

Digital Commonwealth Board of Directors Retreat
(in-lieu of a November Board meeting)
Tuesday, November 20, 2018 - 10:00am - 4:00pm
[Worcester Academy](#)
81 Providence Street
Worcester, MA

Present: Sadie Roosa (presiding), Rebecca Morin (secretary), Robert Favini (MBLC ex-officio) , Alan Karass (president-elect), Julia Howington, Glynda Benham (conference and membership manager), Jennifer Hanson, Danielle Sangalang, Jodi Goodman, Tegan Kehoe (treasurer), Kate Boylan, Gianna Gifford (BPL ex-officio)

Absent: Kristin Slater (past-president), Linda Redding (MSLA ex-officio), Sarah (MLS ex-officio)

- I. Brainstorming for Digital Commonwealth long term Strategic Plan
 - A. What do we provide for our members?
 1. Education, training
 2. Remember that preservation does not end with digitization. Digital preservation is always required and does cost \$.
 3. Education
 - a) Provide as many opportunities as possible
 4. Events
 - a) Open to the public--look at how your community has changed over time (digital images)
 5. Diversifying collections
 - a) Theme for the conference?
 - b) Theme for a talk/education opportunity
 - c) Invite smaller community archives to visit with Digital Commonwealth
 - d) Goal to reach out and get more municipalities involved with DC
 6. Making an alliance with schools
 7. Transparency
- II. John Bracken and Michelle Kimpton: DPLA's Strategic Plan
 - A. Strategic planning is still underway
 1. Health and longevity of the organization

2. 9 staff members left
 3. Need to develop other types of revenue generating
 - a) Membership fees
 - b) Need to build a sustainable model for a small non-profit
 - c) No endowment
 - d) Only project based support (grants)
 4. Staff realignment: Need someone to work solely on foundations (funders)
 5. Strategic point of view:
 - a) Input from network advisory council
- B. Waited too long to build a sustainable model
1. What areas should we invest in to build a sustainable revenue?
 2. Cultural heritage work (core enterprise)
 - a) Commitment made to the hubs
 3. Technical innovation in library space
 4. E-books
 - a) Pilot program
 - (1) Partners: Lyrasis and NYPL
 - (2) Focused on public and academic libraries
 - (3) Open source platform or hosted by Lyrasis
 - (4) Ebook marketplace: DPLA exchange
 - (a) Some licensing revenue goes back to DPLA
 - (b) Need about 20% of the market
 - (i) Need to get libraries behind it
 - (c) Open bookshelf on "simply e" app
- C. Sponsorships
1. Library of Congress as a possible partner
 2. Hathi Trust as possible partner
- D. Curation of materials?
1. Opportunities
 2. Education advisory committee
 3. Work with curators from within the network
- E. Lack of anyone in the space that is looking at what a late 20th century digital library is going to look like.
1. Space, programming, books etc.
 2. AI?
 3. Will start to work with public libraries first
- F. A new model for Digital Asset Management systems?
1. Portfolios for creators

2. Records Management is important

III. Lunch

IV. Committees structure and responsibilities

- A. Discuss increasing committee presence on the Board
- B. Discuss overlap between the Membership, Outreach and Education, and Conference Committees
 - 1. Defining who has certain priorities
- C. Budgets
 - 1. More formal to come in July 2019
- D. Should have one event a month
 - 1. Membership committee:
 - a) Hosting events/programming
 - 2. Education - very specific to educational programs
 - a) MLS hosted event(s), DC provides the content
 - 3. Hosting one off events
 - a) Around the state, problem solving forums
 - (1) Let's talk about: digitization
 - (2) Let's talk about: digital infrastructure
 - (3) Let's talk about: (what do our members want)
 - b) Open forums across the state - more conversations

V. Money Market account

- A. We need three signatories for this account
 - 1. Moved - Tegan
 - 2. Second - Alan
 - 3. Approval: Unanimous

VI. Membership committee:

- A. Listserve
- B. Google group

VII. Break

VIII. Additional topics

- A. Massachusetts Library Legislative Day
 - 1. March 5th
- B. Investing money

1. Don't want to do it, just to do it. We want it to be programmatically and strategically motivated.
2. It's generally accepted that if we are specifically and concertedly saving, then the best way to do that is to invest
3. If we move forward would we want a "quasi-endowment" or invested savings? This should be informed by long-term planning.
4. Financials committee
 - a) Good practice for non-profits, to prevent a sole person from being responsible
 - b) If we need this in the near future, before setting up anything, then the Executive Committee (the Officers of the Board) will function as this decision making body. All decisions would be brought to the Board for discussion as well.
5. Hiring a professional investment advisor
 - a) Get the expert 3rd party opinion for both the expertise and liability
 - b) Need a quarterly review between the investment advisor and the Financials Committee
6. Update on the Money Market Account and what to expect
 - a) Keeping \$4000 in the checking account and the rest in the Money Market
 - b) How much do we want to keep as a cushion for long term organizational stability
7. Pursuing grants
 - a) Hire a part-time position to coordinate this effort
 - b) This is a really good idea, but we are maybe reaching capacity for what we can handle now.
8. Paid internship
 - a) Curating, Lesson Plans, Cataloging?
 - b) This is a really good idea, but we are maybe reaching capacity for what we can handle now.

IX. Consider how everything discussed fits into long term Strategic Plan

A. GOALS:

1. Increase in membership by 20 new organizations by the end of 2019 calendar year
2. Increase representation from 216/351 municipalities to 225/351 municipalities by the end of 2019 calendar year
3. Have 1 event per month (membership or education)

4. Increased transparency
 - a) Posting board minutes
 - b) Sending board minutes to committee members
 - c) More face to face time with Board Members
5. Annual survey of the membership
 - a) To compare across years
 - b) Use it to plan for the upcoming year's budgets, programming, etc.
6. Outreach and Education Committee able to submit a proposal to something like MSLA
7. Somehow engaging more with educators and school librarians
 - a) Best option might be to pair with an organization that runs teacher professional development, pay toward supporting that and have them use DC content
 - b) 1 day conference for teachers, partner with Primary Source or Mass Humanities, for which teachers could earn PDPs. Workshops around how to access things in Digital Commonwealth, how to teach with primary sources,
8. Continue developing relationships with:
 - a) Mass Humanities
 - b) SHRAB
 - c) Mass History Alliance
9. Committees have budgets for FY 2020
 - a) Send messages to Committee chairs every few months, so they are ready to go by July 2019.
10. Concrete Plan for investment
 - a) Financials Task Force established
 - b) Advisors have been interviewed
 - c) Plan in place or decision not to have a plan
11. Put effort into recruiting a more diverse Board
 - a) We're doing well in institution type
 - b) We could do better in
 - (1) Geographic
 - (2) Racial
 - (3) Ability/Disability, especially visual ability because we are an online resource

X. Letter to DC Membership

- A. Alan (or Sadie, some DC rep) will be at the meeting between John, Michele, DPLA Board chair, and the entire Network Council.

- B. The Board met with John and Michele, for what was scheduled to be an update about DPLA's strategic plan, during the Board's day long strategic planning retreat
- C. Might get questions about how our fees went up to accommodate DPLA membership fee, and what's it going to now?
- D. Talk to us if they have concerns about Digital Commonwealth, even if we may not be able to respond with direct answers, at least we know about that.

Upcoming Meeting: Tuesday December 18, 2018 @ 10:00am - Virtual meeting via ZOOM