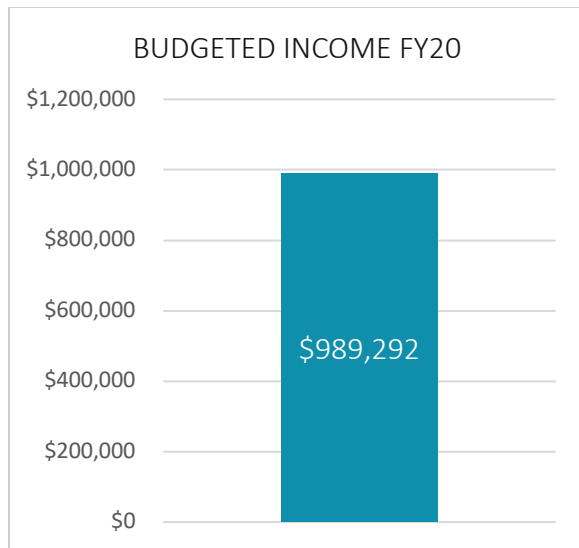Recurring expenses: $985,600

- contract staff
- OTN / other memberships
- PD

Strategic Objectives 2020

Complete multiple levels of strategic and service planning.

– Member Census and Survey (through Fall 2019)
– Staff synthesis and planning (Spring 2020)
– Board-level strategic planning (Summer 2020)
– On-going: Road-mapping for each hosted service

Maintain and enhance core services and infrastructure.

– DSpace: DSpace 7 and user group-led enhancements
– Vireo 4: Upgrades in 2020
– Systems automation and integration
– TDR: New research data use cases
– DPS: Private and sensitive data storage

Expand services to meet needs expressed via member feedback.

– Areas of emphasis: OER support, DPLA aggregation

Develop deep(er) collaborations with members and partners to tackle complex problems.

– Expanding capacity
– TDL as convener
– Rethinking working groups

Support existing and emerging efforts to strengthen a global networked Open Infrastructure for libraries and archives.

– Open Source memberships and contributions
– Mapping the Scholarly Communications Landscape 2019 Census
– Invest in Open Infrastructure (launched May 2019)

Continue growth in our academic library membership and opportunistically expand beyond this original base.

- HBCUs
- Community College Systems
- Larger public libraries

Ways to Engage and More Resources

Upcoming events	Upcoming webinars	More resources
DSpace NA, Sep 23-24, 2019	WATX, Sep 5 & Oct 22	Digital Packet
Web Archiving Texas, Nov 6, 2019	Linked Data, Sep 11	Email us: info@tdl.org
OTN Workshops, Spring & Fall 2020	Pressbooks, Fall 2019	Visit www.tdl.org
TCDL 2020, May 18-21, 2020	OTN, late September	Follow @TXDigLibrary

TDL Member Board 2019-2020

Governing Board Member	New Board Member	* Founding TDL Member

Angelo State University
   Christopher Metz
	Trinity University
	   Christopher Nolan

Baylor University
   John Wilson
	University of Houston *
	   Lisa German

Sam Houston State University
   Eric Owen
	University of Houston - Clear Lake
	   Vivienne McClendon

Stephen F. Austin State University
   Jonathan Helmke
	University of North Texas
	   Diane Bruxvoort

Texas A&M International University
   Doug Ferrier
	University of North Texas Health Science Center
	   Daniel Burgard

Texas A&M University *
   David Carlson
	University of Texas at Austin *
	   Lorraine Harricombe

Texas A&M University - Corpus Christi
   Catherine Rudowsky
	University of Texas at Dallas
	   Ellen Safley

Texas A&M University – Galveston
   David Baca
	University of Texas Medical Branch
	   Pat Ciejka

Texas State University
   Joan Heath
	University of Texas Rio Grande Valley
	   Paul Sharpe

Texas Tech University *
   Bella Karr Gerlich
	University of Texas Southwestern Medical Center
	   Kelly Gonzalez

Texas Woman's University
   Suzanne Sears
	West Texas A&M University
	   Shawna Kennedy-Witthar

TDL Update
Member Board Meeting
September 9, 2019

Kristi L. Park
Executive Director, Texas Digital Library
Contact: kristi.park@austin.utexas.edu

Agenda

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8:00 - 8:10	Board business - Introduction of new board members - Presentation of Board Reserve Policy - Repository for board materials	Lisa German
8:10 - 8:35	TDL Presentation State of TDL and TDL services Objectives for 2020	Kristi Park TDL Executive Director
8:35 - 8:50	*Development of TDL Value Proposition:* The Governing Board proposes the creation of a Member Board Committee to develop talking points aimed at deans, directors, and other administrators.	Lisa German
8:50 - 9:00	Open discussion	

2019-20 TDL Governing Board

TDL Governing Board members for 2019-20 are:

- David Carlson(Chair), Texas A&M University*
- Bella Karr Gerlich , Texas Tech University*
- Lisa German, University of Houston*
- Kelly Gonzalez, UT Southwestern Medical Center
- Lorraine Haricombe, University of Texas at Austin*
- Shawna Kennedy-Witthar, West Texas A&M University
- Catherine Rudowsky, Texas A&M-Corpus Christi
- Mark Smith, Texas State Library and Archives Commission
- Kristi Park, TDL Executive Director**
- Courtney Mumma, TDL Deputy Director**

ex officio member

**ex officio*, non-voting member

Board Reserve Policy

Purpose of this policy

This policy governs the maintenance and use of an Operating Reserve to stabilize TDL finances, providing a cushion against unexpected loss of income, and in the worst case scenario, assuring sufficient funds for an orderly shutdown of the organization.

Amount of the reserve

The Texas Digital Library will maintain a cash reserve of 3 months' worth of operating funds as an Operating Reserve for use to wind down operations in case of dissolution of the organization or to cover emergency revenue shortfalls

Reserve amount for 19-20

$270,298

Policy available in TDL DSpace Repository: https://hdl.handle.net/2249.1/156437

Repository for Board Materials

Member Board and Governing Board materials will be accessible in the TDL DSpace Repository.

https://tdl-ir.tdl.org/handle/2249.1/156422

Materials are publicly available.

State of TDL

TDL Membership Income 2016-2020

*projected
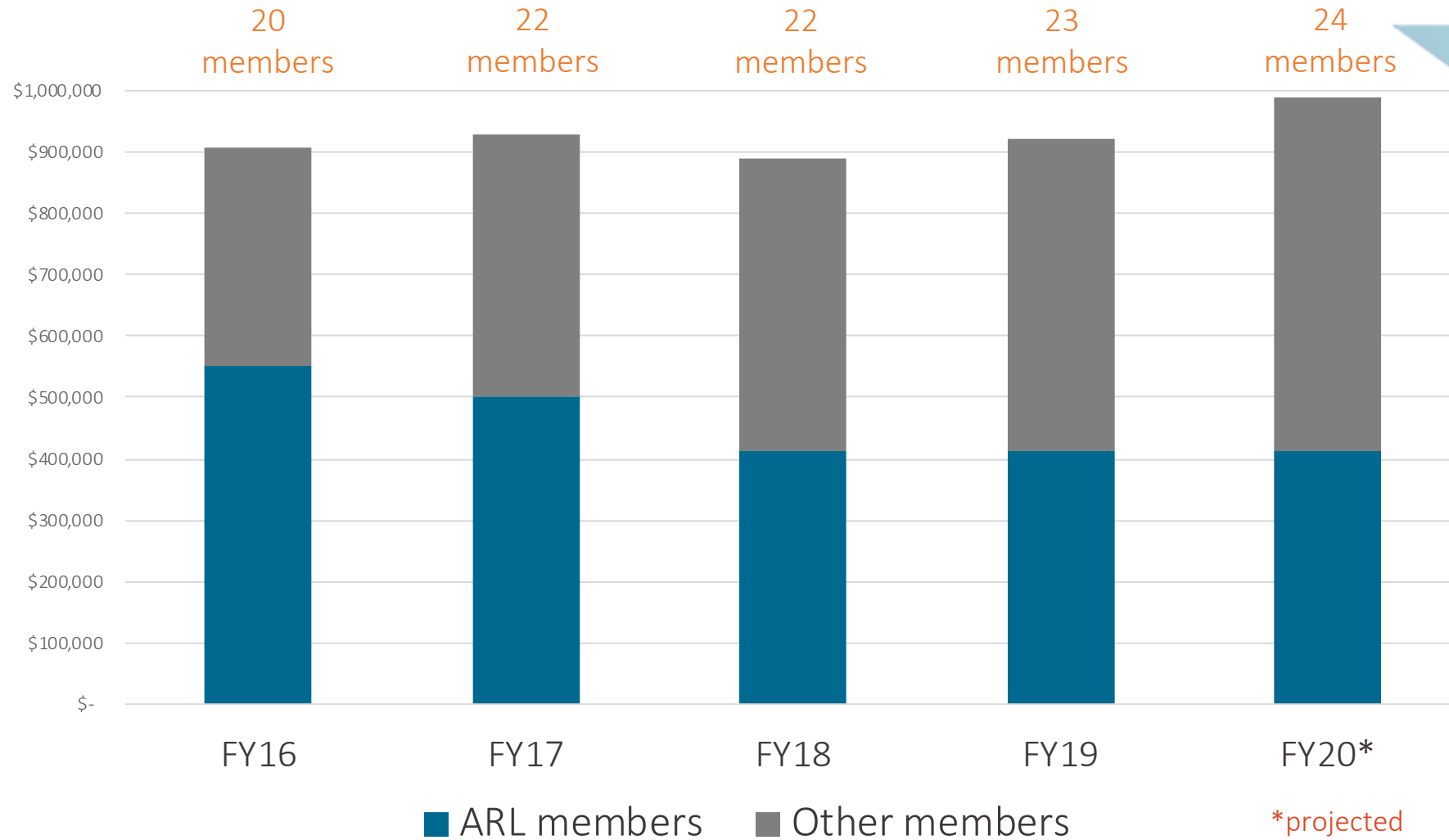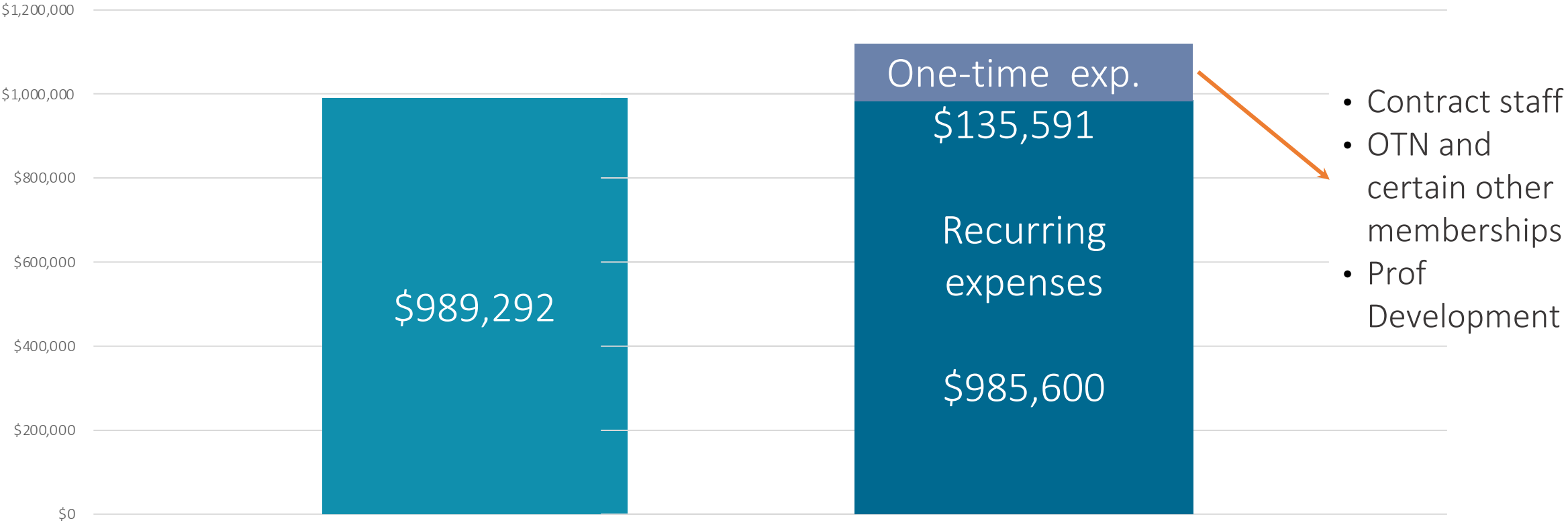
Strategic Objectives 2020

More about member census and survey

Site visits

- TDL has completed 16 member visits to-date.

- Seven remaining members scheduled; on track to complete all visits in Fall 2019

Member surveys

First survey to decision makers

- Survey open Oct 1 - Dec 2, 2019

- Report by March 31, 2020

Second survey to all members

- Survey open Spring 2020 (tbd)

- Report findings at TCDL

Complete multiple levels of strategic and service planning.

- Member Census and Survey (through Fall 2019)

- Staff synthesis and planning (Spring 2020)

- Board-level strategic planning (Summer 2020)

- On-going: Road-mapping for each hosted service

For reference: TDL Vision 2020

Maintain and enhance core services and infrastructure.

- DSpace: DSpace 7 and user group-led enhancements (e.g. accessibility compliance, better reporting)
- Vireo 4: Upgrades in 2020
- Systems automation and integration
- TDR: New research data use cases
- DPS: Private and sensitive data storage

Research data use cases

Planet Texas 2050 Grant funding Remote Storage Agent implementation

- Partnership between TACC and TDL to allow TACC researchers to keep their data at TACC while citing it via Dataverse

- Funded 15K for Jim Myers, contractor

- Texas Tech, Texas State and others have expressed interest in using local storage for data, especially larger data

Private and sensitive data storage

IMLS-funded Planning Grant - One Year

Preserving Sensitive Data in Distributed Digital Storage Networks

- Develop a nationwide model for a DDP service that would close gaps in current preservation offerings for sensitive data
- Partnered with UCSD and the San Diego Supercomputing Center, TACC, and several others including TDL members UT Southwestern Medical Center and UNT Health Science Center
- More information here https://www.tdl.org/2019/07/preserving-sensitive-data/

Expand services to meet needs expressed via member feedback.

Areas of emphasis: OER support, DPLA aggregation

Open Educational Resources support

- PressbooksEDU discount program (30% discount on silver and gold subscriptions)
- Open Textbook Network consortial membership
- TDL OER Ambassadors Group

Open Textbook Network Membership

All Regular and Consortial Members included in the membership. No additional service cost.

Two components

1. Regional OTN Workshops (3 workshops)
2. OTN Summer Institute (6 seats)

OTN Workshops

TDL will host 3 OTN Workshops across the state; 2 scheduled for Spring 2020 and 1 scheduled in Fall 2020.

These train-the-trainer workshops prepare campus leaders to implement OTN's OER faculty incentive programs on their campuses.

Workshops will be free to attend, and open to TDL members only.

OTN Summer Institute

TDL has 6 seats at the weeklong OTN Summer Institute in Summer of 2020.

2 seats reserved for ARL members.

All expenses paid (travel, registration, lodging).

Applications will open in October.

TDL OER Ambassadors

OTN Summer Institute attendees within the TDL Membership will be able to join the TDL OER Ambassadors Group.

The group will serve to develop a Community of Practice around OER and a source of expertise for all consortium members.

Willingness to become a TDL OER Ambassador is a requirement for application for any of the TDL consortial seats at OTNSI.

DPLA aggregation

Aggregate cultural heritage collections metadata for inclusion in the Digital Public Library of America portal.

Launch DPLA service hub with phased roll-out

- Cohort 0 (pilot cohort) summer of 2019

- Cohort 1 recruitment in Fall 2019 for 2020 aggregation

Costs associated with this service:

One-time onboarding fees	Other fees
- Large research institutions $2500 - Small institutions $1000	- Ongoing service fee $500/$250 per year (large/small) - Creation of Affiliate category for non-members

Develop deep(er) collaborations with members and partners to tackle complex problems.

- Expanding capacity

- TDL as convener

- Rethinking working groups

Support existing and emerging efforts to strengthen a global networked Open Infrastructure for libraries and archives.

- Open Source memberships and contributions

- [Mapping the Scholarly Communications Landscape 2019 Census](#)

- [Invest in Open Infrastructure](#) (launched May 2019)

Continue growth in our academic library membership and opportunistically expand beyond this original base.

- HBCUs

- Community College Systems

- Larger public libraries

Questions/Discussion

Reminders

Upcoming events	Upcoming webinars	More resources
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Web Archiving Texas, Nov 6, 2019	Linked Data, Sep 11	Email us info@tdl.org
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Development of TDL Value Proposition

The Governing Board proposes the creation of a Member Board Committee to develop talking points aimed at deans, directors, and other administrators.

TDL Bylaws (Revision May 2018)

Article I – Name

The name of the organization is the Texas Digital Library, hereinafter known as TDL. The Texas Digital Library is an association of institutions whose fiscal agency is the University of Texas at Austin Libraries.

Article II – Mission, Code of Ethics, and Goals

Section 1
The mission of the TDL is to advance and advocate the role of digital libraries and digital scholarly communication technologies that support the research and teaching missions of institutions of higher education in Texas and to promote cooperation, communication and resource sharing among its members. The TDL will seek to represent the interests of all member institutions in its decision-making.

Section 2
The Texas Digital Library is committed to maintaining high standards of ethics at all times.

Section 3
The goals for the Texas Digital Library is:

- to provide an open forum and adequate representation to all digital library professionals and organizations
- to be a resource for members in all stages of digital library development in support of scholarly communication
- to provide a set of services to TDL member organizations that support digital scholarly communication
- to identify targets of opportunity that can benefit members and establish effective means of communication to facilitate members' focus on areas of interest
- to establish a collaborative atmosphere in which members can come together to help each other and ultimately improve the digital library community in Texas
- to serve both the membership and the digital library community through a variety of programs such as the Texas Conference on Digital Libraries (TCDL), the TDL training program, and presentations at international conferences
- to provide and cultivate leadership in the digital library community that effectively communicates issues, concerns, and developments for the improvement of scholarly communication
- to provide recognition of outstanding achievements in statewide digital library development in support of scholarly communication

Article III – Membership and Member Board

Section 1
Membership in the TDL shall be limited to nonprofit institutions of higher education. Three classes of membership are available: Regular Member, Affiliate Member, and Consortia Member.

Section 2
Regular member. The administrative head of the library of the institution will act as the representative to TDL. Each administrative head shall have one place on the Member Board with one vote. An administrative head may designate a person to represent him/her at meetings as a discussant and to vote on questions. This designation must be put in writing and presented to the chair of the meeting prior to the beginning of the meeting.

Section 3
Affiliate member. The administrative head of the library of the institution will act as the representative to TDL. Affiliate members can serve on committees but do not have a place on the Member Board, cannot vote, and cannot hold office.

Section 4
Consortia member. Multiple Regular members can be grouped into a Consortia membership, with approval of the Governing Board. The administrative head of the library of one of the institutions will act as the representative to TDL. This administrative head shall have the rights of a Regular Member. This administrative head may designate a person to represent him/her at meetings as a discussant and to vote on questions. This designation must be put in writing and presented to the Chair of the meeting prior to the beginning of the meeting.

Article IV – Officers

Section 1
The officers of the TDL shall be Chair, Vice-Chair/Chair Elect and Secretary/Treasurer.

Section 2
The Officers will serve as the Executive Committee. (See Article V, Section 5)

Section 3
The term of office is one year for Chair and Vice-Chair/Chair Elect. The term of office is two years for Secretary/Treasurer.

Section 4
The Chair shall be the presiding officer of the Governing Board and, with the aid of the Executive Committee, establish meeting agendas and represent the organization.

Section 5

In the absence or withdrawal of the Chair, the Vice-Chair/Chair Elect shall have and perform all duties and obligations of the Chair. The Vice-Chair/Chair Elect shall also perform other duties as may be assigned by the Chair or the Governing Board. The Vice-Chair shall exercise duties incident to the office including appointing committees and providing a program of work for each standing committee and such other duties as may seem appropriate.

Section 6

The Secretary/Treasurer shall keep minutes of the proceedings of the Governing Board and maintain a register giving the names and addresses of administrative heads entitled to vote. The Secretary/Treasurer shall also keep such other records as may be required, including all financial records. The Secretary/Treasurer will report on the state of the TDL's financial resources at the fall meeting.

Article V – Governing Board and Executive Committee

Section 1

The Governing Board of the TDL shall consist of the Founding Association of Research Library (ARL) Members and at least three members elected at large from the other Regular Members. The Governing Board members will choose the Chair, Vice-Chair/Chair Elect, and Secretary/Treasurer at the fall meeting after the Member-at-Large position(s) have been filled.

Section 2

For every four non-Founding-ARL Regular Members added to the TDL membership, the Governing Board may increase its elected representation by one member.

Section 3

The TDL Director and a staff representative determined by the Director will serve as *ex officio,* non-voting members of the Governing Board.

Section 4

Five members of the Governing Board, including at least three Founding ARL members, shall constitute a quorum.

Section 5

The Executive Committee shall be appointed by the Governing Board and will consist of at least one Founding ARL member and at least one other Regular Member of the Governing Board.

Section 6

Those members appointed to the Executive Committee will serve for two years.

Section 7

The Executive Committee shall be responsible for recommending a proposed budget and dues schedule to the Governing Board. The Executive Committee shall set the agenda for meetings and carry out other necessary business as occasions may arise.

Section 8
Should the office of Vice Chair/Chair Elect, Secretary/Treasurer, or a Member-at-Large position become vacant, the Governing Board shall appoint a member to fill the office or position for the remainder of the regular term.

Article VI - Committees

Section 1
The Standing Committees include: Conference Committee, Nominations and Elections Committee (see Article VII), Awards Committee, and Legislative Committee. The Conference Committee shall be responsible for the annual Texas Conference on Digital Libraries (TCDL). The Awards Committee shall be responsible for acknowledging outstanding achievements in digital libraries in support of scholarly communication throughout the state of Texas. The Legislative Committee shall keep the TDL membership informed of legislation affecting all libraries serving institutions of higher education, work to establish beneficial relationships with the State Legislature and the Texas Higher Education Coordinating Board, and work in cooperation with the Texas Library Association.

Section 2
The Chair may appoint such special committees as are deemed necessary to perform such duties as may be assigned to them.

Section 3.1
With the exception of the Legislative Committee, committee member(s) shall be appointed by the Vice-Chair/Chair Elect for a period of two years.

Section 3.2
The Legislative Committee shall be appointed for a two-year term in even-numbered years by the Vice-Chair/Chair Elect. Individuals with needed expertise that are not TDL members may be appointed as committee members to serve without voting privilege, but the majority of the committee members must be members of the TDL.

Section 3.3
The diversity of the organization shall be reflected in the membership of each committee.

Section 4
Each committee chair will report in writing to the TDL membership. The report should contain the record of activities of the committee. Failure of a committee to complete the program of work provided by the Chair shall be sufficient cause for removal of the committee's membership.

Article VII – Nominations and Elections

Section 1
In the spring, the Chair shall appoint a Nominating Committee of three members, one of whom shall be the exiting Chairman of the Governing Board.

Section 2
The Nominating Committee shall name at least one candidate for each Member-at-Large board position to be filled. At-large members will serve terms of three years, with one third of the at-large positions being elected each year. Such nominations shall reflect the diversity of the organization. Nominations may also be made from the floor.

Section 3
The Nominating Committee shall conduct the election prior to the Fall Meeting of the Member Board.

Article VIII – Meetings

Section 1
The TDL shall meet annually in the fall at a time and place to be determined by the Governing Board acting on behalf of the members. The Chair shall report to the membership on the Governing Board's activities since the previous meeting. Interest groups within the TDL may schedule regular discussion groups to meet during the annual meeting.

Section 2
Other meetings may be called at the discretion of the membership or of the Governing Board. All related expenses will be the responsibility of the interest group calling the meeting.

Section 3
A majority of the Member Board, including at least three of the Founding ARL members, constitutes a quorum, and a majority of those present and voting shall decide the question.

Section 4
The rules contained in the latest edition of Robert's Rules of Order Revised shall govern the TDL in all cases to which they are applicable, and in which they are not inconsistent with the Bylaws or any special rules of order established by the TDL.

Article IX – Funds, Contracts, and Property

Section 1
The TDL's fiscal year shall be September 1 through August 31 of the following year.

Section 2
Funds for expenses of the TDL shall be derived from annual institutional membership fees paid by members and from additional funds that accrue from TDL activities, gifts, and other sources.

Section 3
An annual institutional membership fee will be assessed. The fees will be set by the Governing Board at the fall meeting, and will be due by the following August 1.

Section 4
In the event that the TDL ceases to exist, the financial assets, such as they may be, will inure to the benefit of the members.

Article X – Records

The Governing Board shall determine the repository for records of the TDL.

Article XI – Amendments

Section 1
Amendments to these Bylaws may be made only by an affirmative vote of a majority at a meeting of the Governing Board.

Section 2
Notice of the proposed amendments to the Bylaws will be given in writing at least thirty days in advance of the meeting.

TEXAS DIGITAL LIBRARY MEMBER BOARD 2019 – 2020		
University of Houston – Clear Lake	Vivienne McClendon	mcclendonv@uhcl.edu
University of North Texas	Diane Bruxvoort	Diane.Bruxvoort@unt.edu
University of North Texas Health Science Center	Daniel Burgard	Daniel.Burgard@unthsc.edu
University of Texas at Austin *	Lorraine Harricombe	ljharic@austin.utexas.edu
University of Texas at Dallas	Ellen Safley	Ellen.Safley@utdallas.edu
University of Texas Medical Branch	Pat Ciejka	pciejka@utmb.edu
University of Texas Rio Grande Valley	Paul Sharpe	paul.sharpe@utrgv.edu
University of Texas Southwestern	Kelly Gonzalez	kelly.gonzalez@utsouthwestern.edu
West Texas A&M University	Shawna Kennedy-Witthar	switthar@wtamu.edu

Governing Board Members   * founding TDL member

TEXAS DIGITAL LIBRARY: VISION 2020

<u>Mission</u>

The Texas Digital Library is a consortium of Texas higher education institutions that builds capacity for preserving, managing, and providing access to unique digital collections of enduring value.

Our empowering technology infrastructure, services, and community programs:
- Support research, teaching, and digital curation efforts at our member institutions
- Facilitate collaboration amongst our community and with external partners
- Connect local work to a global ecosystem of digital library efforts

<u>Vision</u>

The Texas Digital Library will be an essential resource, built by and for our institutional members, that enhances access to the unique digital collections of members and ensures their long-term preservation.

<u>Strategies</u>

- Deliver essential preservation services as an integral component of a national digital preservation infrastructure, in order to preserve knowledge for future generations.

- Enhance the access, usability, and interoperability of members' digital collections by fostering connections within the digital library ecosystem.

- Create meaningful and innovative professional development programs.

- Leverage the expertise of member librarians and staff, to take advantage of their talents, develop shared standards and practices, and establish a common base of knowledge across all member institutions.

- Establish a broad and enduring base of funding through membership, external partnerships and funding sources, and legislative appropriation.

2019 TECHNOLOGY ROADMAP – Q1

	01A	01B	02A	02B	03A	03B
Infrastructure	Purchase reserved instances					
	Clean back-ups					
	Monitor processes (Prometheus and Splunk)					
DSpace	Complete DSpace 6 upgrades					
	Plan for bepress to DSpace migration					
Vireo	Develop Vireo 4				Develop Vireo 4	
				Community Sprint		Bug fixing
TDR						
Digital preservation		Update Chronopolis				Update Chronopolis
			Integrity check Duracloud, S3			
OJS	OJS Testing			Pilot OJS 3		
Repository pilot	Supporting Bridge2Hyku					
DPLA	Develop			Conclude metadata work		
Cross-training	Ansible					

2019 TECHNOLOGY ROADMAP – Q2

	04A	04B	05A	05B	06A	06B
Infrastructure			Automate OJS patches/updates			
	Improve access/control SSO					
	Continued: monitor processes (Prometheus and Splunk)					
DSpace	Deploy DSpace updates to training-ir; start DPSUG review (2 wks)	Update production				
	Developer-led bepress to DSpace migration					
Vireo	Bug fixing			Document (user and technical) and Open Source release		
	Bug fixing				Support VUG test of beta Vireo 4	
TDR	Update Dataverse					
Digital preservation						
						Integrity check - DuraCloud AWS S3
OJS	Upgrade OJS 3 production					
Repository pilot						
DPLA	Conclude metatdata work				Onboard TxHub collections to DPLA (Phase 1: Pilot Participants)	
Cross-training	Shibboleth (Nick L)				Logs/Splunk	

	07A	07B	08A	08B	09A	09B
Infrastructure						
DSpace					DSpace NAUG meeting	*DSpace 6 Enhancements (tentative)*
	Evaluate DSpace 7 release			TDL DSpace UG Task Force Evaluation of DSpace 7		
Vireo	Vireo 4 Upgrade Pilot Project				Vireo 4 Upgrade All Production	
	Support VUG test of beta Vireo 4					
TDR	Chronopolis digital preservation planning			Chronopolis in production	Improve Dataverse reports	
Digital preservation						
				Private and Sensitive Data storage investigation (DDP IMLS or TACC single node)		
OJS	Upgrade OJS 3 production (continued)					
Repository pilot						
DPLA	Continued - Onboard TxHub collections to DPLA (Phase 1: Pilot Participants)					
Cross-training	Logs/Splunk continued					

2019 TECHNOLOGY ROADMAP – Q4

	10A	10B	11A	11B	12A	12B
Infrastructure						
DSpace	*DSpace 6 Enhancements (tentative)*					
	TDL DSpace UG Task Force Evaluation of DSpace 7	*DSpace 7 Upgrade Project Planning (tentative)*				
Vireo	Vireo 4 Upgrade All Production					
TDR	Improve Dataverse reports					
Digital preservation						
	Private and Sensitive Data storage investigation (DDP IMLS or TACC single node)					
OJS	Upgrade OJS 3 production (continued)					
Repository pilot						
DPLA						
Cross-training						

TEXAS DIGITAL LIBRARY

Marketing Roadmap

INTRODUCTION

The purpose of the marketing roadmap is to help TDL staff and board members set realistic income goals with respect to the annual budgeting process. The plan also outlines the strategic steps required to reach those goals, as well board and staff responsibilities in accomplishing set goals.

This proposed plan identifies targeted financial goals necessary to support the 2019-20 budget, as well as goals for outreach and member retention beyond the current fiscal year. The plan will be revised and updated on an as-needed basis in conjunction with revisions to the operating budget. Depending on the scope of each project, we use fiscal year (09/01 – 08/31) and calendar year (01/01 – 12/31) to delineate goals and manage data.

TDL Marketing and Outreach Contacts:

Kristi Park	Executive Director	kristi.park@austin.utexas.edu	512-495-4417
Courtney Mumma	Services Manager	c.mumma@austin.utexas.edu	512-495-4418
Lea DeForest	Communication Strategist	deforestlea@austin.utexas.edu	512-495-4639
Loryn McCullick	Administrative Associate	lmccullick@austin.utexas.edu	512-232-7805

LAST UPDATE: April 25, 2019 by Lea DeForest

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FY 20 AT-A-GLANCE

The following are planned activities and events for the 2019-2020 fiscal year (9/1/19-8/31/20).

2019	
SEP	− TDL annual staff retreat − UTSETDA − DSpace North America Users Group Meeting − Digital Frontiers − IMLS Grant Project begins (contingent upon funding) − Texas Advanced Computing Center Symposium for Texas Researchers − TCAL − Annual Member Board Meeting − Pressbooks for faculty webinar (tentative)
OCT	− Fall Governing Board meeting − Virtual OER Summit (tentative) − TCDL registration opens and call for proposals announced − DLF Forum / NDSA − Wrap up remaining member visits
NOV	− TDL Awards nominations open − Deliver report from member census and survey (tentative) − Web Archiving Texas − Initial meeting of IMLS Project Personnel (contingent upon funding) − UT iSchool Capstone Fair − Thanksgiving message
DEC	− Annual Report distribution (electronic)

FY 20 Calendar continues on the next page.

2020	
JAN	– Statewide OER Summit (tentative) – Begin recruitment visits (tentative)
FEB	– Love Data Week – Deadlines: TCDL proposals and TDL Awards nominations
MAR	– Open Education Week – TCDL presenters notified of acceptance – TCDL Student Scholarship application deadline
APR	– TLA Conference – Convene OTN Training Working Group (tentative)
MAY	– Spring Governing Board Meeting – TCDL Leadership Academy – TCDL 2020
JUNE	– Dataverse Community Meeting – Strategic planning meeting (tentative)
JULY	– Society of American Archivists
AUG	– Cross Timbers Library Conference – Final meeting of IMLS Project Personnel (contingent upon funding)

Ongoing Activities

- Member group meetings:
  o DSpace User Group (monthly)
  o DSpace Training and Education Group (monthly)
  o Digital Preservation User Group (monthly)
  o Texas Data Repository Steering Committee (monthly)
  o Vireo Users Group (monthly)
  o TCDL Planning Committee (bi-monthly: August – November; February – May)
  o TDL Awards Committee (bi-monthly: August – October; February – March)
  o Web Archiving Texas Planning Committee (bi-monthly through November)
- Live member forums are hosted via webinar on the third Wednesday of each month.
- E-newsletters are sent bi-monthly.
- Social media activity, and email are as-needed / ongoing.

FINANCIAL GOALS

Financial goals are taken from the Strategic Plan 2017-2020:
- Recruit at minimum 2 additional institutional members by December 2017
- Recruit four additional institutional members in 2018
- Retain all current members and upgrade when possible
- Break even on Texas Conference on Digital Libraries through increased sponsorships.

Projected FY 20 Budget

Income		Budgeted
Membership *(New member income of $38,000)*		$949,792
DPN reimbursement		$0
Transfer" from reserve funds		$131,399
Total Income		*$1,081,191*
Expenses		**Budgeted**
Personnel	Salaries + fringe (permanent)	($731,554)
	Salary + fringe (fixed term)	($53,841)
	Salary reserve	($30,411)
	Wages	($13,180)
	Personnel Subtotal	*($828,986)*
M&O	Infrastructure (AWS & TACC)	($124,550)
	Annual & Monthly ITS Services	($6,500)
	Memberships	($31,750)
	Business Meetings	($3,500)
	General Supplies	($1,000)
	Marketing / Member Programs Incl. TCDL (pg 25)	($12,255)
	Equipment	($2,000)
	Software	($11,000)
	Contract software development	($10,000)
	M&O Subtotal	*($202,555)*
Travel & PD	Travel	($29,650)
	Professional Development (one-time)	($20,000)
	Travel & PD subtotal	*($49,650)*
Total Expenses		**($1,081,191)**
Income less expenses		*$0*
Projected Balance Forward from FY19		$1,253,731
Projected Balance Forward at end of FY20		$1,122,332
Reserve amount for FY20		$270,298

RECRUITMENT STRATEGIES

Timeframe: September 2019 to August 2020

Goals:
- Recruit two new members by August 31, 2020

Methods:
- i. Improve TDL staff outreach, market research, contact management, and branding
- ii. Strengthen Governing Board outreach and stewardship
- iii. Maintain and grow active presence in academic library communities (board and staff)

Tactics:
1. TDL Staff
   - Update marketing roadmap (May 2019)
   - Identify high-value targets and reach out to leads (September 2019)
     o Develop targeted strategy for HBCUs
   - Create collateral (print and digital) intended for email and face-to-face communication
     o Create toolkit for Governing Board w/ email templates, slides, contact lists, member benefits, and other cloud-based documents for sharing
     o Personalized packets/proposals aligned with potential member segments
     o Maintain brand standards on TDL collateral (ongoing)
     o Distribute annual report widely
   - Craft a ROI / value statement and better articulate regular member benefits
   - Coordinate member-hosted invitational meetings (beginning February 2019)
2. Governing Board Members
   - Each member will identify and steward at least one potential member with support from TDL staff
   - Hold individual meetings with potential members and follow up with potential members
   - Introduce potential members to TDL staff and other TDL members (email or face-to-face when possible)
   - Cultivate potential members by promoting TDL services, conferences, workshops, and trainings
   - Like, follow, and share TDL posts on social media and share newsletters and email updates
3. Maintain thriving presence in academic library communities as ambassadors of TDL Consortium both online and in person (all TDL staff and board members, ongoing)
   - Attend, host, and participate in conferences and workshops locally, regionally, nationally, and internationally
     o Leverage TLA organizational and meeting structure for outreach (biannually)
     o Join Digital Library Round Table
   - Sustain and grow TDL web presence
     o Host webinars related to specific topics

- o Keep TDL.org fresh with new content / stories
- o Enhance social media engagement through regular posting, liking, and participating in conversations related to the work of TDL and our members
– Sponsor Texas-based digital library conferences and workshops
– Participate in national conversations about open access, open source, digital scholarship, and other topics of significance to digital libraries (SPARC, CNI)

Market Segments

SEGMENT	CHALLENGES	TACTICS	POTENTIAL MEMBERS
ARL Institutions	Already have adequate staff and existing solutions – how to see the value of different solutions?		Rice University (only non-TDL member ARL in TX)
High Research Activity	Same as ARL; fewer potential members in this segment		
Independent Medical Libraries	Challenges around reticence to use OA / OS resources; TDR not HIPAA compliant	Consortia membership; recruiting Kelly Gonzalez to governing board; invite to TCDL for special forum for IMLs	UT MD Anderson; Texas Medical Center; SCAMeL; UT Austin (DellMed)
Masters Colleges & Universities	Small staff w/o specialized knowledge; hard to communicate value of "greater good;" not as research-focused		St. Edward's
Private Liberal Arts Colleges	Mostly undergrad; faculty focused on teaching (not research); focused on student learning	invite to TCDL or member-hosted meeting(s) for special forum just for PLACs	Southwestern
Community Colleges	Only focused on student research (no faculty research); tiny operating budgets	Consortia memberships; target urban CC systems, not one-off / remote / rural)	Tarrant Co. CC; Austin CC
Major Archives / Collections	Cultural heritage orgs affiliated w/ major universities (but not necessarily the library) – some of which are already members		UT Austin's Harry Ransom and Briscoe Centers, Blanton Museum

Income Potential with New Members

SEGMENT	MEMBERSHIP	PROSPECTIVE SERVICE PACKAGE		EST. INCOME*	
Research Institution	$75,000	Repository	$12,500	Base fee	$75,000
		ETD Management	$7,000	Services	$37,000
		Journal Hosting	$5,000	Set up fees (1-time)	$8,000
		Digital Preservation	$2,500	DPN	$2,750
		Texas Data Repository	$10,000	Total	$122,750
High Research Activity	$20,000	Repository	$7,000	Base fee	$20,000
		ETD Management	$7,000	Services	$31,500
		Journal Hosting	$5,000	Set up fees (1-time)	$8,000
		Digital Preservation	$2,500	DPN	$2,750
		Texas Data Repository	$10,000	Total	$62,250
Independent Medical Libraries	$15,000	Repository	$7,000	Base fee	$15,000
		ETD Management	$7,000	Services	$26,500
		Journal Hosting	$5,000	Set up fees (1-time)	$8,000
		Digital Preservation	$2,500	DPN	$2,750
		Texas Data Repository	$5,000	Total	$52,250
Master's Colleges & Universities	$10,000	Repository	$9,000	Base fee	$10,000
		ETD Management	$7,000	Services	$26,500
		Journal Hosting	$5,000	Set up fees (1-time)	$8,000
		Digital Preservation	$2,500	DPN	$2,750
		Texas Data Repository	$5,000	Total	$47,250
Private Liberal Arts Colleges	$5,000	Repository	$7,000	Base fee	$5,000
		ETD Management	--	Services	$14,500
		Journal Hosting	$5,000	Set up fees (1-time)	$4,000
		Digital Preservation	$2,500	DPN	$2,750
		Texas Data Repository	--	Total	$26,250
Community Colleges	$2,000	Repository	$3,500	Base fee	$2,000
		ETD Management	--	Services	$11,000
		Journal Hosting	$5,000	Set up fees (1-time)	$4,000
		Digital Preservation	$2,500	DPN	$2,750
		Texas Data Repository	--	Total	$19,750
Major Archives / Collections	$2,000	Repository	$7,000	Base fee	$2,000
		ETD Management	--	Services	$9,500
		Journal Hosting	--	Set up fees (1-time)	$3,000
		Digital Preservation	$2,500	DPN	$2,750
		Texas Data Repository	--	Total	$17,250

* Estimated income does not include digital preservation storage fees; repository fees vary.

POTENTIAL MEMBERS BY REGION

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
CENTRAL	1. Southwestern University 2. St. Edward's University 3. St. Mary's University 4. Texas A&M Health Science Center 5. University of Texas Health Science Center at San Antonio	1. Baylor University 2. Texas A&M University 3. Texas State University 4. Trinity University 5. University of Texas at Austin 6. University of Texas at San Antonio

Institution	Southwestern University
Library	A. Frank Smith, Jr. Library Center
Location	Georgetown
Director	Carol Fonken
Email	fonkenc@southwestern.edu
Phone	512-863-1550
Web	http://www.southwestern.edu/infoservices/about/index.php

Institution	St. Edward's Unviersity
Library	Mundy Library
Location	Austin
Director	Pongracz Sennyey
Email	pongracz@stedwards.edu
Phone	512-448-8470
Web	https://library.stedwards.edu/

Institution	St. Mary's University
Library	Louis J. Blume Library
Location	San Antonio
Director	Caroline Byrd
Email	cbyrd@stmarytx.edu
Phone	210-431-2299 ext- 1317
Web	http://lib.stmarytx.edu/home

Institution	Texas A&M Health Science Center
Library	
Location	Bryan
Director	
Email	
Phone	
Web	https://www.tamhsc.edu/libraries/index.html

Institution	University of Texas Health Science Center at San Antonio	
Library	UT Health Center Library	
Location	San Antonio	
Director	Owen Ellard	
Email	ellard@uthscsa.edu	
Phone	210-567-2413	
Web	http://library.uthscsa.edu/	

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
GULF COAST	1. Angelina College 2. Houston Baptist University 3. Lamar University 4. Prairie View A&M 5. Rice University 6. Texas Health Science Libraries Consortium 7. Texas Southern University 8. University of Houston - Downtown 9. University of Houston - Victoria 10. University of Texas - M.D. Anderson Cancer Center 11. University of St. Thomas 12. UT Health School of Dentistry	1. Sam Houston State University 2. Texas A&M at Galveston 3. University of Houston 4. University of Houston - Clear Lake 5. UT Medical Branch

Institution	Angelina College
Library	AC Library
Location	Lufkin
Director	David Pappas
Email	dpappas@angelina.edu
Phone	
Web	http://www.angelina.edu/library/

Institution	Houston Baptist University
Library	Moody Library
Location	Houston
Director	Dean Riley
Email	driley@hbu.edu
Phone	281-649-3182
Web	https://www.hbu.edu/academics/moody-library/

Institution	Lamar University
Library	Mary and John Gray Library
Location	Beaumont
Director	Sarah Tusa
Email	Sarah.Tusa@lamar.edu
Phone	409-880-8118
Web	https://www.lamar.edu/library/

Institution	Prairie View A&M
Library	John B. Coleman Library
Location	Prairie View
Director	James A. Wilson, Jr.
Email	jjwilson@pvamu.edu
Phone	936-261-2175
Web	http://www.pvamu.edu/library/

Institution	Rice University
Library	Fondren Library
Location	Houston
Director	Sara Lowman
Email	lowman@rice.edu
Phone	713-348-2457
Web	http://library.rice.edu/

Institution	Texas Health Science Libraries Consortium
Library	
Location	Houston
Director	Marlene Caldwell
Email	mcaldwe@mdanderson.org
Phone	713-745-5158
Web	http://www.thslc.org/

Institution	Texas Southern University
Library	Robert J. Terry Library
Location	Houston
Director	Janice Peyton
Email	janice.peyton@tsu.edu
Phone	713-313-4420
Web	http://www.tsu.edu/academics/robert_j_terry_library/

Institution   University of Houston - Downtown
 Library   W.I. Dykes Library
Location   Houston
Director   Pat Ensor
Email   ensorp@uhd.edu
Phone   713-221-8011
Web   https://www.uhd.edu/library/Pages/library-index.aspx

Institution   University of Houston - Victoria
 Library   VC/UHV Library
Location   Victoria
Director   Joe F. Dahlstrom
Email   DAHLSTROMJ@UHV.EDU
Phone   361-570-4150
Web   https://library.uhv.edu/

Institution   University of Texas - M.D. Anderson Cancer Center
 Library   Research Medical Library
Location   Houston
Director   Stephanie Fulton
Email   sfulton@mdanderson.org
Phone   713-563-1722
Web   http://www3.mdanderson.org/library/

Institution   University of St. Thomas
 Library   Doherty Library
Location   Houston
Director   Dan Gjelten
Email   drgjelten@stthomas.edu
Phone   651-962-5005
Web   https://www.stthom.edu/Library-Research/Index.aqf

Institution   UT Health School of Dentistry
 Library   School of Dentistry Library
Location   Houston
Director   Janet Peri
Email   Janet.Peri@uh.tmc.edu
Phone   713-500-4094
Web   https://libguides.dentistry.uth.edu/generalinformation

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
HIGH PLAINS	1. Amarillo College 2. Lubbock Christian University 3. South Plains College 4. Texas Tech University Health Sciences Center 5. Wayland Baptist University	1. Texas Tech University

Institution	Amarillo College
Library	Amarillo College Lynn Library
Location	Amarillo
Director	Emily Gilbert
Email	ergilbert@actx.edu
Phone	806-371-5403
Web	https://www.actx.edu/library/

Institution	Lubbock Christian University
Library	LCU Library
Location	Lubbock
Director	Mark Gottschalk
Email	mark.gottschalk@lcu.edu
Phone	806-720-7333
Web	http://lib.lcu.edu/home

Institution	South Plains College
Library	
Location	Lubbock
Director	Jim Belcher
Email	jbelcher@southplainscollege.edu
Phone	806-716-2304
Web	http://www.southplainscollege.edu/campuslife/library/index.php

Institution	Texas Tech University Health Sciences Center
Library	TTUHSC Libraries
Location	Lubbock
Director	Richard C. Wood, M.L.S.
Email	richard.wood@ttuhsc.edu
Phone	806-743-2203
Web	http://ttuhsc.edu/libraries/

Institution   Wayland Baptist University
 Library   Wayland Library Learning Resource Center
Location   Plainview
Director   Polly Lackey
Email   lackeyp@wbu.edu
Phone   806-291-3702
Web   http://www.wbu.edu/academics/library/index.htm

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
METROPLEX	1. Southern Methodist University 2. Tarleton State University 3. Texas Christian University	1. University of North Texas 2. UNT Health Science Center 3. University of Texas at Arlington 4. University of Texas at Dallas 5. UT Southwestern 6. Texas Woman's University

Institution   Southern Methodist University
 Library   Central University Libraries
Location   Dallas
Director   Elizabeth Killingsworth
Email   elizabethk@smu.edu
Phone   214-768-2401
Web   http://www.smu.edu/Libraries

Institution   Tarleton State University
 Library   University Libraries
Location   Stephenville
Director   Donna Savage
Email   dsavage@tarleton.edu
Phone   254-968-9246,
Web   http://www.tarleton.edu/library/

Institution   Texas Christian University
 Library   Mary Couts Burnett Library
Location   Fort Worth
Director   June Koelker
Email   j.koelker@tcu.edu
Phone   817-257-7114
Web   http://lib.tcu.edu/

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
NORTHWEST	1. Abilene Christian University 2. Abilene Library Consortium 3. Hardin-Simmons University 4. McMurry University	1. West Texas A&M University

Institution   Abilene Christian University
 Library   Brown Library
Location   Abilene
Director   John B. Weaver
Email   john.weaver@acu.edu
Phone   325-674-2344
Web   http://www.acu.edu/library.html

Institution   Abilene Library Consortium
 Library
Location   Abilene
Director   Eddie Smith
Email   edwards@alc.org
Phone   325-672-7081
Web   http://alc.orgexternalLink

Institution   Hardin-Simmons University
 Library   Richardson Library
Location   Abilene
Director   Elixabeth Worley
Email   eworley@hsutx.edu
Phone   325-670-1229
Web   https://www.hsutx.edu/library/

Institution   McMurry University
 Library   Jay-Rollins Library
Location   Abilene
Director   Terry Young
Email   youngt@mcm.edu
Phone   325-793-4690
Web   http://library.mcm.edu/

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
SOUTH	1. Texas A&M – Kingsville	1. Texas A&M - Corpus Christi 2. Texas A&M International University 3. University of Texas Rio Grande Valley

Institution   Texas A&M - Kingsville
Library   Jernigan Library
Location   Kingsville
Director   Bruce R. Schueneman
Email   BRS@tamuk.edu
Phone   361-593-3528
Web   http://www.tamuk.edu/library/

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
UPPER EAST	1. Texas A&M – Texarkana 2. Texas A&M University – Commerce 3. University of Texas at Tyler 4. UT Health Science Center at Tyler (UT Health Northeast)	NA

Institution   Texas A&M - Texarkana
Library   John F. Moss / Palmer Memorial Library
Location   Texarkana
Director   Teri Stover
Email   teri.stover@tamut.edu
Phone   903-223-3088
Web   http://www.tamut.edu/Library-Services/index.html

Institution   Texas A&M University - Commerce
Library   James G. Gee Library
Location   Commerce
Director   Gregory A. Mitchell
Email   Greg.Mitchell@tamuc.edu
Phone   903-886-5716
Web   http://www.tamuc.edu/library/

Institution   University of Texas at Tyler
 Library   Robert R. Muntz Library
Location   Tyler
Director   Jeanne Standley
Email   jstandley@uttyler.edu
Phone   903-566-7351
Web   https://www.uttyler.edu/library/

Institution   UT Health Science Center at Tyler (UT Health Northeast)
 Library   Watson W. Wise Medical Research Library
Location   Tyler
Director   Thomas Craig
Email   thomas.craig@uthct.edu
Phone   903-877-2864
Web   https://www.uthealth.org/for-health-professionals/library

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
UPPER RIO GRANDE	1. Sul Ross State University 2. University of Texas - El Paso	NA

Institution   Sul Ross State University
 Library   Bryan Wildenthal Memorial Library
Location   Alpine
Director   April Aultman Becker
Email   april.becker@sulross.edu
Phone   432-837-8121
Web   https://library.sulross.edu/

Institution   University of Texas - El Paso
 Library   University Library
Location   El Paso
Director   Robert Stakes
Email   rlstakes@utep.edu
Phone   915-747-6710
Web   http://libraryweb.utep.edu/

REGION	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
WEST	1. University of Texas of the Permian Basin	1. Angelo State University

Institution   University of Texas of the Permian Basin
 Library   J. Conrad Dunagan Library
Location   Odessa
Director   Sophia Kaane
Email   kaane_s@utpb.edu
Phone   432-552-2373
Web   https://www.utpb.edu/library/

POTENTIAL MEMBERS BY SYSTEM

SYSTEM	POTENTIAL MEMBERS	CURRENT TDL MEMBERS
TEXAS A&M	1. Prairie View A&M 2. Tarleton State University 3. Texas A&M - Kingsville 4. Texas A&M - Texarkana 5. Texas A&M Health Science Center 6. Texas A&M University - Commerce	1. Texas A&M - Corpus Christi 2. Texas A&M at Galveston 3. Texas A&M International University 4. Texas A&M University 5. West Texas A&M University
TEXAS STATE	1. Lamar University 2. Sul Ross State University	1. Sam Houston State University 2. Texas State University
TEXAS TECH	1. Texas Tech University Health Sciences Center	1. Angelo State University 2. Texas Tech University
UNIVERSITY OF HOUSTON	1. University of Houston - Downtown 2. University of Houston – Victoria	1. University of Houston 2. University of Houston - Clear Lake
UNIVERSITY OF NORTH TEXAS	1. UNT Dallas	1. UNT Health Science Center
UNIVERSITY OF TEXAS	1. University of Texas - El Paso 2. University of Texas - M.D. Anderson Cancer Center 3. University of Texas at Tyler 4. University of Texas Health Science Center at San Antonio 5. University of Texas of the Permian Basin 6. UT Health School of Dentistry 7. UT Health Science Center at Tyler (UT Health Northeast) 8. UTHealth School of Public Health	1. University of Texas at Arlington 2. University of Texas at Austin 3. University of Texas at Dallas 4. University of Texas Rio Grande Valley 5. University of Texas at San Antonio 6. UT Medical Branch 7. UT Southwestern

RETENTION STRATEGIES

Timeframe: ongoing and based on current membership in TDL consortium

Goals:
- Retain all members
- Upgrade members when possible

Methods:
i. Streamline onboarding for new members
ii. Keep members engaged and informed throughout the year
iii. Understand members' needs and pain points

Tactics:
1. Onboarding
   - Maintain onboarding checklist for TDL staff and new members with categories for 1) service set up, 2) training, and 3) engagement (ongoing)
   - Make checklist available for new and potential members to see and use (January 2020)
   - Dedicate team liaisons to onboarding new members (TDL staff beginning January 2018)
2. Member engagement
   - Host monthly member forums (third Wednesday of each month)
   - Provide free, accessible trainings (ongoing)
   - Provide reliable and responsive customer service via TDL Helpdesk (ongoing)
   - Offer customization to members when applicable and capacity for members and TDL staff allows
   - Offer member discounts on conferences and workshops (ongoing)
   - Craft a ROI / value statement for members' reference (February 2020)
   - Promote work of members in person and online both internally and outside of TDL consortium (ongoing)
     o Amplify TDL Award winners
     o Share use cases and best practices on TDL blog, newsletters, and social media (ongoing, monthly)
     o RT and share via social media (ongoing, daily)
     o Webinar series featuring nominees and winners (proposed Summer 2019)
   - Engage members in knowledge sharing and community building (ongoing)
     o Committees
     o Working groups
     o User groups
   - Incentivize professional development and member engagement (ongoing)
     o Encourage staff at member institutions to sign up for newsletters and listservs
     o Embed systematic process for capturing and updating current and new member contacts and adding to e-marketing and listservs

3. Understand member needs
   – Track member usage and engagement (ongoing)
     o Utilize CRM tool (HubSpot) and e-marketing tool (Mail Chimp) to capture and track members' service usage and engagement
     o Use data to encourage adoption of TDL services
   – Continue to transform training programs in ways that leverage member and community expertise (ongoing)
   – Sustain and improve transparency of TDL practices and policies (ongoing)
     o Create organizational self-assessment tool using SPARC/COAR Good Principles for Scholarly Communications Services (Fall 2019)
   – Provide open and transparent avenues for feedback and discussion (ongoing)
   – Create and send member satisfaction survey on annual basis; develop and share results with members (Fall 2019)

TEXAS CONFERENCE ON DIGITAL LIBRARIES

The Texas Conference on Digital Libraries (TCDL) will be in May 2020 in Austin, Texas at the Commons Learning Center.

Timeframe: August 2019 to May 2020

Goal:
- Break even on Texas Conference on Digital Libraries through increased sponsorships

Methods:
- i. Improve sponsorship strategy
- ii. Strengthen TCDL planning committee's outreach efforts
- iii. Reach out to underrepresented groups working in digital libraries and archives

Tactics:
1. Improve sponsorship strategy
   - Update sponsorship language (August 2019)
     - o Promote marketing and outreach opportunities for the sponsors
     - o Highlight attendees, marketing and reach of TDL
     - o Mission-aligned sponsorship levels (e.g. "Capacity" instead of "Bronze")
     - o Increase dollar amounts of sponsorship levels
     - o Increase sponsor benefits (5 min presentation; public thank yous at sessions/events)
     - o Align budget to underwriting opportunities and sponsor mission/brand
     - o Redesign sponsorship materials
   - Reach out to more sponsors (September 2019)
2. TCDL Planning Committee
   - Discuss expectations re: sponsorship responsibilities early and often (annually)
     - o Updating sponsor prospects list with ideas and contact information
     - o Encouraging committee members to ask sponsors with whom they have a personal or professional connection
   - Create materials that are easy for committee to customize and use (annually)
   - Encourage promotion of conference through personal, professional, and social media networks (ongoing)
3. Reach out to under-represented groups working in digital libraries and archives
   - Update inclusivity statement that includes language about sponsors' values (annually)
   - Offer scholarships and align sponsorship opportunities to those scholarships (annually)

STRATEGIC GOALS

Timeframe: May 2019 to August 2020

Goals:
- Strategic goals contribute to the success of the marketing plan, but do not necessarily have direct and measurable impact on financial goals.
- Many of these goals directly relate to and are contingent upon each other, resulting in overlapping workflows.

Methods:
- Map the customer journey
- Identify influencers
- Revamp email marketing
- Re-architect tdl.org
- Build a TDL style guid

Tactics:

1. Continue to update TDL's content and communications calendar

2. Map the member journey (August 2020)
   - Trace the journey from lead to decision to user to advocate
   - Identify gaps where TDL can reach out to a lead in a timely fashion with relevant information

3. Identify influencers (August 2020)
   - Not all leads are decision-makers, but many are influencers. TDL can identify who the influencers are among current and prospective members and reach out to them.
   - Design customized collateral for each type (personae) of influencer, such as faculty, research, administrative, etc.

4. Revamp e-marketing (August 2020)
   - Cull non-responsive/bounced contacts and re-architect TDL e-marketing database
   - Acquire email contact information for all current members and prospective members
   - Align e-marketing data with forthcoming CRM data architecture
   - Develop contact data management policy
   - Using the messaging plan and content calendar, create email templates for each segment

5. Continue to re-architect and improve SEO on tdl.org (ongoing)
   - Repackage information for more engaging text and more graphics

6. Continue to refine the TDL style guide (ongoing)
   - Devise brand standards for web and print
   - Customize for TDL services and events

EXPENDITURES

Projected expenses for marketing and outreach (activities and collateral) for FY 20

Conference Sponsorships and Event Support (non-TCDL)	
Web Archiving Day	*$500*
Local meetings (e.g. SCSFUG, Archivematica UG, etc.)	*$500*
USETDA bronze sponsorship	*$750*
Digital Frontiers sponsorship (UT Austin)	*$250*
CTLC sponsorship	*$250*
DSpace User Group sponsorship (not travel)	*$250*
SSA 2020 (Denton, TX)	*$350*
Other event (e.g. code4lib or OER Summit, etc)	$2,000
Travel stipends for members	$1,000
Total sponsorship and event support	$5,850
TCDL (includes hotel costs for on-site support)	$3,000
Swag and Marketing Materials (incl copy services)	$2,150
Captioning services	$1,100
Other (TLA membership for Lea)	$155
TOTAL MARKETING BUDGET	$12,255

MEMBER DIRECTORY

Institution	Angelo State University
Library	Porter Henderson Library
Location	San Angelo
Director	Chris Matz
Email	chris.matz@angelo.edu
Phone	325-942-2222
Web	http://www.angelo.edu/services/library/

Institution	Baylor University
Library	Baylor University Libraries
Location	Waco
Director	John Wilson
Email	John_Wilson@baylor.edu
Phone	254-710-3200
Web	https://www.baylor.edu/lib/

Institution	Sam Houston State University
Library	Newton Gresham Library
Location	Huntsville
Director	Lisa Shen
Email	lshen@shsu.edu
Phone	936-294-1613
Web	http://library.shsu.edu/

Institution	Stephen F. Austin State University
Library	Ralph W. Steen Library
Location	Nacogdoches
Director	Shirley Dickerson
Email	sdickerson@sfasu.edu
Phone	936-468-1414
Web	https://library.sfasu.edu/#/?_k=7hv755

Institution	Texas A&M - Corpus Christi
Library	Mary and Jeff Bell Library
Location	Corpus Christi
Director	Catherine Rudowsky, Ph.D.
Email	catherine.rudowsky@tamucc.edu
Phone	361-825-2644
Web	https://library.tamucc.edu/

Institution   Texas A&M at Galveston
 Library   Jack K. Williams Library
Location   Galveston
Director   David Baca
Email   bacad@tamug.edu
Phone   409-740-4568
Web   http://www.tamug.edu/library/

Institution   Texas A&M International University
 Library   Sue and Radcliffe Killam Library
Location   Laredo
Director   Doug Ferrier
Email   douglas.ferrier@tamiu.edu
Phone   956-326-2400
Web   http://www.tamiu.edu/library/index.shtml

Institution   Texas A&M University
 Library   Texas A&M University Libraries
Location   College Station
Director   David Carlson
Email   davidhcarlson@tamu.edu
Phone   979-845-8111
Web   http://library.tamu.edu/

Institution   Texas State University
 Library   Albert B. Alkek Library
Location   San Marcos
Director   Joan Heath
Email   jh06@txstate.edu
Phone   512-245-2133
Web   http://www.library.txstate.edu/
TX House   District 45   Rep. Jason A. Isaac
TX Senate   District 25   Sen. Donna Campbell

Institution   Texas Tech University
 Library   University Libraries
Location   Lubbock
Director   Bella Karr Gerlich, Ph.D.
Email   bella.k.gerlich@ttu.edu
Phone   806-834-4345
Web   https://www.depts.ttu.edu/library/

Institution	Texas Woman's University
Library	TWU Libraries
Location	Denton
Director	Suzanne Sears
Email	ssears1@twu.edu
Phone	940-898-3748
Web	https://www.twu.edu/library/

Institution	Trinity University
Library	Coates Library
Location	San Antonio
Director	Chris Nolan
Email	cnolan@trinity.edu
Phone	210-999-7429
Web	https://lib.trinity.edu/

Institution	University of Houston
Library	University of Houston Libraries
Location	Houston
Director	Lisa German
Email	lagerman@uh.edu
Phone	713-743-0291
Web	http://libraries.uh.edu/

Institution	University of Houston - Clear Lake
Library	Alfred R. Neumann Library
Location	Houston
Director	Chloris Yue
Email	yuec@uhcl.edu
Phone	281-283-3931
Web	https://www.uhcl.edu/library/

Institution	University of North Texas
Library	UNT Libraries
Location	Denton
Director	Diane Bruxvoort
Email	Diane.Bruxvoort@unt.edu
Phone	940-565-3025
Web	https://www.library.unt.edu/

Institution   University of North Texas Health Science Center
 Library   Gibson D. Lewis Health Science Library
Location   Fort Worth
Director   Daniel E. Burgard
Email   Daniel.Burgard@unthsc.edu
Phone   817-735-2247
Web   https://library.hsc.unt.edu/

Institution   University of Texas at Arlington
 Library   UTA Libraries
Location   Arlington
Director   Rebecca Bichel
Email   rbichel@uta.edu
Phone   817-272-0368
Web   http://library.uta.edu/

Institution   University of Texas at Austin
 Library   UT Libraries
Location   Austin
Director   Dr. Lorraine Haricombe
Email   ljharic@austin.utexas.edu
Phone   512-495-4520
Web   http://www.lib.utexas.edu/

Institution   University of Texas at Dallas
 Library   Eugene McDermott Library
Location   Richardson
Director   Ellen Safley
Email   safley@utdallas.edu
Phone   972-883-2916
Web   http://www.utdallas.edu/library/about-the-library/

Institution   University of Texas Rio Grande Valley
 Library   UTRGV University Library
Location   Edinburg
Director   Paul Sharpe
Email   paul.sharpe@utrgv.edu
Phone   956-665-2344
Web   http://www.utrgv.edu/library/index.htm

Institution   University of Texas at San Antonio
 Library   UTSA Libraries
Location   San Antonio

Director Dean Hendrix
Email   dean.hendrix@utsa.edu
Phone   210-458-4889
Web   https://lib.utsa.edu/

Institution UT Medical Branch
 Library   Moody Medical Library
Location   Galveston
Director   Pat Ciejka
Email   pciejka@utmb.edu
Phone   409- 772-8745
Web   https://www.utmb.edu/ar/

Institution UT Southwestern
 Library   Health Sciences Digital Library and Learning Center
Location   Dallas
Director   Kelly Gonzalez, MSIS, MBA
Email   Kelly.Gonzalez@UTSouthwestern.edu
Phone   214-648-2626
Web   http://library.utsouthwestern.edu/

Institution West Texas A&M University
 Library   Cornette Library
Location   Canyon
Director   Shawna Kennedy-Witthar
Email   switthar@wtamu.edu
Phone   806-651-2227
Web   http://www.wtamu.edu/library/

RESOURCES

Texas Digital Library:
- Web site www.tdl.org
- TCDL www.tdl.org/tcdl
- Board Marketing Kit https://utexas.box.com/v/TDLMarketing2018
- Facebook @texasdigitallibrary
- Twitter @TXDigLibrary
- Mailing address Texas Digital Library, 101 E. 21st Street, Stop S5471, Austin, TX 78712-1498

TDL Governing Board (2018-19):
- David Carlson (Vice Chair/Chair-Elect), Texas A&M University Libraries*
- Bella Karr Gerlich Ph.D., Texas Tech University Libraries*
- Lisa German (Chair), University of Houston*
- Kelly Gonzalez, UT Southwestern Medical Center
- Dr. Lorraine Haricombe, University of Texas at Austin Libraries
- Shawna Kennedy-Witthar, West Texas A&M University
- Courtney Mumma, Texas Digital Library **
- Kristi Park, Texas Digital Library**
- Catherine Rudowsky, Ph.D. (secretary/treasurer), Texas A&M-Corpus Christi
- Mark Smith, Texas State Library and Archives Commission**
  *ex officio member | **ex officio, non-voting member*

TDL Members:

Angelo State University	University of Houston *
Baylor University	University of Houston-Clear Lake
Sam Houston State University	University of North Texas
Stephen F. Austin State University	University of North Texas Health Science Center
Texas A&M University *	University of Texas at Austin *
Texas A&M International University	University of Texas at Arlington ^
Texas A&M University-Corpus Christi	University of Texas Rio Grande Valley
Texas A&M University at Galveston	University of Texas at Dallas
Texas State University	University of Texas at San Antonio
Texas Tech University *	University of Texas Southwest Medical Center
Texas Woman's University	The University of Texas Medical Branch at Galveston
Trinity University	West Texas A&M University

Founding institution
^ Affiliate member

TEXAS DIGITAL LIBRARY BUDGET 2019-20

Income	Budgeted
Membership *(New member income of $38,000)*	$949,792
DPN reimbursement	$0
Transfer" from reserve funds	$171,899
Total Income	*$1,121,691*

Expenses		Budgeted
Personnel	Salaries + fringe (permanent)	($731,554)
	Salary + fringe (fixed term)	($53,841)
	Salary reserve	($30,411)
	Wages	($13,180)
	Personnel Subtotal	*($828,986)*
M&O	Infrastructure (AWS & TACC)	($124,550)
	Annual & Monthly ITS Services	($6,500)
	Memberships (DuraSpace, OTN, Dataverse)	($72,250)
	Business Meetings	($3,500)
	General Supplies	($1,000)
	Marketing / Member Programs Incl. TCDL	($12,255)
	Equipment	($2,000)
	Software	($11,000)
	Contract software development	($10,000)
	M&O Subtotal	*($243,055)*
Travel & PD	Travel	($29,650)
	Professional Development (one-time)	($20,000)
	Travel & PD subtotal	*($49,650)*
Total Expenses		($1,121,691)
Income less expenses		*$0*
Projected Balance Forward from FY19		$1,253,731
Projected Balance Forward at end of FY20		$1,081,832

2019 - 2020 TDL MEMBER GROUPS

Texas Digital Library provides opportunities for leadership and professional development through participation in member groups and committees. This year, TDL hosts 11 member groups comprised of members, staff, and community partners.

Digital Preservation Services User Group (7)	Ashley Adair, University of Texas at Austin
	Jane Costanza, Trinity University
	Charity Martin, Texas A&M University
	Courtney Mumma, Texas Digital Library
	Joseph Pruett, Angelo State University
	Darryl Stuhr, Baylor University
	Kristen Weischedel, University of Texas Rio Grande Valley
DPLA Metadata Working Group (6)	Albert Duran, Houston Public Library
	Kara Long (Chair), Baylor University
	Hannah Tarver, University of North Texas
	Katie Tomfohrde, Houston Public Library
	Anne Washington, University of Houston
	Nick Woodward, Texas Digital Library
DSpace Training & Education Group (7)	Lea DeForest, Texas Digital Library
	Susan Elkins (Chair), Sam Houston State University
	Nerissa Lindsey, Texas A&M International University
	Laura McElfresh, Texas A&M University at Galveston
	Joseph Pruett (Vice-Chair, Angelo State University
	Ed Warga, Texas A&M Corpus Christi
	Laura Waugh, Texas State University

DSpace User Group (76)	Lea DeForest, Texas Digital Library
	Taylor Fairweather (Vice-Chair), West Texas A&M University
	Colleen Lyon (Chair), University of Texas at Austin
OER Coordinating Committee (12)	Phillip Anaya, Alamo Colleges
	Lea DeForest, Texas Digital Library
	Kimberly Grotewald, Texas A&M University - San Antonio
	Laura Heinz, Texas Tech University
	Bruce Herbert, Texas A&M University
	Jenny Hock, Angelo State University
	DeeAnn Ivie, University of Texas at San Antonio
	Rusty Kimball, Texas A&M University
	Kristi Park, Texas Digital Library
	Danielle Plumer, Texas State Library and Archives Commission
	Ariana Santiago, University of Houston
	Kelly Visnak, University of Texas at Arlington
TCDL Planning Committee (11)	Shelley Barba (Vice-Chair), Texas Tech University
	Jon Crossno, University of Texas Southwestern Medical Center
	Taylor Davis-Van Atta, University of Houston
	Lea DeForest, Texas Digital Library
	Taylor Fairweather, West Texas A&M University
	Ramona Holmes, UNT Health Science Center
	Jerrell Jones, University of Houston
	Travis Jones, University of Houston – Clear Lake

TCDL Planning Committee, continued	Marcia McIntosh (Chair), University of North Texas
	Mark Phillips, University of North Texas
	Rachel Winston, University of Texas at Austin
	Amanda Zerangue, Texas Woman's University
TDL Awards Committee (10)	Sean Buckner (Chair), Texas A&M University
	Elle Covington, University of Texas at Austin
	Lea DeForest, Texas Digital Library
	Lauren Goodley (Vice-Chair), Texas State University
	Elizabeth Headrick, Texas Woman's University
	Alexa Hight, Texas A&M University – Corpus Christi
	DeeAnn Ivie, University of Texas at San Antonio
	Christina Kellum, University of North Texas
	Bethany Scott, University of Houston
	Adrian Shapiro, Texas Woman's University
	Zach Valdes, Sam Houston State University
TDR Steering Committee (11)	Christina Chan-Park (Vice-Chair), Baylor University
	Rogelio Hinojosa, Texas A&M International University
	Hammad Khan, University of Texas at Arlington
	Laura McElfresh, Texas A&M University at Galveston
	Matthew McEniry (Chair), Texas Tech University
	Courtney Mumma, Texas Digital Library
	Laura Sare, Texas A&M University
	Adrian Shapiro, Texas Woman's University
	Santi Thompson, University of Houston
	Jessica Trelogan, University of Texas at Austin
	Laura Waugh (Chair), Texas State University

Vireo Steering Committee (4)	Stephanie Larrison (Co-Chair), Texas State University
	Billie Peterson-Lugo (Co-Chair), Baylor University
	Christopher Starcher, Texas Tech University
	Emily Wuchner, University of Illinois
Web Archiving Texas Planning Committee (15)	Leanna Barcelona, Baylor University
	John Bondurant, Texas A&M University
	Lea DeForest, Texas Digital Library
	Phyllis Earles, Prairie View A&M University
	Lauren Ko, University of North Texas
	Anna Lamphear, University of Texas at Austin
	Kara Long, Baylor University
	Courtney Mumma, Texas Digital Library
	Billie Peterson-Lugo, Baylor University
	Janice Peyton, Texas Southern University
	Mark Phillips, University of North Texas
	Linda Reynolds, Stephen F. Austin State University
	Darryl Stuhr, Baylor University
	Laura Waugh, Texas State University
	Kristen Weischedel, University of Texas Rio Grande Valley