

King's College London
 JISC bid 01/07: From entry to EThOS

Cover Sheet for Proposals <i>(All sections must be completed)</i>		JISC Capital Programme	
Name of Capital Programme: Repositories and Preservation Programme			
Bid for Calls : (Please tick ONE BOX ONLY, as appropriate)			
Discovery to Delivery and Interoperability Demonstrators (Strand C)			
	Call I – Interoperability Demonstrators	<input type="checkbox"/> a) Interoperability demonstrators	
Repository Start-Up and Enhancement (Strand D)			
	Call II – Repository Start-Up and Enhancement Projects	<input checked="" type="checkbox"/> a) Repository start-up projects <input type="checkbox"/> b) Repository enhancement projects <input type="checkbox"/> c) Rapid innovation projects: enhancing repository content	
Digital Preservation Across the Lifecycle (Strand H)			
	Call III – Digital Preservation Across the Lifecycle	<input type="checkbox"/> a) Digital preservation across the lifecycle	
Name of Lead Institution: King's College London			
Name of Proposed Project: From entry to EThOS An institutional solution for managing e-theses processes within the EThOS framework			
Name(s) of Project Partner(s): Single institution project			
Full Contact Details for Primary Contact:			
Name: Karen Stanton Position: Chief Information Officer and College Librarian Email: Karen.stanton@kcl.ac.uk Address: Information Services and Systems King's College London East Wing Fourth Floor Strand London WC2R 2LS United Kingdom Tel No: 020 7848 2737 Fax No: 020 7848 1777			
Length of Project: 10 months			
Project Start Date: September 1 st 2007		Project End Date: June 30 th 2008	
Total Funding Requested from JISC: £30,000			
Funding Broken Down over Financial Years (Mar – Apr):			

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Sep07 - Mar08	Apr08 – Mar09	
£21,000	£9,000	
Total Institutional Contributions: £50,802		
<p>Outline Project Description</p> <p>The project will develop an e-theses repository, entirely compliant with EThOS and designed to support the easy deposit and ready exchange of data.</p> <p>Crucially, the project will expand and enhance the EThOS Toolkit by addressing key institutional administrative questions. It will explore in detail the entire process of submission and handling from examination entry form through to the upload of the final thesis. The project will chart the varied workflows of students, of examiners and of the Examinations Office, school offices and the Bibliographic Services team.</p> <p>The project aims to develop effective support and practical tools to ensure that the institutional implementation of e-theses is achieved with no loss of quality and with minimal risk. Instead, e-theses implementation will secure maximum benefits. Students will gain from reduced costs and streamlined submission. Examiners will gain from less paper-heavy procedures and more varied and flexible format options. Administrators will see duplication and complexity reduced.</p> <p>Throughout its duration the project will reflect a key EThOS theme – that a commitment to e-theses is about more than simply supporting a change of format, it is about a change of institutional culture.</p> <p>The project will deliver a robust repository and a model automated workflow that untangles and resolves the complex administrative issues underlying e-submission.</p> <p>The project will work closely with EThOSnet and engage actively across the sector to ensure the delivery of useful outputs and practical experience in this vital area of common concern.</p>		
I have looked at the example FOI form at Appendix A and included an FOI form in the attached bid (Tick Box)	<u>YES</u> <input checked="" type="checkbox"/>	NO
I have read the Circular and associated Terms and Conditions of Grant at Appendix B (Tick Box)	<u>YES</u> <input checked="" type="checkbox"/>	NO

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FOI declaration

Nothing in this proposal need be withheld from disclosure under the Freedom of Information Act 2000.

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Repository start-up and enhancement, Call II enhancement projects

1. Introduction and broad purpose

1.1 The EThOS project leads the sector in e-theses matters. On completion EThOS will provide a managed repository for the widest possible publication of theses. It will also offer participating HEIs assistance with the difficult issue of format longevity.

EThOS has also become a sectoral focus for e-theses expertise. The EThOS Toolkit is the ideal starting point for any local initiative. The toolkit offers useful guidance on a number of key issues notably relating to academic regulations, deposit paperwork and submission procedures.

1.2 From the 2007/ 08 academic session King's College London (KCL) will accept e-theses, initially on a voluntary basis. Whilst working through the implications with the College Board of Examiners, the Examinations Office and College schools it has become apparent that e-theses implementation opens up a range of difficult issues. Implementation is just as dependent on getting administrative and procedural matters right as it is on creating an appropriate technical infrastructure.

1.3 E-theses implementation offers a unique opportunity. It can represent a fresh commitment to streamlined, efficient and cost-effective administrative processes with benefits right across the institution. The purpose of this project is to explore this opportunity in more detail.

1.4 The project will centre on the start-up of King's new e-theses repository (which will operate as a dedicated strand of our established FEDORA implementation) and will consider the technical challenge of creating an EThOS compliant structure. At the same time the project will review the whole process of theses submission, from examination entry through first submission, oral examination, marking, corrections and on to final deposit.

1.5 The project will map workflows and devise new forms and procedures to support streamlined handling. It will approach the difficult issues of whether workflows can be automated; whether forms can be completed and routed online; whether examiners would benefit from an e-copy for marking and viva (for portability, citation checking, rapid cross-referring etc); how additional, mixed media components submitted alongside theses are dealt with; how compliance and security issues are managed; how metadata should be created and handled and so on.

1.6 The project will help address a sectoral problem. A recent CURL discussion found that procedural issues were holding up progress with mandating e-theses at a number of HEIs. EThOSnet have recently confirmed that the "institutional and administrative side of managing electronic submission" is of great interest to the community, but in its detailed form is beyond the reasonable scope of the EThOS Toolkit (see also below at 8.1).

2. Aims and outcomes

2.1 The project has a number of related aims:

- To build an institutional e-theses repository within an existing FEDORA environment
- To develop an e-theses policy and procedures.
- To implement an efficient, streamlined workflow for e-theses creation, submission, management and description.
- To share expertise with the wider sector and develop useful models and tools to support e-theses work at other HEIs.
- To expand and enhance the EThOS Toolkit.

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- 2.2 The project will draft an institutional solution to managing e-theses within the EThOS framework that is effective on three levels:
- **Technical** – creating a repository that is fully compliant with EThOS requirements.
 - **Procedural** – taking an approach that supports academic regulations and legal and security requirements.
 - **Cultural** – reflecting the College's standards of quality assurance and the expectations of staff and students.
- 2.3 The Project will engage with a range of stake-holders across College including students, academics, the College Board of Examiners, the Examinations Office and school level administration. Staff from Information Services and Systems will be actively and consistently involved including the Bibliographic Services team, Research Support teams, technical IT staff and the College Web Team.
- 2.4 In terms of outcomes the project will:
- Promote e-theses and support cultural change at King's.
 - Provide an exemplar for the sector. Despite local differences the examinations process is broadly similar everywhere. Forms for research students, submission rules and handling procedures are largely the same.
 - Support and enhance the EThOS Toolkit with a worked institutional implementation that deals in detail with issues that are only currently covered in outline.
- 2.5 Practical outputs will include:
- Workflow models and workflow tools to support students, examiners and administrators through the tasks of creating, submitting, processing, describing and publishing e-theses.
 - A model institutional policy for e-theses along with supporting procedures and forms.
 - Guidance notes to support the implementation of an e-theses policy.
 - An EThOS compliant repository that meets required standards in terms of format, structure, metadata and so on.
- 2.6 The benefits of the project will be shared with the wider sector through direct interaction with EThOSnet, professional bodies and other institutions.

3. Duration

- 3.1 The project will run for ten months from September 1st 2007 until June 30th 2008. The e-theses workflow will be fully implemented by the College after June 2008 and will be wholly integrated into the normal work of the College.

4. Key issues that will be addressed

- 4.1 In building an EThOS compliant repository and developing a comprehensive approach to e-theses management the project will address issues that are both specific to the project and of broad relevance to the sector. Key questions and challenges fall into four areas, as below.

4.2 Policy and procedural framework

Changing the regulations	<ul style="list-style-type: none">• What changes are needed to core policy documents?• What supporting policies, codes or statements are needed?
Specifying the College's commitment	<ul style="list-style-type: none">• What is the nature of the College commitment and how is it best expressed?• Should we continue to retain a paper thesis in addition to the electronic copy?
Streamlining formal paperwork	<ul style="list-style-type: none">• Is it possible for forms to be completed online?• Is there any duplication within the formal process?

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	<ul style="list-style-type: none"> • How should the issue of signatures (including counter-signatures) be handled in an electronic environment?
Keeping everyone informed	<ul style="list-style-type: none"> • Will the e-theses workflow keep everyone (students, Examinations Office, school office etc) informed and updated at every stage? • How will the workflow relate to information in the student records system?
An e-copy for marking and oral examination	<ul style="list-style-type: none"> • How do examiners work and which format suits them best? • Is there scope for providing examiners with an e-copy at first submission? Will an e-copy help with portability, citation checking, rapid cross-referring etc? • Would an e-copy be useful in an oral examination – for checking references, look-up of terms, sources, facts etc?
Final submission	<ul style="list-style-type: none"> • How should final submission be handled within the e-theses workflow? • What checks are necessary? Who will perform them and when?

4.3 Security and compliance

Document integrity and version control	<ul style="list-style-type: none"> • How will the integrity of the e-theses be ensured – both procedurally and by software? • What version control tools are required as the document progresses through the workflow?
Security and access	<ul style="list-style-type: none"> • How should security be handled both at the level of the document and of the repository? • How can access be controlled especially in relation to embargoed theses? • What information about embargoed theses should be made available and when? How does this support EThOS compliance?
Plagiarism	<ul style="list-style-type: none"> • Electronic documents are more readily run against plagiarism software. How should plagiarism be tested? When and by who?
Rights and restrictions	<ul style="list-style-type: none"> • What specific rights does the College need to reserve in order to manage e-theses properly and to comply with EThOS? • How can this be turned into documentation within the workflow? • How are access restrictions to theses handled both technically and procedurally? What forms and procedures are necessary to restrict access to sensitive documents?

4.4 Technical requirements

Format	<ul style="list-style-type: none"> • How should we comply with EThOS format requirements? • Is a single format right for the entire workflow or do different formats offer greater flexibility at different stages?
Additional components	<ul style="list-style-type: none"> • Supporting documents submitted with theses present a major challenge. They may include CDs (of images, data sets or multi-media content) or printed material (music scores for instance). How should this data be submitted and managed alongside e-theses within the workflow? • How is this data incorporated into the institutional repository and the EThOS repository?

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Support for students and examiners	<ul style="list-style-type: none"> • What support is needed by students and examiners throughout the submission and examination workflow?
Preservation requirements	<ul style="list-style-type: none"> • How does the EThOS preservation approach integrate with institutional preservation policies?
Workflow tools	<ul style="list-style-type: none"> • How should an online workflow tool be designed and built? • Will it integrate forms and notifications? • Will it support physical transfer of the theses and handle receipt and acknowledgement? • How can the workflow be secured against any possible claim of administrative error that would give grounds for appeal?

4.5 Repository building

Platform	<ul style="list-style-type: none"> • What are the strengths and unique benefits of FEDORA? How can these be maximised by the repository? • How does the platform integrate with our planned workflow tool?
Design and build	<ul style="list-style-type: none"> • How should the repository be structured? • How should the interface be configured? • How does the theses collection interact with other data in the institutional repository?
Metadata and upload	<ul style="list-style-type: none"> • How should we implement EThOS metadata rules? • How is metadata formed during the workflow? Who is it created by and when? • Are there different metadata requirements at different stages? • How can we use metadata conversion tools (MarcEdit, Library of Congress conversion tool or others) to avoid duplication of effort in creating records?
Links with EThOS	<ul style="list-style-type: none"> • How does the institutional repository interact with EThOS both technically and from a user point of view?

5. Project organisation

5.1 Institutional support and resources

5.1.1 The College Board of Examiners has approved the principle of a comprehensive e-theses policy for King's College London. The Board is wholly supportive and recognises the wider value of e-submission and processing for students and administrators. The Board is especially interested in ensuring that quality assurance processes are closely followed and that examiners in particular benefit from the change.

5.1.2 Formal responsibility for implementing College examinations policy lies with the Examinations Office. The Information Services and Systems (ISS) Directorate is responsible for delivering e-theses support. This project will be lead from within ISS, with collaboration right across College (see 5.2 below). The College has a full range of examinations policies and procedures in place all subject to quality assurance protocols. Our e-theses venture will be built on established administrative structures so workflows will run through existing bodies.

5.1.3 The e-theses repository itself will be based on FEDORA. FEDORA (which stands for Flexible Extensible Digital Object and Repository Architecture) is described by the Digital Curation Centre as:

'a general-purpose open source digital object repository management system...Fedora can manage multiple digital object types within a single implementation, including complex, compound and dynamic objects. It is used in a range of repository scenarios, from digital asset management and institutional repositories to digital libraries...The system is highly

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scalable and can provide support for upwards of 10 million objects.'

FEDORA is a popular choice in HE and is available under the Educational Community License. By basing its work in FEDORA the project will ensure that technical findings are of wide relevance across the sector.

5.2 Management and collaboration

5.2.1 Management structure

Project Board	The Board will be chaired by a senior College officer and will include representation from the academic and research communities, the Graduate School, the College Board of Examiners, the College Examinations Office and (for technical expertise) AHDS. EThOSnet will be invited to join so that a clear link with the EThOS project is formed at an executive level. The Board will monitor progress, review outcomes and feedback on the project as it evolves.
Project Director	The Director will ensure that the project retains a high profile within the College and within the sector. She will take reports from the Project Manager and monitor targets and delivery.
Project Manager	The Project Manager will focus on controlling day-to-day progress and on ensuring that deadlines are met and that work progresses. The Project Manager will also provide expert guidance and support to the Researcher.
Project Researcher	The Researcher will be primarily responsible for delivering the project tasks set out below (see 5.4).

5.2.2 Project collaborators

Examinations Office	The project will work closely with the Examinations team, especially on forms and procedures and on developing and testing the e-submission workflow.
Graduate School	The Graduate School will provide an essential link to the College research community.
School offices	School offices will be closely involved in specifying and testing and will provide a core link to examiners.
AHDS	AHDS have previously worked on delivering the College's established e-prints repository. Their expertise with FEDORA will be called on to develop a new e-theses interface.
Web Team	The Web Team will collaborate on delivering web-based workflow tools within the College CMS (Polopoly).
EThOSnet	EThOSnet will be a direct point of contact at every stage of the project.

5.3 Project work packages

5.3.1 Package one: preparation

Consultation across College to refine the detailed scope of the project and to confirm collaborators. Also involves advertising, recruiting and inducting the Project Researcher, confirming membership of the Project Board and establishing internal and external communications networks including the project website.

5.3.2 Package two: investigation and specification

Detailed analysis and mapping of theses' creation, submission and examination processes. Involves interviewing and shadowing students, examiners, administrators and the Bibliographic Services team. Work will take in the detailed investigation of key problems such as the management of mixed-media material submitted alongside theses and legal issues around deposit including copyright and the College's duties under the Freedom of Information Act. This package will define processes and design effective workflows.

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5.3.3 Package three: workflow

Active development of a web-based workflow tool to drive and guide e-theses management. Includes extensive consultation, testing and reworking ahead of delivery and launch. Also takes in an analysis of other technical systems (including the student records database and library systems) to see how they interact with the workflow.

5.3.4 Package four: repository

Final specification of the repository and commissioning and building. The repository will be tested thoroughly before it is delivered and launched.

5.3.5 Package five: supporting resources

Drafting and delivering the resources required to support e-theses management. This includes formal documentation, instructions, guides and training materials. Mostly published on-line and all prepared in collaboration with the Examinations Office, the Graduate School and the College's Research and Learning Liaison team.

5.3.6 Package six: reporting and dissemination

Involves drafting and submitting a final project report and preparing the projects outputs for wider circulation. Also involves organising, advertising and hosting a high-profile dissemination event. Following the project the e-theses management workflow will be fully incorporated into College procedures.

5.4 Timeline

Phase	Tasks	Timing
1. Preparation	Consult Advertise, recruit, induct and train Establish networks and create website	September – October 2007
2. Specification	Analysis and mapping of processes Detailed investigation of key problems Define processes and design workflow Proposal and consultation Final specification	October – December 2007
3. Workflow	Develop workflow tool Analyse other relevant systems Test Delivery and launch	January – April 2008
4. Repository	Specify repository Commission and build Test Delivery and launch	January – April 2008
5. Supporting resources	Draft resources Design, prepare and deliver	January – April 2008
6. Reporting and dissemination	Final report and project outputs Dissemination event	May – June 2008

6. Deliverables

Workflow model	A map of processes prepared in two forms: first as a specific worked example relating to King's; second as a generic model which could be applied to any HEI.
Workflow tool	A web-based tool to drive and chart e-theses management.
Policies and procedures	Documentation to mandate e-theses policy and to set out a coherent and consistent administrative approach.

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Procedural forms	Web-hosted documents fully integrated into the workflow.
Guidance	Prepared for students and examiners; published on the web and transferable to any HEI.
Live e-theses repository	A fully tested EThOS-compliant repository. Built on FEDORA as a dedicated strand of our established implementation.
E-theses workbook	A practical document aimed at a wide HE audience that fully considers all technical and procedural challenges.
Metadata conversion tool	A technical solution to converting MARC records to Dublin Core.
Dissemination event	A high-profile event aimed at a broad HE audience taking in IT, library and records professionals as well as administrators, academics and researchers.
Final report	A summary of the project and of its progress and findings.

7. Risks

Risk	Actions
Failure to recruit project researcher	Advertise widely Use a specialist agency in the recruitment process
Resignation of project staff	Extend project deadline Fill the vacancy from within ISS at no extra cost to the project
Failure to engage the College	Ensure high-level support at an early stage Communicate widely and establish an effective support network
Failure to engage the wider community	Link directly with EThOSnet Use the web extensively Issue regular updates and host a dissemination event.
Technical failure	Use an established platform with a strong track record for the repository and engage technical consultants with appropriate expertise Build workflow tools using robust technologies All work undertaken within the College's IT framework to ensure ongoing support
Lack of funds or support	Ensure commitment from the outset Ensure that the Project Board is an effective institutional advocate with appropriate membership

8. Contribution of the project

8.1 Contribution to the HE sector

EThOS has been well received across the sector and the strength of this project is that it supports and contributes to EThOS without duplicating its work. This project will enhance and expand the popular EThOS Toolkit. Clare Jenkins commenting on behalf of EThOSnet wrote:

'[We] think your ideas for a project to look at the institutional and administrative side of managing electronic submission, all the way through the process, are really good, and would provide some valuable enhancements to what has been developed as part of the EThOS Toolkit. [We] think your project has the potential to complement the work that we will be doing'.

EThOSnet have asked to be involved and updated as the project progresses and close interaction is expected.

The project deals with common sectoral issues that have the potential to hold back e-theses implementations. The project looks to maximise the institutional benefit of a shift to e-theses. It asks difficult questions about processes and procedures and brings together the interests of students, examiners, administrators and information services staff to build a solution that

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benefits all. In this way it realises the EThOS theme of cultural change through e-theses implementation.

8.2 Contribution to programme aims

The project specifically addresses three points from the call:

- F38 – establishing a repository
- F33 – populating the repository, aligning with institutional drivers and integrating with key processes and systems
- F40 – embedding the repository within institutional policies and administration workflows

More broadly the project serves the underlying themes of the programme in a number of ways: it supports innovation at an institutional level; addresses an area of common sectoral concern; focuses on issues that draw in stakeholders from various HE communities including researchers, academics, administrators and information professionals

The project takes a joined-up approach to e-theses implementation and looks beyond the thesis as a fixed object delivered to the repository at the end of a process. Instead it sees the thesis in flux during the whole examination procedure.

9. Sustainability

9.1 King's e-theses initiative has the full support of the College Board of Examiners. When delivered and approved the e-theses repository and workflow will be integrated into College examinations procedures. So, from June 2008 onwards the project's key outputs will be wholly embedded into the College's general work.

9.2 Moving forwards e-theses processes will continue to be monitored and audited by the Board and the Examinations Office as part of the College's routine quality assurance procedure.

10. Evaluation and dissemination

Project website	The site will include progress updates, a project blog, periodic reports and project outputs. It will be a focal point for the project within College and will enhance dissemination to the wider HE community.
Contacts group	The Researcher will establish and maintain a broadly based contacts group. The group will include project participants from within College and interested parties from outside. The group will offer active, ongoing evaluation as the project progresses.
Project Board	The Project Board will monitor and evaluate the project closely. Members will be drawn both from within College and from outside. The Board is expected to include representation from EThOSnet.
Interaction with EThOSnet	Through close working with EThOSnet the project should be able to tap into the established EThOS network. This opens up an extra route for evaluation and dissemination.
Reports and outputs	Progress reports will be submitted to JISC as the project develops. JISC feedback will help to keep work focussed and on track.
Dissemination event	The College will host one high-profile dissemination event towards the end of the project. The event will be promoted to university administrators, library and information professionals, academics and researchers.
External forums	The project will promote its work actively to the Association of University Administrators, the UK Records Management Society's HE Group, SCONUL and CURL. Feedback and evaluation will be sought from appropriate professional groups at every stage.

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11. Budget

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11.1 Summary

The core cost elements are:

- Project Manager
- Project Researcher
- Development of web workflow tool
- Development of repository interface
- Institutional costs
- Project set-up, running and dissemination costs

The totals are:

Project cost: **£80,802**

Institutional contribution: **£50,802**

JISC contribution: **£30,000**

11.2 Table

Non-Staff	April 07– March 08	April 08– March 09	TOTAL £
Travel and expenses	£750	£250	£1000
Hardware/software (including PC, printer and scanner)	£1500	£0	£1500
Dissemination (including hosting one major dissemination event)	£2000	£0	£2000
Recruitment (including agency fees)	£4000	£0	£4000
Technical consultancy for web workflow tool (up to 10 days)	£1500	£0	£1500
Technical consultancy for repository interface (up to 10 days)	£1500	£0	£1500
Publication and printing	£500	£1000	£1500
Stationery, consumables, telephone, books and journals	£500	£250	£750
Total Directly Incurred Non-Staff	£12250	£1500	£13750

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(B)			
Directly Incurred Total (A+B=C) (C)	£27796	£8163	£35959
Estates costs	£5414	£2320	£7734
Directly Allocated Total (D)	£12806	£5488	£18294
Indirect Costs (E) Institutional support	£18584	£7965	£26549
Total Project Cost (C+D+E)	£56561	£24241	£80802
Amount Requested from JISC	£21000	£9000	£30,000
Institutional Contributions¹	£35561	£15241	£50802
Percentage Contributions over the life of the project	JISC 37 %	Partners 63 %	Total 100%

12. Key personnel

12.1 Project Director

Karen Stanton – Chief Information Officer and College Librarian

Karen Stanton is Chief Information Officer and College Librarian at King's College London. As a member of the King's management team her responsibilities include the strategic development of a College-wide Knowledge Management Strategy encompassing the King's information environment. Karen is also the service director for the Information Services and Systems (ISS) Directorate. ISS includes IT, library, Archives and Audio-Visual Services and is the host institution for the London based JISC team and the Arts and Humanities Data Service. Karen has held a number of Director of Information Services roles within Higher Education including the University of Nottingham and Sheffield Hallam University. Karen is a member of a number of HE committees and external working groups and is currently the Chair of the Knowledge Management Foundation (Midlands). King's is an active partner in CURL and RUGIT collaborations and is home to a number of existing JISC projects.

12.2 Project Manager

This role will be split between two managers with complimentary skills and experience.

Russell Burke – Electronic Resources Co-ordinator

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Russell Burke is the Electronic Resources Co-ordinator at King's College London. He manages a team responsible for the acquisition, management, delivery and administration of the e-resources collection (including licence management and negotiation). Russell represents King's on the SHERPA-LEAP Steering and Field Officer groups, the University of London Theses Group, the JISC Ebooks Working Group and is a project board member of the JISC National E-books Observatory Project.

Catriona Cannon – Bibliographic Services Manager

Catriona leads a team responsible for acquiring and describing all print and some electronic resources across College. She represents King's on the M25 Resource Discovery Group.

- 12.3 **Project Researcher**
To be appointed.

Principal
Professor Richard H Trainor
BA MA DPhil FRHistS AcSS FRC

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University of London

To Whom It May Concern

I write to confirm, on behalf of King's College London, our full support for the proposal submitted by the Information Services & Systems Directorate entitled "From Entry To ETHOS: An institutional solution for managing e-theses processes within the EThOS framework", submitted under the JISC Circular 01/07 Appendix F Repositories and Preservation Calls (Programme Strand D: Repository Start-Up and Enhancement Projects).

I confirm that the College will honour the institutional commitments outlined in the proposal.

Yours sincerely

A handwritten signature in black ink that reads 'Richard H Trainor'.

Professor Richard H Trainor
Principal