

Repositories and Preservation Proposal Cover Sheet

Cover Sheet for Proposals (All sections must be completed)		JISC Capital Programme
Name of Capital Programme: Repositories and Preservation Programme		
Bid for Call Area : (Please tick ONE BOX ONLY, as appropriate)		
Tools and Innovation (Strand B)		
<input type="checkbox"/>	Call Area I – Tools and Innovation Projects	Please specify area of proposed project eg <i>'metadata generation and validation'</i>
Discovery to Delivery (Strand C)		
	Call Area II – Discovery to Delivery Projects	<input type="checkbox"/> a) Version identification framework <input type="checkbox"/> b) Persistent identifier interoperability demonstrator <input type="checkbox"/> c) Federated access management and repositories <input type="checkbox"/> d) Semantic interoperability demonstrator
Repository Start-Up and Enhancement (Strand D)		
	Call Area III – Repository Start-Up and Enhancement Projects	<input type="checkbox"/> a) Repository start-up projects <input checked="" type="checkbox"/> b) Repository enhancement projects
Digital Preservation and Records Management (Strand H)		
	Call Area IV – Digital Preservation and Records Management Projects	<input type="checkbox"/> a) Digital preservation across the lifecycle <input type="checkbox"/> b) Models and implementation of preservation services <input type="checkbox"/> c) Preservation tools development
Shared Infrastructure Services (Strand I)		
	Call Area V – Shared Infrastructure Services Projects	<input type="checkbox"/> a) Pilot implementation of licence registry <input type="checkbox"/> b) Pilot national name and factual authority service <input type="checkbox"/> c) Scoping an architecture to support digital policy management <input type="checkbox"/> d) Scoping a terminology registry
Name of Lead Institution: UCL		
Name of Proposed Project: EMBRACE: EMBEDding Repositories and Consortial Enhancement - SHERPA-LEAP		
Name(s) of Project Partner(s): The SHERPA-LEAP Consortium		
Full Contact Details for Primary Contact: Name: Martin Moyle		

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Length of Project: 18 months

Project Start Date: 01 May 2007 **Project End Date:** 30 October 2008

Total Funding Requested from JISC: £130,370

Funding Broken Down over Financial Years (April – March):

Apr06 – Mar07	Apr07 – Mar08	Apr08 – Mar09
	90,491	39,879

Total Institutional Contributions: 130,370

Percentage Contributions over the Life of the Project:	JISC	PARTNERS
	50%	50%

Outline Project Description

EMBRACE will implement a set of measures to enhance the functionality, interoperability and extensibility of the UCL-hosted SHERPA-LEAP repository service, which currently houses the repositories of 9 University of London institutions. EMBRACE will then use the SHERPA-LEAP institutions to address the wider challenge of embedding Institutional Repositories (IRs) in institutional strategic planning. Case studies, initially supported by the espida toolkit, will be undertaken in 3 LEAP institutions, each different in size and mission. The results of the studies, together with a set of adapted and enhanced toolkits for IR advocacy at the organisational level, will be made available to the repositories community.

I have looked at the example FOI form at Appendix A and included an FOI form in the attached bid (Tick Box)

YES

I have read the Circular and associated Terms and Conditions of Grant at Appendix B (Tick Box)

YES

Proposal to the JISC Capital Programme Call, September 2006

EMBRACE - SHERPA-LEAP: EMBedding Repositories And Consortial Enhancement - SHERPA-LEAP

1. Introduction

This proposal is submitted by UCL (University College London), on behalf of the SHERPA-LEAP Consortium, in response to the JISC Capital Programme Call for Proposals, September 2006. The proposal is submitted to the Repositories and Preservation Programme, strand D (Repositories Start-up and Enhancement), Call Area III (b): Repository Enhancement Projects.

EMBRACE will implement a set of measures to enhance the functionality, interoperability and extensibility of the UCL-hosted SHERPA-LEAP¹ repository service, which currently houses the repositories of 9 University of London institutions. EMBRACE will then use the SHERPA-LEAP institutions to address the wider challenge of embedding Institutional Repositories (IRs) in institutional strategic planning. Case studies, initially supported by the *espida*² toolkit, will be undertaken in 3 LEAP institutions, each different in size and mission. The results of the studies, together with a set of adapted and enhanced toolkits for IR advocacy at the organisational level, will be made available to the repositories community.

The proposal is for an 18-month project, beginning on 01 May 2007 and ending on 30 October 2008.

The total funding sought from the JISC is: £ 130,370.

2. Aims

The aims of EMBRACE are as follows:

- To upgrade the SHERPA-LEAP hosted repository platform from EPrints 2.3 to EPrints 3.0.
- To restructure the architecture of the hosted repository service, in order to make the repositories more robust and more easily configurable to meet local functional requirements.
- To implement a citation watermarking facility, in order to optimise the impact of the research papers deposited in the hosted repositories.
- To implement the Eprints Application Profile at each SHERPA-LEAP repository.
- To investigate issues around the strategic commitment of institutions to repository sustainability by carrying out case studies, drawing on the *espida* toolkit, at 3 SHERPA-LEAP institutions.
- To consolidate the results of the case studies into a toolkit adapted specifically to support the embedding of IRs in institutional policies and strategies.
- To disseminate widely the findings of the project.

3. SHERPA-LEAP

3.1. Background

SHERPA-LEAP (London E-prints Access Project, a partner in SHERPA) is a University of London (UoL) Consortium, led by UCL, which has helped to create open access institutional e-prints repositories at 13 University of London institutions.

SHERPA-LEAP was established in February 2004 as a consortium of 7 Higher Education institutions. All were members of the federal University of London, whose Vice-Chancellor generously funded the project. The two over-riding aims of the project were to create eprints repositories for each of the partner institutions, and to populate those repositories through collaborative advocacy. The repositories were hosted centrally by UCL. The 7 development partners were:

¹ SHERPA-LEAP: <http://www.sherpa-leap.ac.uk>

² *espida*: <http://www.gla.ac.uk/espida/>

- Birkbeck
- Imperial College London
- King's College London
- London School of Economics and Political Science (LSE)
- Royal Holloway
- School of Oriental and African Studies (SOAS)
- UCL (Lead partner)

In 2005, the Vice-Chancellor generously awarded funding for a second, 18-month phase of SHERPA-LEAP, which runs until July 2007. The purpose of the second phase of SHERPA-LEAP is to extend the partnership by inviting more institutions in the federal University of London to join the LEAP consortium, and to provide support for the creation and maintenance of e-prints repositories at every UoL institution, regardless of platform. This second slice of funding enabled the appointment of a full-time Project Officer for SHERPA-LEAP.

13 UoL institutions (of a possible 21) are currently partners in SHERPA-LEAP. The following institutions have joined SHERPA-LEAP during its second phase:

- Goldsmiths
- Queen Mary
- The School of Pharmacy
- School of Advanced Study
- The Institute of Cancer Research
- The Institute of Education

A third phase of SHERPA-LEAP has been funded to begin early in 2007; this will permit the continued expansion of the consortium, and cross-searching service for the repositories will also be delivered.

Within the partnership there is substantial diversity: the partner institutions represent a mixture of size and mission, ranging from the large, multi-disciplinary and research-led, to the smaller and highly-specialised. This range of institutions makes the SHERPA-LEAP consortium an ideal testbed in which to examine and test the issues relating to the sustainable embedding of IRs in institutional strategy.

3.2. The SHERPA-LEAP repositories

SHERPA-LEAP was created to move forward the repositories agenda in London. A UCL-hosted repository is not a condition of SHERPA-LEAP membership: that is open to any institution from within the University with an eprints repository, or with plans to develop one, regardless of repository platform and physical location. Nine institutions are currently part of the UCL-hosted repository service; the remaining four use local platforms. The hosted service has been built on GNU EPrints 2.3. In all, nine LEAP repositories are live, the remaining four currently actively in development.

A number of the earlier partners, including LSE, King's and Imperial, have taken advantage of the SHERPA-LEAP service and network to identify and review their wider institutional requirements for a repository. Common issues include the types of object to be collected; relationships with pre-existing research publications data collection exercises; RAE 2008; the ideal position of the IR in the institutional research workflow, and how to embed it there; and the software needed to support these requirements. Several partners are currently in a period of consolidation. An accelerated expansion of repository content across the consortium is anticipated as these issues are resolved, within the lifetime of EMBRACE. Nonetheless, the repositories continue to grow, with new content being added daily. Moreover, a basic management information tool has been implemented for the consortium, which shows that the content of the repositories is being heavily used by the research community. Sample charts showing increases in repository deposit and download rates over time at different SHERPA-LEAP institutions have been included at Appendix 1.

3.3. SHERPA-LEAP outreach

In addition to acquiring content for the repositories and advocating open access within their institutions, the SHERPA-LEAP partners are active contributors to the national and international open access agendas. In June 2005, the partners held the SHERPA-LEAP Conference on Open Access to Research³. The Conference attracted a distinguished panel of speakers, and was attended by 90 members of UoL academic staff. A second Conference will be held in mid-2007. A regional (London and the South-East) workshop on IRs will be held in January 2007.

LEAP partners are members of the JISC-funded SHERPA DP project, which is demonstrating a model for the long-term digital preservation of e-prints, and were involved in the LSE-led ShibboLEAP project, also JISC-funded, which implemented Shibboleth access management technology at the partner institutions, using the LEAP repositories as test targets. SHERPA-LEAP will be participating as a case study subject in the LIFE2 project, which begins in 2007. LEAP partners are also active in the European context: two of the partners, LSE and UCL, are contributors to the Economists Online, which aims to disseminate the work of Europe's leading economists as part of the work of the Nereus Consortium; UCL is lead partner in the DART-Europe project, which is enabling open access to European e-theses, and to which data is contributed from the UCL repository; and strategic links have been made by SHERPA-LEAP with DARE, the SURF Programme of Institutional Repositories in the Netherlands.

3.4. SHERPA-LEAP: long-term commitment

SHERPA-LEAP is able to offer significant evidence of consortial commitment to the repositories agenda. The University of London has funded the consortium in the sum of £230,000 since its inception, and the Project Officer post is currently funded to 31 July 2008. Institutional contributions to the project have been made over and above this central funding; in particular at UCL, where the time of the Project Director and Project Manager for SHERPA-LEAP have been fully contributed, as well as the time of the technical staff who manage and run the hosted repository service. The partner institutions also each contribute the time of designated SHERPA-LEAP Project Officers and Field Officers to the project. (Each partner, additionally, has invested resources in the non-consortial aspects of its own IR in this period.)

In the longer term, the SHERPA-LEAP Steering Group is charged with producing a sustainability plan for the consortium beyond August 2008, the currently-funded lifetime of SHERPA-LEAP. This work will be carried out towards the end of 2007. Much of the cost of maintaining the consortium will be absorbed into line of business; candidate recovery models the continuation of a Project Officer post, once scoped, will be appraised. There is significant partner enthusiasm for the continuation of the consortium: a survey conducted in September 2006 as part of the ongoing evaluation of SHERPA-LEAP demonstrated that the partners value consortial membership highly. The hosted repository service is clearly likely to be used for some time to come by a number of partners, and all the partners welcome and benefit from the experience-sharing opportunities which the consortium continues to facilitate. The outputs of EMBRACE will further boost the perceived value of repositories to their parent institutions, increasing institutional buy-in to SHERPA-LEAP and the repositories agenda, and so increasing the sustainability of the consortium and its repositories.

4. EMBRACE and institutional strategy

The challenge of embedding repositories in institutional strategic planning is to persuade institutions to recognise the digital objects created by their researchers and teachers as intellectual assets of the institution, and to make a strategic commitment to managing them in an appropriate way. EMBRACE will primarily deal with published research outputs, but this principle extends to data sets, learning objects, courseware, and any other digital objects created by members of an institution.

It is the responsibility of an institution to manage its digital assets in a sustainable way, although the absence of such commitments from the Information and IT Strategies which are

³ SHERPA-LEAP Conference on Open Access to Research, June 2005:
<http://www.ucl.ac.uk/Library/scholarly-communication/londonad05.shtml>

publicly available suggest that this responsibility is not yet widely recognised within UK HE. However, beyond acknowledging that natural obligation, institutions might also be persuaded to recognise the potential of repositories for empowerment, by increasing research efficiency, enriching the student experience, and streamlining business processes. Hayes writes, "...institutional repositories have the potential to become embedded as a core element in an institution's information management fabric, enabling institutions to both compete and collaborate more effectively⁴."

EMBRACE will seek to answer three key questions to support the sustainable embedding of repositories at organisational level:

- How should the establishment of IRs be advocated to institutions?
- How can it be ensured that an IR is integrated into relevant institutional strategies, such as information and IT strategies?
- What are the appropriate measures of the strategic impact of an IR?

5. The espida model

The JISC-funded espida model combines a method and a set of tools which together help to articulate the value of proposals, where that value may otherwise be intangible or difficult to communicate. Central to espida is the 'balanced scorecard' approach, which facilitates the consideration of a proposal from four different overall perspectives: how would the proposal meet customer or external stakeholder needs? How would it contribute to a culture of innovation and development within an organisation? What positive contribution would it make to internal business processes? And what would it contribute to the financial bottom line, in terms of cost savings or revenue generation? Each of the 4 perspectives is further broken down into a set of elements for assessment, which may change depending on the nature of the proposal, and to whom it is being addressed.

The starting point for the strategic facets of EMBRACE will be an adaptation of the espida scorecard. Through discussion and trial at a selection of 3 SHERPA-LEAP partner institutions, each different in terms of size and mission, the generic proposal scorecard will be modified to reflect the questions, issues and measures which need to be addressed when a proposer is pursuing a strategic commitment to resourcing and sustaining Institutional Repositories. The strength of the espida approach itself in the repositories context will also be evaluated as part of this process.

6. Detailed project description

6.1. Work Packages

The 5 Work Packages through which EMBRACE will be delivered are described in this section.

WP1: Project Management

Timescale: months 1-18.

WP1 will ensure that all the Work Packages of the project are managed effectively and that all the project outputs are delivered to time and within budget.

Deliverables from WP1 will include a detailed Project Plan, meetings of the Project Board, the coordination of project evaluation activity (see 5.7 below), the coordination of dissemination activity (see 5.8 below), and the core JISC documents. The project will be managed and coordinated by the existing SHERPA-LEAP Project Manager.

WP2: Repository upgrade

Timescale: months 1-6.

WP2 will implement measures which will enhance the architecture, functionality and interoperability of the SHERPA-LEAP hosted repository service. There will be 3 core outputs:

⁴ Hayes, H. (2005) JISC Briefing Paper on Digital Repositories. Available at http://www.jisc.ac.uk/uploaded_documents/HE_repositories_briefing_paper_2005.pdf

(i) Upgrade of hosted repository software from EPrints 2.3 to EPrints 3.0

An upgrade to the latest release of EPrints offers significant functional advantages to the partners. It offers streamlined deposit workflows, including import and export routines; it supports third-party plug-ins, making it easier for partners to customise their own repositories to satisfy local needs; it logs preservation events; and it supports an increased range of digital objects, making the SHERPA-LEAP repositories more plausible candidate for enterprise-level IR solutions. This enrichment of repository functionality will help significantly to advance the case for strategic sustainability of the repositories at their respective institutions.

(ii) Reconfiguration of hosted repository service architecture

The LEAP IRs are configured as separate archives under a shared copy of EPrints. This is economical, but has two drawbacks: firstly, there is a risk that all the archives go down together if a configuration change made to one archive fails to compile; secondly, as partners' requirements have become more sophisticated, it has occasionally become desirable to edit the shared code which sits "above" the archives, but changes made at this level will generally affect each participating institution and so cannot always be effected.

It is not possible to upgrade EPrints seamlessly from version 2.3 to 3.0, so the upgrade will take the form of a series of repository migrations. The enhancement phase of EMBRACE will use this opportunity to build better isolation into the repository structure, resulting in better stability for the repositories and increased flexibility of configuration for the partners.

(iii) Implementation of ePrints Application Profile

The Dublin Core Application Profile for Scholarly Works (ePrints)⁵ has been developed by UKOLN. It offers a rich metadata set, influenced by the principles of FRBR, which, inter alia, will help with the disambiguation of versions and with the identification of full-text records as distinct from metadata-only records, and which will help to direct researchers to the appropriate copy of a work. The principle of exposing eprints using a common vocabulary which is much richer and whose use is more closely-directed than OAI_DC is sure to enhance the usefulness and interoperability of repositories. As part of the EMBRACE repository enhancement Work Package, the SHERPA-LEAP hosted repositories will introduce mappings to the ePrints Application Profile.

WP2 will be led by a Technical Officer, based in UCL Information Systems, supported by the SHERPA-LEAP Project Officer.

WP3: Impact assurance and digital watermarking

Timescale: months 2-4.

The correlation between open access and increased research impact has been a cornerstone of the case for IRs, and a growing body of work is being produced to support it. Impact as return on investment in research is only accrued when eprints are correctly cited by their consumers. In WP3, a digital watermarking tool will be developed which will extract the "correct" citation from the metadata of an eprint and write it into the deposited full-text. The citation will be accompanied by standard wording, customisable by each repository, explaining what version of the paper is to hand, what rights a user has over the material, and giving the correct citation for the eprint. The tool will help to ensure that eprints are correctly attributed and cited, and so help to maximise the efficiency of research.

The tool will be developed for EPrints software, and implemented by the hosted repositories. It will be developed to work with versions 2 and 3 of EPrints. It will, as a minimum, be developed for deposits in .pdf and .doc formats, and any plain text formats. The tool will be incorporated into the deposit process.

WP3 will be delivered by the EPrints Services team at Southampton University, assisted in design and testing activities by the SHERPA-LEAP Project Officer.

⁵ Eprints Application Profile:

http://www.ukoln.ac.uk/repositories/digirep/index/EPrints_Application_Profile

WP4: Training

Timescale: months 5-9.

Training will be arranged to complement the technical work undertaken in WP2 and WP3. This will ensure that the hosted SHERPA-LEAP institutions are equipped to understand and exploit the new functionality and potential for interoperability which will be introduced by the repository upgrade. Two sessions will be held for hosted repository institutions: one aimed at technical staff, and one for repository administrators. This follows the model of EPrints 2.0 training which the consortium previously arranged for UoL institutions.

Follow-up training and ongoing technical support will be delivered by the SHERPA-LEAP Project Officer. This will include a commitment to advocating the ePrints Application Profile to those members of SHERPA-LEAP whose repositories are not hosted centrally, and to supporting any institutions which decide to introduce the Profile at a local level.

The two formal training sessions will be given by the Eprints Training team at Southampton University. Documentation will be created and/or collated for the SHERPA-LEAP Web site by the SHERPA-LEAP Project Officer, who will have overall responsibility for coordinating WP4.

WP5: Embedding

Timescale: months 7-18.

The technical Work Packages of EMBRACE will deliver enhanced repository functionality, with significantly greater potential for interoperability with other services, leading to greater exposure for institutional research output. Through the watermarking WP, they will also deliver a means for translating that increased visibility into optimal research impact, by helping consumers to give correct institutional attribution to the materials which they discover. *WP5: Embedding* will build on this enlarged impact and profile, and investigate how they can most effectively be harnessed at the organisational level.

Following a literature review, case studies will be carried out at 3 SHERPA-LEAP institutions. The initial proposal is that these will be:

- Birkbeck, as an exemplar of a teaching-focused, research-active institution
- SOAS, as an exemplar of a small, highly-specialised research institution
- UCL, as an exemplar of a large, multi-disciplinary, research-intensive institution

The case studies will each be carried out using a similar methodology. Each will begin by collating and examining relevant strategies in place at the institution. Interviews with key internal stakeholders will follow, to determine the institution's current view of its repository and its attitude to its digital assets generally. Following this contextual work, Focus Groups of senior members of staff with relevant strategic and policy responsibilities will be held. These sessions will initially be driven by the espida methodology: the Groups will work with the espida balanced scorecard, testing the vocabulary and redefining the elements to reflect institutional mission, and assessing each element for impact to complete the scorecard for the institution.

If espida is successfully applied, the completed scorecards will disclose the key features of a business case for repository sustainability at that institution. However, part of the EMBRACE process will be to evaluate the espida approach and its applicability to the embedding of institutional repositories; should espida be found unsuitable for this purpose, feedback from the Groups will be used to direct the project to more suitable alternative models.

The outcomes of the case studies will be synthesised to inform the development of a toolkit. It will be a generic, reusable tool for supporting the embedding of repositories in institutional strategy and policy, suitable for adaptation by institutions of different size and mission. Additionally, the literature review and individual case studies will be worked into a consolidated report and this will be made publicly available, to accompany the toolkit.

A Project Officer, to be based at UCL, will be recruited to carry out the research and reporting activities necessary to deliver WP5.

6.2. Summary of key outputs

- Upgrade of centrally-hosted repositories to EPrints 3.0
- More robust architecture for the hosted repository service
- Implementation of the ePrints Application Profile for the hosted repositories
- Advocacy for the ePrints Application Profile to all LEAP institutions
- A digital citation watermarking tool for GNU EPrints
- Training and technical support for the repository enhancements
- Case studies of repository strategy and sustainability at 3 institutions
- A toolkit to support the embedding of repositories in institutional strategy and policy
- A consolidated report on the case studies and toolkit

6.3. Impact

The work of EMBRACE will have much relevance for the wider community. The commitment of the team to dissemination will help to ensure the following outcomes:

- EMBRACE will help to raise the profile of open access and IRs generally within the HE community, and will reach beyond library and IT staff to senior strategists.
- the project will support the embedding of the JISC Information Environment at organisational level.
- EMBRACE will help to tie the development and maintenance of repositories to institutional strategy, contributing to repository sustainability.
- the toolkit, which will be optimised to articulate the business case for sustainable IRs, will be generic, reusable and adaptable by other institutions.
- the Eprints Application Profile, which will contribute to enhanced repository interoperability, will be championed.
- the citation watermarking tool, which will ensure that institutions achieve maximum impact from their commitments open access, will be available to the whole GNU EPrints community.

6.4. Governance

A Project Board will be convened to oversee the development of the project. It will meet at least 3 times in the course of the project.

Membership of the EMBRACE Project Board will be as follows:

- Dr Paul Ayris (Chair), Director of UCL Library Services, SHERPA-LEAP Project Director
- EMBRACE Project Officer, to be appointed
- Martin Moyle, SHERPA-LEAP Project Manager
- Philip Payne, Librarian, Birkbeck, University of London

The role of the Project Board will be to monitor, review, assess and sign off the outputs of the project, to sponsor all evaluation and dissemination activity (see sections 6.7 and 6.8 below), and to help to shape the work of the EMBRACE Project Officer in *WP5:Embedding*.

The Project Board will report to the SHERPA-LEAP Steering Group, which is also chaired by Dr Paul Ayris. The Steering Group includes senior representatives from each of the SHERPA-LEAP institutions. It will also meet 3 times during the lifetime of the project.

6.5. Risks

Risk	Probability	Impact	How managed
Inability to recruit Project Officer	Low	Med	UCL staff will work on project until recruitment is successful
Key staff leave during project lifetime	Med	Med	Re-recruitment. Core tasks are spread across different members of staff, so other aspects of project may carry on unaffected.
Partnership fails	Low	High	SHERPA-LEAP is a strong and mature partnership

Cooperation of a case study partner is withdrawn	Low	Med	SHERPA-LEAP partner of similar size and mission will be found. If impossible to find partner within consortium, project will use strong existing connections to look beyond SHERPA-LEAP for case study partner.
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6.6. IPR

All published material produced by the project will follow current JISC guidelines for accessibility. Copyright of the appropriate author(s) and/or partner institution(s) will be asserted, but all such material will be covered by the appropriate Creative Commons licence allowing free non-commercial reuse.

The watermarking package built under *WP3:Impact Assurance* will be made available to the EPrints community on an open source basis.

6.7. Project evaluation

An independent Evaluator has been appointed to provide quality assurance for the project by reviewing its progress and outputs. The Evaluator will be Professor David Nicholas, Head of UCL's School of Library, Archive and Information Studies, and of CIBER (Centre for Information Behaviour and the Evaluation of Research).

On a day-to-day basis, the Project Manager will measure the progress of the project against the Project Plan, and will be accountable to the Steering Group. Towards the close of the Project, a summative evaluation will be carried out, by the Project Manager in conjunction with the Evaluator.

All project evaluation activity, both formative and summative, will be sponsored by the Project Board, and it will be managed under *WP1: Project Management*.

6.8. Dissemination

The project team will be committed to disseminating the work of the project and its outputs, and dissemination will be managed under *WP1: Project Management*. The work carried out under *WP5:Embedding* will be of international interest to senior library managers, and members of the Project Team will seek opportunities to present the work of the Project at relevant national and international conferences, such as Members meetings of CURL and the annual Conference of LIBER. Opportunities for the publication of at least one paper in the professional literature on the findings of *WP5:Embedding* will be sought.

An EMBRACE Web site will be created as part of the SHERPA-LEAP Web site, to share information about the project. It will provide links to project reports and to copies of all publications and presentations deriving from the project. Additionally, the studies from *WP5: Embedding* and the adapted espida toolkit will be made openly and freely available through one or more of the SHERPA-LEAP Institutional Repositories. The Project Board will assist with the identification of dissemination activities and will sponsor all project dissemination activity.

6.9. Sustainability

EMBRACE is a timed project with a fixed set of deliverables, and the sustainability of its outputs does not, therefore, require further resources. The outputs themselves will contribute to the long-term sustainability of repository development in the JISC community.

Plans for the longer-term sustainability of the SHERPA-LEAP consortium have been described in section 2.4, above.

7. Budget

	May 07- Mar 08	Apr 08- Oct 08	Total (£)
Directly incurred, staff (including on-costs)			
Enhancement Project Officer (sp 32)	35,105	23,321	58,426
Total directly incurred staff			58,426
Non-staff directly incurred			
Desktop, Project Officer	1,000		1,000
Laptop	1,000		1,000
Travel	500	350	850
Dissemination	1,200	800	2,000
Training events	2,200		2,200
Consumables	200	200	400
Total non-staff directly incurred			7,450
Directly incurred total			65,876
Directly allocated			
Technical Officer (WP2) 1 FTE, 6 months	18,879		18,879
SHERPA-LEAP Project Officer (WP2, WP3, WP4) 0.5 FTE, 9 months	14,335		14,335
Project Manager (0.2 FTE, sp 46)	10,452	6,821	17,273
Watermarking (WP3)	1,200		1,200
Payments to participating institutions (WP5)		12,000	12,000
Project Board meetings	160	90	250
Evaluator		1,500	1,500
Estates, UCL	5,510	2,016	7,526
Total directly allocated			72,963
Indirect			
Indirect costs, UCL	89,242	32,659	121,901
Total indirect			121,901
Total project cost	180,983	79,757	260,740
Amount requested from JISC	90,491	39,879	130,370
Institutional contributions	90,492	39,878	130,370
Percentage contributions over project lifetime	JISC 50%	Partners 50%	

8. Key personnel: Project Board

Dr Paul Ayris

Paul Ayris is the Director of UCL Library Services and UCL Copyright Officer. Dr Ayris sits on numerous committees and boards, including: the Joint CURL/SCONUL Scholarly Communications Group, the JISC Journals Working Group and the Repositories and Preservation Advisory Board, the SPARC Europe Board, the LIBER Board, and is the Chair of the LIBER Access Division, and Chair of the SHERPA partnership Management Group. Before his present position Dr Ayris was Deputy Librarian for UCL and had a 12 year career at Cambridge University Library, becoming head of IT Services in the Automation Division. He is an honorary Lecturer at the UCL School of Library, Archive and Information Studies. Dr Ayris is Chair of the SHERPA-LEAP Steering Group, and will Chair the EMBRACE Project Board.

Martin Moyle

Martin Moyle is Digital Asset Manager, UCL Library Services. He is Project Manager for SHERPA-LEAP. He has also led for UCL on the JISC-funded ShibboLEAP and SHERPA DP projects, and is the Project Manager for DART-Europe, which aims to build a European model for open access to research e-theses. Martin is a certified PRINCE2 Practitioner. He will be the Project Manager for EMBRACE.

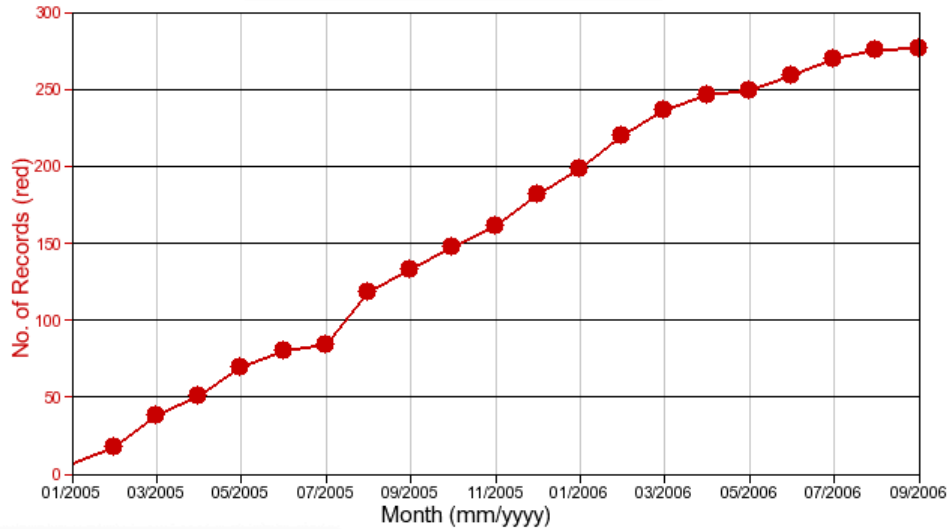
Philip Payne

Philip Payne took up the post of Librarian at Birkbeck, University of London, UK in December 2004. He has previously worked at Leeds Metropolitan University, City of London Polytechnic,

Appendix 1: SHERPA-LEAP Repository Activity

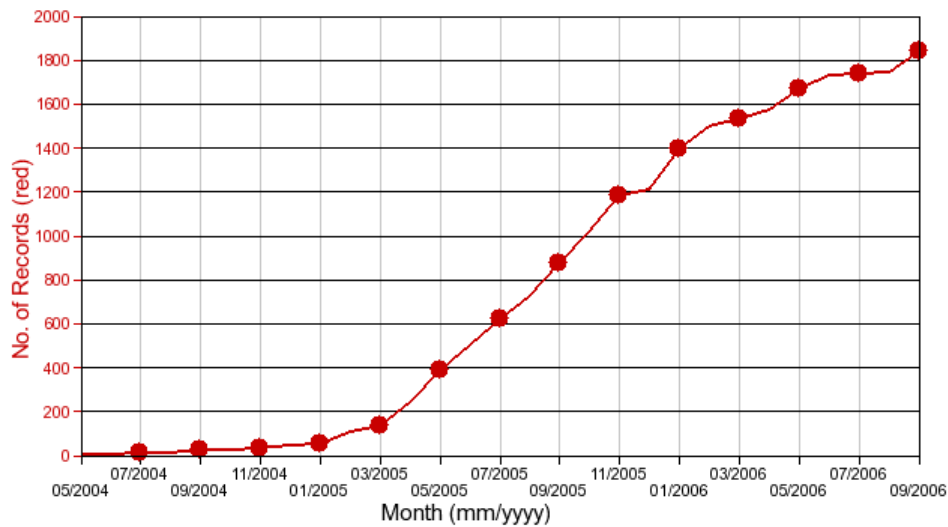
Four charts are included, illustrating deposit rates and download rates at sample SHERPA-LEAP repositories from setup to the end of the 2005/6 academic session.

Growth rate: Birkbeck ePrints



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