2020 ANNUAL REPORT

EDUCOPIA INSTITUTE

Community Cultivators

LETTER FROM THE DIRECTOR

2020 was a traumatic year, one that brought local and global inequalities and needs into glaringly sharp focus.

It forced all of us at Educopia to take a fresh look at our work and our values—personally, as a team, and within each of our affiliated communities and research projects.

2020 made us ask and answer hard questions about how we ensure that our work consistently aligns with our values and brings about real change in our field and in the world. Those questions uncovered gaps in our own infrastructure and in our team's composition, gaps that were especially important to address given that our staff almost doubled in size early in the year, just before the pandemic's impact began to be felt in the U.S.

We turned our community cultivation tools back onto ourselves to help us navigate this time of transition. We needed to deepen and strengthen our internal infrastructure at Educopia, building new processes, pathways, and scaffolding to make sure that our own staff felt a sense of cohesion and community, not just within their own affiliated communities or research projects, but also with each other as Educopians.

We worked to convert our previously individualized environment into a more streamlined team with clear roles, responsibilities, and boundaries. We asked tough questions and we listened to ourselves and to each other, cultivating more space for vulnerability and honesty across the organization.
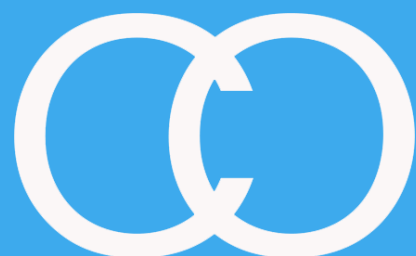
2020 taught our team to prioritize our time differently. We now expect different things from each other. In 2020, we could no longer just focus on the next deadline or deliverable—we had to actively and creatively change those milestones to accommodate our often chaotic and unpredictable pandemic schedules.

Our emphasis moved from delivering outputs to deepening relationships with each other and with our many community members and partners.

As we made this shift, we surfaced our own invisible labor and after-hours work. We extended deadlines and built cushions into our new work to deliberately build buffers against burnout.

We cheered each other on as we took time off on hard days and admitted our own humanness, dropping the "I've got this!" You've got this!" postures that had often carried us into excess and overextension in the past.

Our people-first, values-driven approach to running an organization is not unique, but the way we experienced it in 2020 was new and important. The biggest lesson that this year brought home for us at Educopia is that healthy, vibrant communities are powerful mechanisms that we can use to take care of each other and our world.

The following pages highlight not just our concrete deliverables or "by the numbers" successes, but also the ways in which our successes are always predicated first on the strength of our relationships with each other.

We are grateful for all of the extended networks, project teams, collaborative engagements, and clients that shared this 2020 journey with us.

KATHERINE SKINNER
Executive Director

COMMUNITY MEMBERS, STAFF, AND BOARD

AFFILIATED COMMUNITY MEMBERS

Arizona Universities Library Consortium (BCC)
Atla (LPC)
Auburn University Libraries (MA)
Australia's Academic and Research Network (SPN)
Boston College (LPC, MA)
Binghamton University (LPC)
Brigham Young University (BCC)
British Library (BCC)
California Digital Library (LPC)
California Polytechnic State University (LPC, MA)
Caltech (LPC)
Canadian Centre for Architecture (BCC, SPN)
Carnegie Mellon University (LPC, MA)
Center for Astrophysics | Harvard & Smithsonian (SPN)
Claremont Colleges Library (LPC)
Colby College (LPC)
Columbia University (LPC, SPN)
Computer History Museum (SPN)
Consorci de Serveis Universitaris de Catalunya (MA)
Cornell University (BCC, LPC, SPN)
Dartmouth College (LPC)
Dublin Business School (LPC)
Duke University Libraries (BCC, SPN)
Emory University (BCC, LPC)
Florida State University (LPC)
Gates Archive (BCC)

George Mason University (LPC)
Georgia Tech (BCC, SPN)
Grand Valley State University (LPC)
Greene County Public Library (BCC, MA)
Harvard Library (BCC)
Historically Black Colleges and Universities Library Alliance (MA)
Illinois Wesleyan University (LPC)
Indiana University (LPC)
Indiana University-Purdue University Indianapolis (LPC)
InDiPres (MA)
Iowa State University (LPC)
Isabella Stewart Gardner Museum (BCC, MA)
James Madison University (LPC)
Kansas State University (LPC)
La Trobe University (LPC)
Library of Congress (BCC, LPC)
Living Computers: Museum + Labs (SPN)
Lynn University (LPC)
Macalester College (LPC)
Maryland Institute for Technology in the Humanities (BCC)
Massachusetts Institute of Technology (BCC, SPN)
McGill University (LPC)
McMaster University (BCC)
Middle Tennessee State University (LPC)
Minitex (LPC)
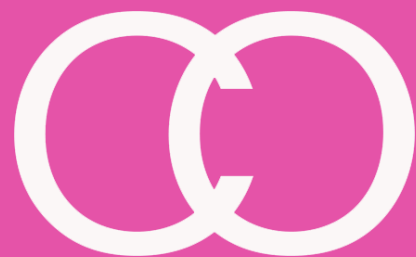
National Archives of Australia (SPN)
New York University (BCC, SPN)
North Carolina State University (BCC)
Northwestern University (BCC, LPC)
Notre Dame (SPN)
Ohio State University (LPC)
Ohio University (MA)
Oregon State University (MA)
Pacific University (LPC)
Penn State University (MA, LPC, SPN, BCC)
Pepperdine University (LPC)
Pontifícia Universidade Católica do Rio de Janeiro (MA)
Portland State University (LPC)
Princeton University (BCC)
Private Academic Library Network of Indiana (LPC)
Public Records Office Victoria (BCC)
Purdue University (BCC, LPC, MA)
Rockefeller Archive Center (BCC, MA)
Rutgers University (LPC)
San Francisco State University (LPC)
Simon Fraser University (LPC)
Smithsonian Institution (BCC)
Software Sustainability Institute (SPN)
Stanford University (BCC, SPN)
SUNY Geneseo (LPC)
Syracuse University (LPC)
Temple University (LPC)
Tulane University (LPC)
Université du Québec à Montréal (LPC)
University College London Libraries & UCL Press (LPC)
University of Alberta (LPC)
University of Arizona (LPC, SPN)
University of California, Los Angeles (BCC)
University of California, Irvine (BCC)
University of California, Santa Barbara (LPC)
University of Cincinnati (LPC)
University of Colorado, Boulder (BCC)
University of Florida (LPC)
University of Georgia (LPC)
University of Guelph (LPC)
University of Houston (LPC)
University of Illinois Chicago (LPC)
University of Illinois Urbana-Champaign (BCC, LPC, SPN)
University of Iowa (LPC)
University of Kentucky (LPC)
University of Louisville (MA, LPC)
University of Manchester (BCC)
University of Maryland (LPC)

University of Maryland Libraries (BCC)
University of Massachusetts Amherst (LPC)
University of Massachusetts Medical School (LPC)
University of Melbourne Library (BCC)
University of Miami (LPC)
University of Michigan, Ann Arbor (LPC, SPN)
University of Minnesota (BCC, LPC)
University of New Brunswick (LPC)
University of North Carolina at Chapel Hill (SILS) (BCC)
University of North Carolina at Greensboro (MA, LPC, SPN)
University of North Texas (LPC)
University of Ottawa (BCC, LPC)
University of Pennsylvania (LPC)
University of Pittsburgh (LPC)
University of South Florida (LPC)
University of Tennessee (LPC)
University of Texas at Arlington (LPC)
University of Texas at Austin (SPN)
University of Virginia (BCC, LPC, SPN)
University of Washington (LPC)
University of Western Ontario (LPC)
University of Wisconsin-Madison (BCC, LPC)
Villanova University (LPC)
Virginia Commonwealth University (LPC)
Virginia Tech (BCC, LPC, MA)
Wake Forest University (LPC)
Washington Research Library Consortium (MA)
Washington University in St. Louis (LPC)
Wayne State University (LPC)
Weill Cornell Medicine-Qatar (LPC)
West Virginia University (LPC)
Williams College (MA)
Wisconsin Historical Society (BCC)
Yale University (BCC, SPN)

KEY
BCC = BitCurator Consortium
LPC = Library Publishing Coalition
MA = MetaArchive
SPN = Software Preservation Network

RESEARCH PARTNERS

ANU Press
Artefactual, Inc.
Association of Research Libraries
Atlanta University Center Consortium
Book Industry Study Group
Cal Poly, San Luis Obispo
California Digital Library
Cast Iron Coding
Catholic University
Claflin University
Claremont Colleges
Clarke & Esposito
Clemson University
Columbia University
Confederation of Open Access Repositories
Cottage Labs
Curtin University
Discovery Garden
District of Columbia Public Library
Duke University
East Carolina University
Emory University
Gale Cengage
HathiTrust
Hypothesis
Illinois Wesleyan University
Indiana University
Ithaka S+R
James Madison University
JROST
Kansas Historical Society
Longleaf Services
LYRASIS
Massachusetts Institute of Technology
Michigan State University
Mount Holyoke College
Murphy Mitchell Consulting Ltd.
New York Public Library
New York University
OAPEN
OCLC
Odum Institute, UNC Chapel Hill
Open Tech
Pacific University
Public Knowledge Project
re:work library consulting
Rice University

San Jose State University
SCOSS/SPARC Europe
Simmons University
SPARC
Springer Nature
Stanford University
Stratos
SUNY Polytechnic Institute
Syracuse University
True Bearing
University College London Press
University of Alberta
University of Michigan
University of Michigan Press
University of North Carolina at Chapel Hill (SILS)
University of North Carolina at Greensboro
University of North Texas
University of Pittsburgh
University of Redlands
University of Texas
University of South Carolina Aiken
Virginia Tech
Wayne State University
Western Carolina University
Winston Salem State University
Wits University Press
Yale University

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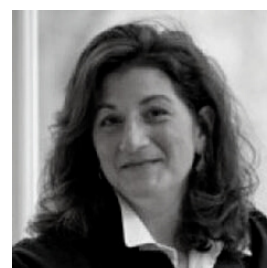Matt Schultz
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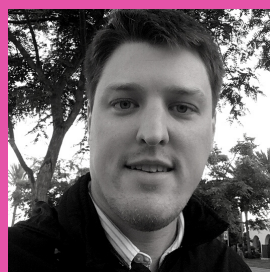
EDUCOPIA
INSTITUTE

BOARD

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President
Kathleen Fitzpatrick
Vice President
Jennifer Vinopal
Treasurer
Martin Halbert
President (Jan-Aug 2020)

David Magellan Horth
Loretta Parham
John Sherer
Teresa Spangler

ACCOMPLISHMENTS

18 STAFF MEMBERS

building communities, facilitating research, and cultivating a stronger, more equitable information management field

133 MEMBER INSTITUTIONS

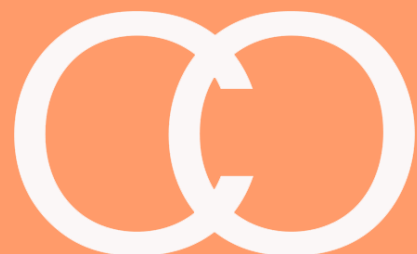in 4 communities, representing 8 countries, on 5 continents

75 RESEARCH PARTNERS

involved with 14 Educopia-led projects

2,231 ATTENDEES AT VIRTUAL EVENTS

including the Library Publishing Forum, the BitCurator Users Forum, the MetaArchive Annual Meeting, and the Software Preservation Forum

13 CONSULTING CONTRACTS

with organizations, networks, leaders, and communities to develop sustainable, intentional plans and solutions

822,375 SETS OF EYES

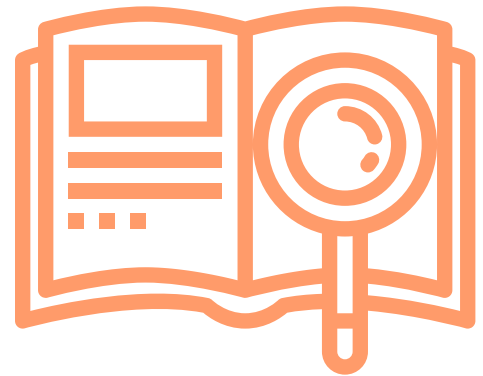on Educopia and affiliated community Twitter accounts, including 937 new followers

51 OPEN ACCESS PUBLICATIONS

on topics ranging from scholarly communication to digital preservation to community cultivation

$1,474,062

in awards and subcontracts for grant-funded research

168,731 VISITORS

to Educopia and affiliated community websites

PROFIT & LOSS STATEMENT

INCOME

Membership	**$422,573**
Events & Programs	**$17,787**
Grants & Consulting	**$1,695,591**
Investment	**$57**
Total	**$2,136,007**

EXPENSES

Personnel	**$949,216**
Professional Services	**$651,470**
Office & General	**$50,184**
Events & Travel	**$14,160**
Total	**$1,665,030**

INCOME BY CATEGORY

BitCurator Consortium
3.7%

Library Publishing Coalition
8.5%

MetaArchive Cooperative
3.8%

Educopia Research & Consulting
84%
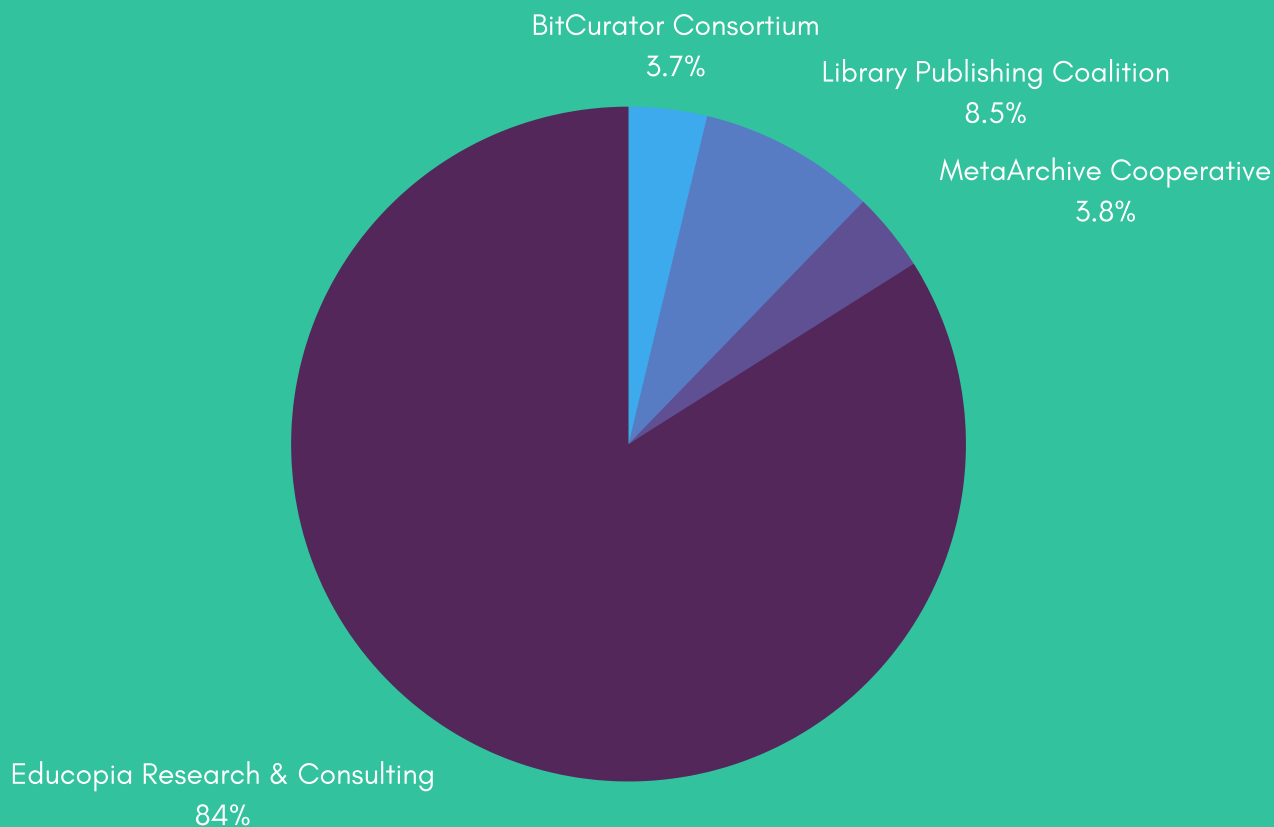
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www.educopia.org