RDA Council Meeting
Troy, NY, USA
Monday 4 & Tuesday 5 June 2018

Meeting Chair: Fran Berman

Attendees:
1. Fran Berman
2. Ingrid Dillo
3. Jason Haga
4. Edit Herczog
5. Claudia Maria Bauzer Medeiros
6. Bernard Minster
7. Kay Raseroka
8. Ross Wilkinson

9. Francoise Genova (TAB)
10. Amy Nurnberger (OAB)
11. Hilary Hanahoe (Secretary General)
12. Yolanda Meleco – Secretariat (notes)

Apologies:
13. Sandra Collins

Remote Participation:
14. Kevin Ashley
15. Andrew Treloar – Day 1 only

Welcome – Fran Berman

Minutes of the face-to-face meeting in Berlin, Germany – March 2018

Discussion: Minutes from Berlin were not available and therefore not approved. Council asked the SG to take raw notes from each Council meeting and develop minutes for approval by the next Council call. The approved minutes should be distributed to the community once approved.

Action:
1. Minutes will be generated by Secretariat & Council post meeting and circulated to Council members for approval by email or on the next conference call.

RDA Growth Management – Andrew Treloar

Discussion: Council discussed next steps in RDA Growth Management. The Growth Management subcommittee started out trying to understand the baseline -- differences between where the community is now vs. where it was at the beginning as represented by the RDA Governance Document. They are doing a good job identifying gaps and evolutionary changes. To plan and prioritize strategies to deal with and support future RDA growth, it is important to collect data about current growth. Council charged the Secretariat under the guidance of the Growth Management subcommittee to collect relevant data and asked the Growth Management subcommittee to evaluate the data and report back to Council with their assessment of strategic priorities for growth management.

Actions:
1. Growth Management Subcommittee to ask secretariat to provide the data required to underly the next steps.
2. Growth Management Subcommittee to identify the high priorities and report back to Council

RDA Regional Engagement - Fran Berman

Discussion: Fran and Jason reported on work from the Regional Engagement Task Force. After an initial meeting at P11 and considerable work afterwards, the Task Force has the draft of a document conceptualizing a more formal engagement between RDA global and its regions. The Task Force also had several issues to bring to the attention of Council. In particular, they had questions about regional – global

value proposition, business model, and participation in RDA leadership groups. Many of the issues are synergistic with other strategic areas and Council had a substantive discussion on these issues. Council felt that it is important to work jointly with the regions to develop the value proposition and business model so they cover a broad scope of regional and global needs. There was great enthusiasm for including co-Chairs of the Regional Assembly when it is formed as Council observers and commitment to maintaining elected Council slots as representative of the whole community, rather than key constituencies.

Actions:
1. The Regional Engagement Task Force will continue meeting and prepare for the first open regional meeting in Botswana
2. Council will work with the Regional Engagement Task Force to develop appropriate value propositions and business models for a document that will ultimately be added to the RDA Governance Document)

RDA Governance Boards and Interaction – Hilary Hanahoe

Discussion: The Governance Document was developed in 2012-2013 to describe the mission, organization, and operations of RDA. A number of updates were identified to update the Governance Document to current practice and to add procedures that were never specified (e.g. when a new Co-Chair of Council is selected and whether members can serve on more than one leadership group at a time). Council discussed and approved a number of updates to the document, to be performed by the Secretariat. A record of updates is included in the log of the Governance Document on the website.

Action:
1. Secretariat to change wording of RDA Governance document to reflect Council decisions.

Organigram of RDA – brainstorming on regional assembly and overall governance. Roles, responsibilities and interaction between Regional Assembly and other Boards – Hilary Hanahoe

Discussion: A key upcoming change to the Governance Document will be the addition to the RDA organization of a Regional Assembly [RA] (representing RDA geographical groups who are interested in becoming or are already regions) and a Regional Assembly Board [RAB] (consisting of regions with MOUs with RDA). Council strongly supports the addition of the RA and RAB as formal leadership groups within RDA and discussed various issues with respect to the addition of the RA / RAB to the RDA organizational diagram (organigram) and the Governance Document. The discussion was informed by an excellent white paper from the Regional Engagement Task Force. Council plans to work with the Regional Engagement Task Force to extend the RDA organigram to include regions and develop an agreement template that can be customized for various regional MOUs. Points on how RDA should approach and accommodate the "accession" by regions at different stages of their lifecycle. I.e. longstanding regions are possibly in a more mature stage to establish a partnership and become RA / RAB members. Emerging regions, and new regions would be at different stages and therefore an understanding on whether there is a pre-accession phase needs to be discussed.

Actions:
1. Hilary and Fran to discuss organigram and eventual regional assembly / advisory board additions with regional leads from longstanding regions, emerging regions, and new regions.
2. Hilary to ask Regional Engagement Task Force to develop regional agreement template based on discussed elements
3. Hilary to communicate with the regional engagement task force on outcomes of meeting

Financial Sustainability – Hilary Hanahoe

1. *Current financial forecast & revenue streams*
2. *Sustainability*
3. *Regional Engagement Cost Metrics Diverse revenue streams for RDA – what, how much, what benefits*

Discussion: The Council serves as Board of Directors for the RDA Foundation (financial and organizational vehicle for RDA). As required, Hilary discussed the RDA budget and forecast for 2018 and 2019. Revenue sources for RDA are provided directly and in-kind by the regions, by Organizational Assembly dues and by a few grants to the Foundation. The funding is spent largely on the Secretary General's salary, fees for lawyers, accountants and other professionals as needed, and travel. Sustainability of this funding is always an issue and a goal is to have an expanded Secretariat working directly for the Secretary General that can support the growth of RDA. Stronger financial vehicles need to be put in place as RDA has matured beyond "startup". The action items for this session reflect that need.

Actions:

1. All regional organisations / representatives to provide commitment levels to Hilary
2. Hilary to formulate responses and share with Fran, Jason and Ross for feedback and subsequently share the analysis with Regional committee, engage OA committee.
3. Hilary to provide revised budget with plan for organizational excellence with timeline and steps
4. Hilary to work with financial committee and co-chairs on short and long-term strategies
5. Hilary to provide a document on financial growth plan

Working & Interest Group name change processes and procedures – Ross Wilkinson

Discussion: RDA's draft Code of Conduct is timely and there have already been alleged violations to be discussed. Council has the responsibility to resolve such disputes and discussed processes for Code of Conduct disputes and appeals. There are various options based on good practice for these processes and Council members and observers were charged with doing due diligence on the options.

Actions:
1. Edit, Kay, Claudia and Bernard to develop differing standpoints on RDA appeals processes, where to resolve, etc.
2. Ross to seek feedback from TAB & Biosharing Working Group to organize a joint meeting to resolve group name change request.

Regional Discussion & Financial Sustainability (continued from Day 1) – Hilary Hanahoe

Discussion: Council and the RDA regions have been grappling with the question of how much a region should contribute to the global RDA. The answer should take into consideration potential revenue sources, size and wealth of region, what is needed to sustain RDA global, etc. This issue is pressing as new regions and the emerging Regional Assembly will need to have a business model for contributions. Council discussed various models and practices of other organizations in this area. Council members very much want to develop viable business models in the near term in collaboration with the Regional Engagement Task Force to ensure that any model would work for a variety of regional financial scenarios and still sustain RDA global.

Actions:

1. Hilary to formulate responses and share with Fran, Jason and Ross for feedback and subsequently share the analysis with Regional Engagement task force, engage OA committee.
2. Hilary to provide a revised budget with explanation to organizational excellence with timeline and steps
3. Hilary to work with financial committee and co-chairs on strategy

Brainstorming "The Value of RDA" to (decisions and action plans) different stakeholders:

Discussion: Last fall, the RDA Council created a Task Force to focus on RDA's value proposition to various constituencies. Edit led a discussion in this session to create various value propositions relevant to targeted RDA constituencies. Various groups of Council members will be developing draft value propositions for different constituencies. The template is below:

Template Fields
- *Value to Stakeholder of RDA engagement*
- *Benefits of engagement (visibility, transaction, etc.)*
- *Value to RDA*
- *Financial engagement (yes or no)*
- *Other non-financial engagement mechanisms*
- *Potential roadblocks / obstacles to engagement*
- *Who delivers the value from RDA*
- *What format does engagement come under (agreement, contract, Mou, other …)*

An initial (non-comprehensive, leverages Council expertise) set of constituencies to develop value propositions for is below:
- ❏ *Research performing organisations (Ross & Kevin)*
- ❏ *Corporate and Private Sector (Edit & Claudia)*
- ❏ *Funders (government & non-profit) (Fran, Claudia & Ross)*
- ❏ *Regions (Fran, Francoise & Jason)*
- ❏ *Libraries (Sandra & Kay)*
- ❏ *Individuals (Hilary & Jason)*

Actions:
1. *Hilary to create first version of value proposition template for circulation to all*
2. *Each Council member will check, modify, integrate and finalise their stakeholder grouping*

Defining an RDA Risk Register – Ross Wilkinson

Discussion: Council began to put together a formal RDA Risk Register to understand and prepare for the biggest risks to the organization. "Rows" in the Risk Register are various risks. "Columns" in the Risk Register are Risk, Impact, Likelihood, Mitigation, Residual. During discussion, Council consensus was that RDA's biggest risks include financial failure, reputational damage, missed opportunity or loss of momentum, partner disengagement, loss of membership engagement, geographic asymmetry, insufficient organizational support, and loss of competitiveness. The SG and Council will put together a formal Risk Register and strategies for risk mitigation.

Actions:
1. Hilary will collate risk register discussions and content into a document and send to Ingrid & Edit
2. Ingrid: to work on risk register document with assistance from Edit from 1 Sept onwards (when back from leave) in preparation for discussion in Botswana

Secretary General feedback to Council / Trustees Report on RDA Foundation – Hilary

Discussion: *The Secretary General provided an operations report to Council. Without a larger Secretariat and more funding, it is challenging to support the growth and dynamism of the RDA community. Council discussed various challenges involved with "professionalizing" the RDA Secretariat (from "startup" to "steady state") and the need to outsource some legal and financial organizational needs. In addition, Hilary is trying to centralize and make uniform the documentation and archiving of RDA meetings and activities. This is a welcome improvement but will take work to get to steady state.*
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Actions:
1. Hilary, Lynn and Stefanie to draft a code of conduct processes document and request feedback from Sandra. The document should be ready by 15 October 2018 for perusal by council in advance and discussion at Botswana council meeting.
2. Hilary to provide estimate of tax requirements for employment of Foundation staff
3. Hilary to clarify plenary liability situation and overall the insurance risks etc. to Trustees
4. Hilary to circulate formal report to group which will be archived with the slide set shown as a record of the trustees meeting.

Nomination of new Council Co-chair – Ross Wilkinson

Discussion: *Council Co-Chair Fran Berman's term as Co-Chair is ending. (Her term as Council member will be up after Plenary 13). Council member Ingrid Dillo was elected the new Council co-Chair to serve with Ross Wilkinson. Ingrid is on leave until September 1, so Fran Berman will remain co-Chair until then.*

Definition of dates for next council conference calls & meetings – Hilary Hanahoe

Discussion: Dates for future Council conference calls and meetings were discussed. The next face-to-face Council meeting will be held on 7th November from 09:30 to 13:30 during RDA Plenary 12 at International Data Week 2018, Gaborone, Botswana.

RDA Council Meeting, Troy
Monday 4 & Tuesday 5 June 2018

Meeting Chair: Fran Berman

DAY 1 – MONDAY 4 JUNE 2018	
09:00 – 09:10	**Welcome**
09:10 – 09:15	**Approve minutes from Berlin meeting**

09:15 – 13:00 (with 30-minute break at 10:45)	**RDA Growth Management** *(discussion points presented by Andrew)*
	  1. *Update on growth management subcommittee activities and plans (Andrew – remote)*
	RDA Regional Engagement *(discussion points presented by Fran)*
	  1. *Update on progress and expected time line*
	  2. *Points for discussion raised by regions (included in other agenda items over the 2-day meeting)*
	RDA Governance Boards and Interaction *(discussion points presented by Hilary)*
	  1. *RDA Governance Document status & council feedback*
	  2. *Organigram of RDA – brainstorming on regional assembly and overall governance. Roles, responsibilities and interaction between Regional Assembly and other Boards*

13:00 – 14:00	*Lunch Break (lunch provided)*

14:00 – 18:00 (with 30 minute break at 15:30)	**Financial Sustainability** *(discussion points presented by Hilary)*
	  4. *Current financial forecast & revenue streams*
	  5. *Sustainability*
	  6. *Regional Engagement Cost Metrics Diverse revenue streams for RDA – what, how much, what benefits*

18:00	*Adjourn for Day 1*
DAY 2 – TUESDAY 5 JUNE 2018	
09:00 – 10:00	**Working & Interest Group name change processes and procedures** *(discussion points presented by Ross)* 1. *What are TAB, OAB, Council, Secretariat roles and responsibilities*

10:00 – 13:00 (with 30 minute break at 11:15)	**Brainstorming "The Value of RDA"** to (decisions and action plans) *(discussion points presented by all)*
	  1. *Research Institutes and Organisations*
	  2. *Corporate and Private Sector*
	  3. *Funders and Regions*
	  4. *Individual Members*

13:00 – 14:00	*Lunch Break*
14:00 – 15:15	**Defining an RDA Risk Register** *(discussion points raised during meeting and discussed by all)*
15:15 – 15:30	*Coffee Break*

15:30 – 16:00	**Secretary General feedback to Council**
	  1. Report to council from Secretary General
	  2. Trustees Report on RDA Foundation

16:00 – 16:30	**Any other business or discussion points carried over**
16:30 – 17:00	**Nomination of new Council Co-chair** *(Ross)*
17:00 – 17:15	**Definition of dates for next council conference calls & meetings**
17:15	**Close of Meeting**