



JISC Project Plan

Overview of Project

1. Background

The John Rylands University Library (JRUL), The University of Manchester, has world-renowned research collections. It was recently designated by HEFCE as one of only five National Research Libraries – the only one located in the north of England. The Library's Special Collections are of exceptional importance in a wide range of disciplines, and were one of the first library collections to be designated by the Museums, Libraries and Archives Council in 2005. Recently the Library has undertaken two major digitisation projects: the JISC-sponsored Middle English manuscript project, *In the bigynnyng*, and the AHRC-funded Genizah project. We have also been awarded funding for several smaller digitisation projects, including a Dante project and a *Shahnama* project.

Library staff have amassed considerable skills and expertise in creating and managing digital surrogates of materials that require sensitive handling. We have two fully-equipped imaging studios with high-specification cameras and digital backs, two conservation-friendly Copibook scanners (<http://www.iiri.com/i2s/copibook.htm>), two fixed copy-stands and a Traveller's Conservation Copy-stand. Whereas some institutions excel in mass digitisation, no other organisation in the north of England specialises in the digitisation of heritage materials; the nearest facility is located in the East Midlands (a private company). Indeed, the set-up costs of such facilities are prohibitive for many institutions. This project will test the feasibility of establishing a regional Centre of Competence for Heritage Digitisation, based within the University of Manchester.

By locating the Centre within the University we are able to draw on an exceptional body of skills and expertise. Manchester's geographical position, with good road, rail and air links, makes it an ideal centre for such an initiative. Whilst retaining the facilities to digitise at two Manchester sites (Deansgate and Oxford Road), we can also offer a peripatetic service, travelling to stakeholder sites and digitising *in situ*, thus saving the costs of transportation, storage and insurance and reducing the risk of loss or damage to unique and often extremely valuable materials. Should demand be identified we will be happy to extend the service beyond the region.

2. Aims and Objectives

Our aim is to establish whether there is demand for a regional Centre of Competence for Heritage Digitisation, embedded within the University of Manchester. We will establish partnerships with museums, libraries and archive repositories throughout the region, and beyond, to develop and test collaborative models for digitisation.

Our objectives are to:

- Explore and test various business models and practices with external partnerships and alliances;
- Achieve economies of scale by competitively marketing our services and expertise;
- Develop a strategy for continuation and long-term sustainability of digitisation activities;
- Embed digitisation into our institutional strategies and practices;
- Define best-practice for object-centred digitisation;
- Expand our existing on-line content by hosting related materials held by other institutions;
- Fulfil JISC, Library and University strategic goals.

3. Overall Approach

Introduction

The chief outcome of this project will be the creation of a feasibility study for offering a digitisation service to the heritage sector. The Centre must be self-financing, so the feasibility study will contain a business plan for the short to medium-term future, including forecasts and cost analyses in relation to the potential market and economic climate. We will work with a number of different partners to test various service models. The study will explore the financial and logistical practicalities of the test service models and address the appropriate staffing levels and skill sets required, highlight problems and identify solutions. It will also address alternative business models and make recommendations for improving planning and budgeting, leading to more effective financial decision making. Statistics and documentation will be collated for each model as case studies and interpreted to inform the business plan.

The governance of the project will be via a Steering Group, which will provide strategic direction. The group will be chaired by the Head of Special Collections and include the Head of Systems; both are members of the Library's Leadership Team. The feasibility study and business plan will be presented to the Library's Leadership Team in winter 2010 and will be a tool to assist their strategic planning. The aim is for the Leadership Team to approve continuation of the external digitisation service. Critical success factors include engagement with a suitable range of partners, opportunity to test the different service options, customer satisfaction, cost-effectiveness and realistic analysis of business potential. Funding potential is a crucial issue; we will need to engage early with associations such as the HLF, as outsourcing imaging may entail a cultural change in the way grants are allocated. We anticipate that the feasibility study will identify the ethos of the service, whether it should operate as self-sustaining or a commercial enterprise. It will also consider alternative revenue models to include unquantifiable benefits such as improved educational opportunities and institutional prestige.

Staffing

Key staff will be directly seconded to the project, namely the Project Manager (0.5 FTE), the Collection Care Manager (0.2 FTE), and the Digitisation Support Assistant (0.25 FTE) under the supervision of the Digitisation Manager (0.2 FTE). Four new posts will be created as a result of the project:

- 1 Senior Photographic Technician (1.0 FTE);
- 1 Photographic Technician (Internship 1.0 FTE);
- 1 Conservator (Internship 1.0 FTE);
- 1 Cataloguer / Administrator (1.0 FTE).

The Senior Photographic Technician to be in post by 1 October 2009; the Cataloguer by 1 November 2009. New staff will be based within the Special Collections Division at the Deansgate site.

To achieve best practice, the heritage sector needs access to well-trained professionals. We will offer two project internships: a photographer and a conservator. The internships will provide a unique period of intensive work experience under the supervision of a qualified and skilled conservator or photographer. Interns will be acknowledged as having a special training status, supported by professional staff within the JRUL. They will each be contracted for a 12 month period between 1 October 2009 and 31 January 2011.

Consultancy

Robert Taylor has been appointed as external consultant for the project. For ten weeks during the summer of 2010 we will offer an internship to a student enrolled on the MBA at the prestigious Manchester Business School. This can be extended part-time to the end of October 2010. The intern will continue to benefit from faculty supervision, and as a current member of The University of Manchester there will be no issues regarding immigration or work permits. The MBA Intern will produce the feasibility study as the final paper of their internship; this will be quality assessed by both their supervisor at the Manchester Business School and the external consultant. A Steering Group will offer strategic direction and will include the consultant, the supervisor of the MBA intern, and

representatives from the heritage libraries in the north-west region and the University of Manchester's Faculty of Humanities.

Partnerships and test models / methodologies

Some partnerships have already been established; others will be identified during the course of the project. In each case, the Project Manager and relevant team members will meet with stakeholders to clarify the terms and conditions of their role as test model, identify any content to be digitised where applicable, and confirm the nature of the partnership. Benchmarks and specifications will be agreed. Processes and standards will be documented and included in a Service Level Agreement to be devised as a part of the project. A work plan will be established for each project model. Some examples of project models we wish to test and cost include:

- Digitising external collections at the JRUL;
- Digitising external collections *in situ*;
- Digitising small numbers of images (e.g. one manuscript codex);
- Self-service scanning (Copibooks at Deansgate and Oxford Road sites);
- Metadata production;
- Hosting external collections in our image management system (Luna Insight);
- Training partners to produce their own metadata;
- Pre- and post-digitisation treatment assessments and services;
- Options for preservation, including archive storage solutions for images;
- Knowledge / service exchange with partners;
- Funding bid collaboration;
- Advisory service.

The Project Manager will keep logistical records, including time-sheets, expenses and records of equipment used. For each case study the MBA Intern will prepare a detailed Cost Benefit Analysis to determine the viability of offering the model as a commercial service.

Market and user needs analysis

In association with the Project Manager and the Consultant, the MBA Intern will undertake a comprehensive survey of the potential heritage sector market in the north-west region. A representative section of institutions will be targeted and asked to take part in an analysis of customer needs. This scoping exercise will help us formulate the strategy for the Centre, ensuring we pitch our services to maximum effect, whilst simultaneously advertising the service and enlisting external institutions as stakeholders in the project and beyond.

Pre- and post-digitisation treatment

The JRUL is working towards best practice in object-centred digitisation. All of the processes related to the care of the collections that precede and follow the actual image capture are described as "pre- and post-digitisation treatment". In order to take a responsible approach to digitisation and to ensure long-term preservation of objects, pre and post treatment must form part of that process. The condition of the object prior to image capture will be fully documented, as is current practice on all similar projects at the JRUL. This can be a lengthy process in cases where the object is of high intrinsic, reputational or monetary value, or has complicated features, e.g. fold out plates, pigments etc. Additional requirements for preservation following image capture will be identified and costed. The Conservator Intern will write a report on the impact of digitisation on original objects with reference to current projects.

Image capture

Image specifications, file-naming arrangements and standards will be agreed with the customer and documented in the Service Level Agreement. Progress will be recorded on spreadsheets. Options for archiving images may include raw 48-bit files archived on tape and 24-bit processed TIFF files archived on hard drives and / or transferred to University servers. Data backup services managed by central University IT Services will be used. Raw files will routinely include a Kodak colour strip and scale rule, but these can be cropped from processed files if the partner wishes.

Image management and delivery

JRUL already has the capacity to build image collections using the Luna Insight suite, our proprietary image management system supplied by [Luna Imaging Inc.](http://www.luna-imaging.com/) We currently have four public digital collections (<http://www.manchester.ac.uk/library/eresources/imagecollections/university/>). We propose to extend our content by hosting external collections which interface well with our own. Depending on the model chosen, metadata creation can be undertaken in-house by the JRUL cataloguer or externally by partners, for whom training can be provided if required. Licence and hosting fees will be payable annually to Luna Imaging Inc (for partners undertaking their own metadata creation, covering use of their *Inscribe* software during the collection building phase) and to the JRUL (to include storage costs). JRUL photographers will load a copy of each processed image into the system via Luna Insight *Studio* software, which creates a JPEG 2000 file for viewing purposes. Images will be displayed via the new LUNA viewer provided as part of Insight 6.0 software. LUNA is a web-based front end to Luna Insight, offering Web 2.0 concepts such as embedding and linking. All images placed in this system will be copyright cleared and freely available on-line. The Technical Support role will provide support to all stakeholders with regard to the Insight components.

Data capture

For collections to be hosted in Luna Insight, the JRUL Cataloguing Assistant or a designated member of the partner's team will create a record for each image using Luna's *Inscribe* software. Progress will be recorded on spreadsheets and cross-checked with capture data to ensure consistency. The image-level metadata will include any significant details about the original folio, plus image capture information. Metadata is held in the Oracle 10 database which underlies the Luna Insight image management suite. Both metadata and images can be downloaded or printed directly from the viewer software, or links embedded into web-based materials. Full training on use of the suite will be delivered by the Cataloguer.

Website

Initially we will set up a project website, adhering to JISC guidelines. The home page will describe the project, outline the objectives and include sponsors' logos. Tabbed links will be provided to further pages, to include all project documentation and reports, details of services provided, on-line image collections created under project auspices, related sites and services (including JISC Digital Media) and partners homepages. A dedicated service website will be developed towards the end of the project.

4. Project Outputs

1. A report on the feasibility of a heritage digitisation service and advisory centre to assist the Library's Leadership Team to embed digitisation activity into the Library's strategic plans;
2. Recommendations for effective business models and methodologies with costings for each service model to ensure sustainability and inform financial decisions;
3. Publicity and promotional material, including a dedicated website where all reports and studies will be published;
4. Additional digitised content, freely available on-line;
5. Recommendations for best, good and basic levels of practice for object-centred digitisation;
6. Case studies, e.g. the workflow on a particular manuscript;
7. Project reports to JISC.

5. Project Outcomes

1. New and improved regional and national partnerships and alliances, including with JISC Digital Media;
2. Acquisition of business acumen;
3. Retention and best use of resources;
4. Cost-saving benefits of sharing equipment and expertise;

5. Enhanced access to and preservation of unique cultural materials for academic and public engagement;
6. Enhanced skills and experience of digitisation and project management both within the University of Manchester and within partner institutions.
7. Graduate training opportunities, increasing the skills base in the heritage digitisation sector;
8. Role model and / or service for other regions;
9. Fulfilment of JISC, Library and University strategic goals.

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
University of Manchester Senior Managers, particularly JRUL Leadership Team	Sustainability; cost-effectiveness; implications of establishing service; reputation; alignment with University and Library goals and strategies.	High
Partners	Opportunity to digitise materials; benefit from JRUL experience and equipment; financial savings; long-term partnerships	High
Interns	Acquisition of key skills and expertise; testing of expertise in workplace.	High
Heritage sector	Cost-effective digitisation service; role model for partnerships.	High
Academics, FE and HE teachers	Continued commitment to creation of digital content; enhanced access to research material; high definition images with metadata, ability to compare documents online.	High
Undergraduate & Postgraduate students	Continued commitment to creation of digital content; remote access to heritage materials; integration into VLEs.	High
General public, life-long learners	Continued commitment to creation of digital content; ability to view high-quality images with interpretation, easy access to previously inaccessible resources.	Medium
JISC	Successful project management, key goals achieved, dissemination of experience to other projects and repositories, benefits to HE community, and pilot for collaborative digitisation services.	Medium
Other JISC projects or programmes	Adoption of best practices and standards, knowledge transfer, links to other relevant online resources.	Medium

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
<u>Staffing:</u> Loss of key project personnel	3	4	12	Motivation via contractual terms, good job design, good working environment and personal development opportunities. Relatively short duration of project reduces likelihood of permanent staff leaving.
<u>Organisational:</u> Slippage in project timetable	3	5	15	Project plan informed by previous experience of projects management. Rigorous

				management and monitoring procedures provide early warning of problems. Review imaging and metadata procedures to obtain efficiencies. As last resort provide additional Library resource.
<u>Organisational:</u> Disagreements between project partners	3	4	12	Establish clear aims and objectives at outset. Regular communication between project partners via email and telephone. Frequent progress reporting by both partners.
<u>Organisational:</u> Lack of heritage sector support	2	5	10	Rigorous targeting of community during user needs analysis. Make proposals attractive. Regular meetings of steering group. Clever marketing to attract partners.
<u>Organisational:</u> Lack of academic and institutional support	2	4	8	Regular meetings of steering group. Consultation with academics. Win support of senior figures in Universities.
<u>Technical:</u> Conservation issues prevent adequate image capture	2	4	8	Assessment of condition of materials, prior to agreements. Remedial conservation work done in-house to make materials fit for imaging.
<u>Technical:</u> Loss of metadata or image files	2	4	8	Rigorous storage and back-up procedures, in line with University protocols.
<u>Technical:</u> Failure of equipment	3	2	6	Obtain warranties from suppliers. Rapid replacement.
<u>External suppliers:</u> Luna Imaging ceases trading or no longer supports Luna software	2	4	8	Regular liaison with Luna Imaging; active involvement in Luna User Group. Luna supplies many major museums and libraries, so low risk of leaving this market. Metadata and images are in generic formats which can be migrated.
<u>External suppliers:</u> Unable to procure specialist equipment	2	3	6	Undertake extensive research online, in specialist literature and by consultation with other institutions. Seek competitive quotes. Use existing contracts among photographic suppliers.
<u>Legal:</u> IPR problems	1	3	3	Permission obtained in advance for any in copyright materials. Low risk of surviving copyright holders in pre-19 th century manuscripts and archives. Withhold images until agreement reached for display online.

8. Standards

Name of standard or specification	Version	Notes
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Unicode		Plain text documents and image metadata. Luna software supports Unicode.
PDF (Adobe Acrobat)	7.0	PDF documents
HTML		Web formats, supported by Content Management System, the University's official web platform.
TIFF		Raster Image standard
JPEG		Image standard for web, TIFFs are converted by Luna into JPEG2000 format for quick download, with JPEG derivatives that can be exported.
VRA	3.0	In-house metadata profile based on and compliant with VRA.
Dublin Core		In-house metadata profile compliant with and mapped to Dublin Core
UK LOM Core		In-house metadata profile compliant with and mapped to UK LOM Core
Z39.50		Search protocol embedded in Luna software
ISAG		Character encoding for manuscript cataloguing
Library of Congress Subject Headings		Authority Control
Getty Thesaurus of Geographical Names		Authority Control
XML		Cataloguing
ICON		Institute of Conservation standards for preservation and treatment

9. Technical Development

The project does not require any software development. Images will be catalogued and displayed using Luna software. The cataloguing element, Luna Inscribe, has been in use in the Library for 5 years and performs well. The metadata structures for the image cataloguing have been built and are already in regular use in the Library. The viewing mechanism, Luna 6.0, is a new front end which is currently being tested and is expected to launch in November 2009. Users will have access to the images via the current versions of Luna Insight (one web-based, the other requiring an open-access download), until we are happy that the new web version is functioning adequately.

10. Intellectual Property Rights

Copyright in unpublished manuscripts and archives is perpetual under current UK legislation. However, any material digitised as a result of this proposal will be physically owned by the partner organisation, or must have the owner's permission if collections have deposit status. In cases where copyright ownership cannot be identified (e.g. 16th century manuscripts) we regard the potential for a claim for rights infringement to be infinitesimally small. We will not undertake digitisation of copyright materials where there is clear copyright ownership without the permission of the copyright owner. This must be obtained in advance by the project partners. Partners will retain copyright in their images. As employees of the University of Manchester the photographers have no claim to copyright. Authentication configured within the Luna Insight display system controls the available resolution of images, so that they can be made available for direct download only at a smaller size/lower resolution than can be viewed online, thus protecting intellectual property. Requests for larger images or publication rights will be directed to the partner institutions or, by agreement, can be handled by JRUL's Imaging Services.

Project Resources

11. Project Partners

The John Rylands University Library leads this project. Although there is no formal consortium, we will form partnerships with other institutions or stakeholders to test the identified models. Individual licences and agreements will be drawn up and signed with each institution prior to any digitisation, and copies sent to the Programme Manager.

Initially we will work with the National Trust and Chetham's Library to trial certain scenarios. A partnership with Chetham's, who are close physical neighbours in Manchester city centre, will enable us to trial on-site imaging at a city-centre institution and subsequent hosting of content. In particular we are proposing to digitise twelve Middle English manuscripts in order to extend the collection created by the JRUL's JISC-sponsored *In the bigynnyng* project. Metadata creation will be undertaken by staff at Chetham's. Dr Fergus Wilde of Chetham's will serve as a member of the Steering Committee.

There are a number of specific projects under discussion with the National Trust, which dovetail with existing JRUL priorities. We will travel to the Library at Tatton Park to photograph a seventeenth-century Persian manuscript and the original architectural plans for the Mansion. Individual items from the collections at Townend and Lyme Park will be used to trial the transportation of material for digitisation at the JRUL. These ventures will help to assess travel costs and methodology. The famous 1487 Missal from Lyme Park has already been digitised, but is not currently available on-line. There is potential to host these images in Luna Insight. All of these projects would build on existing partnership ventures with the Trust, including a major jointly-curated exhibition on 2011.

Within the University we will work with other cultural assets, including the Whitworth Art Gallery (WAG) and Manchester Museum. We currently offer a free transparency-scanning service to WAG and have co-operated with them previously on the purchase and subsequent conservation and digitisation of the Walter Crane Archive. An alliance with the JRUL's Collection Care Department will enable us to offer a broader range of related services to the heritage sector, whilst ensuring the preservation of vulnerable materials. We have a strong relationship with the University's Communications, Media and Public Relations Department and will exploit this to market the service. We already work closely with central University IT Services in developing provision of suitable working and archive storage solutions. The MBA Intern will be appointed from students enrolled at Manchester Business School.

In addition to Chetham's Library, Manchester Public Libraries hold important archives, manuscript and rare book material, as does the Greater Manchester County Record Office. The Portico Library also has important heritage collections. Salford University are a Competency Centre for OCR; for example, an alliance with Salford would broaden the range of related services whilst reducing the need to duplicate specialism. Regionally, the north of England is home to many academic institutions, historic houses, public and private libraries, museums, archive centres and repositories, all with important cultural material; York Minster have already expressed an interest in an alliance. A full survey of potential heritage-sector customers in the north-west will be undertaken as part of this project. The user and needs analysis will enable us to scope potential areas of partnership, whilst targeting the service at the customer and user requirements. We are willing to consider national and international partnerships; internationally users will benefit from improved access and increased digital content.

The JRUL already has experience of working with JISC on collaborative projects, and project staff are familiar with the reporting and dissemination procedures. We will work collaboratively with the JISC programme manager, attend programme meetings, and share our experiences on the project with other JISC projects and programmes. All documentation will be available on our website and we are

willing to host workshops and other events in order to make our outputs available beyond the funding life of project.

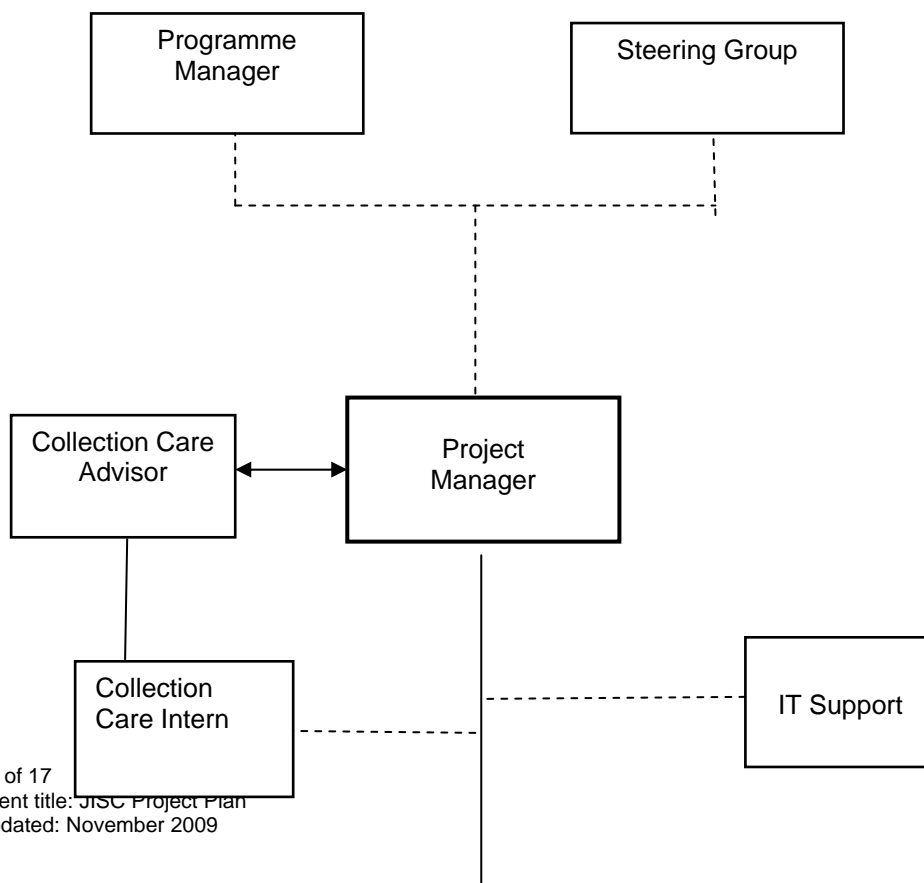
We are committed to creating digital content to support our academic community. We already work closely with academics in our Faculty of Humanities and external institutions (e.g. MMU, Salford, Bolton) to deliver a programme of academic engagement using our Special Collections. These relationships are vital to our Digitisation Strategy and will ensure we are targeting for digitisation those resources that will be of prime importance in the support of research, teaching and learning. Prof. Steve Milner (Italian Studies) will represent our academic community on the Steering Committee.

12. Project Management

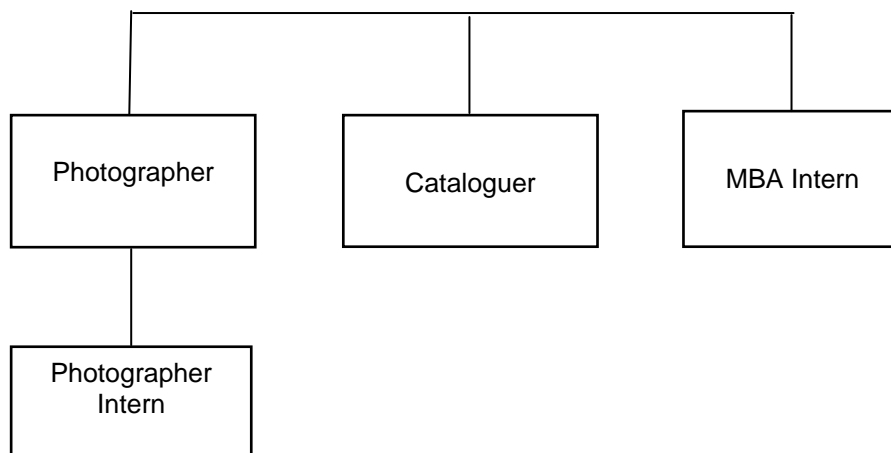
Project governance at top level will be overseen by a Project Steering Group which will meet every four months. This Group will be chaired by Rachel Beckett, Head of Special Collections at the JRUL. Carol Burrows, the Project Manager, will manage the project team and oversee the progress of the project, liaising with team members, the Steering Group and JISC. She will monitor workflows and have responsibility for service agreements, quality assessment and delivery, and report to the Steering Group and JISC. Fifty percent of her time is allocated to the project. The project team will meet bi-monthly. The progress and development of the Conservator intern will be monitored by Caroline Checkley-Scott (Collection Care Manager) and her team, and that of the Photographer Intern by Carol Burrows and the Photographer. A training programme for each will be developed. Caroline will be a member of the Steering Group, as will Lorraine Beard (Head of Information Systems). Project reports will be submitted to JISC at a frequency to be agreed with the Programme Manager.

A sum has been allocated in the budget to allow for any externally-delivered training needs that may be identified during the course of the project.

STAFF ORGANISATION CHART



Project Acronym: MCCHD
Version: 1.2
Contact: Carol Burrows
Date: November 2009



Project Manager (0.5 FTE)

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Project Acronym: MCCHD
Version: 1.2
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Photographer Intern: To be appointed

Collection Care Intern: To be appointed

MBA Intern: To be appointed

Steering Group

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To be confirmed, Manchester Business School.

Email:

13. Programme Support

The project will benefit from any support JISC can give, but particularly in the fields of evaluation, dissemination and exit and sustainability planning. These areas of the project plan need further development following consultation with the Programme Manager. The Project Manager or a representative from the team will attend all workshops and project meetings organised by JISC.

14. Budget

Budget attached as Appendix A.

Detailed Project Planning

15. Workpackages

Workpackages attached as Appendix B.

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Dec. 2009 > Models reviewed during & on completion Objectives reviewed at Steering Group meetings & for Progress Reports to JISC	Effectiveness of methodology in achieving our aims and objectives.	Have milestones been met on schedule? What is holding up progress? What can we do to correct this? Is project management effective? Are the models practical? Was our approach effective? Have objectives been met? What have we learned? What impact did the project have?	Regular review of project plan, work packages, schedules and targets. Revise plans if any slippage and improve efficiency. Peer review. Feasibility study.	Percentage of objectives met. 90% milestones delivered on schedule. Usage statistics. Target number of participants. Interest exceeds capacity to deliver.
Nov 2009: Publicity July 2010: Market survey / User needs analysis / Focus groups Ongoing:	Stakeholder engagement	Are stakeholders on board? Do they agree with interim findings? Is our dissemination effective? What benefits are there for stakeholders? Do the models meet their needs?	Publicity Markey survey User needs analysis Usage logs Enquiry logs Web server logs Questionnaires Interviews Focus groups Review of target users	Usage statistics. Percentage of satisfied users above 70%. Interest exceeds capacity to deliver. Income exceeds expenditure. Customer satisfaction.

Customer feedback				
Steering Group meetings and Progress Reports to JISC	Outcomes and impacts	Have outcomes been achieved? What are the key findings? What impact did the project have?	Review of project plan and targets. Peer review. Customer feedback. Focus groups. Usage logs. Feasibility study.	Percentage of outcomes met. Percentage of satisfied users above 70%. Usage statistics. Customer satisfaction.
Ongoing	Learning	What lessons have we learned? What are the key findings? Was our approach effective? What would we do differently?	Reviews. Reflection.	Objective project report, within recommendations for best practice to inform future development.

17. Quality Plan

Output Timing	Report				
	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Nov 2010	Fitness for purpose	Supervision; milestones.	Report delivered on time; fulfils criteria of the project; makes required recommendations.	MBA Intern; Project Manager; Steering Group	
Nov 2010	Feasibility	User statistics; feedback	Makes recommendations for sustained activity and service.	MBA Intern; Project Manager; Steering Group	

Output Timing	Digital content				
	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
	Work flow / Fault logging	Benchmarks	Spreadsheets; adherence to work packages; time schedules; fault logging form.	Photographer; Photographer Intern; Project manager; other team members.	
	Clarity / legibility	Formats	TIFFs as master files; converted to JPEG2000 for Luna. Luna creates up to 5 levels of derivatives for viewing.	Photographer; Photographer Intern; Cataloguer; Project Manager	
		Colour	Weekly callibration.	Photographer;	Spyder

		management	Kodak colour strip in every image.	Photographer Intern	calibration tool.
	Preservation	Preservation strategy	Raw image files archived on tape. Processed images archived to hard drive and backed-up storage.	Photographer; Project Manager; Technical Support; University's IT Services.	

Output	Metadata				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
	Work flow / Fault logging	Benchmarks	Spreadsheets; adherence to work packages; time schedules; fault logging form.	Cataloguer; Project manager; other team members.	
	Searchability	Adherence to standards	Thesauri and index lists; controlled vocabularies.	Cataloguer; Project manager	
	Inter-operability	Adherence to standards	Crosswalking	Project manager	

Output	Image Management System				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
	Functionality	Testing		Team members; University's IT Services; Luna	
	Usability	User statistics; feedback		Project Manager; Technical support	

Output	Website				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
	Usability	HTML compliance		Project Manager; Keeper of Manuscripts; Technical support	Web design group HTML compliance checking tool

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
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Ongoing	Team to attend and / or deliver papers at appropriate conferences, workshops and events	Institutions which own heritage material and are potential customers, academics, teachers and students (all potential users of the digital content), organisations promoting heritage materials for research, JISC, other JISC projects	Promote Engage	Attract customers
Oct 2009 – Feb 2011	Attendance at JISC programme meetings	JISC, other JISC projects	Engage	Shared experience
Nov 2009	Press release	All stakeholders	Raise awareness Promote	Create an impact
Ongoing	Steering Group to act as project champions	Institutions which own heritage material, academics, teachers and students, organisations promoting heritage materials for research	Engage Promote	Encourage interaction with the project
Ongoing	Project information on the website	All stakeholders	Raise awareness Promote Inform Engage	Visit the collection
Ongoing	Interactive blog on website	All stakeholders	Inform Engage	Collect feedback
Ongoing	Project updates to mailing list and Rylands Newsletter	All stakeholders	Raise awareness Inform Engage	Current progress
Jan 2010	Luna tutorial in VLEs and website	All stakeholders	Inform	Users to feel comfortable using the resource
Nov 2009 onwards	Press releases of project milestones	All stakeholders	Inform Raise awareness Promote Engage	Targeted publicity for continued awareness
Nov 2009 onwards	Publicity materials such as leaflets and poster displays	All stakeholders	Inform Raise awareness Promote	Targeted publicity for continued awareness
Oct 2009	Project plan to JISC	JISC, other JISC projects	Raise awareness Engage	Programme support
Jan 2010 onwards	Progress reports to JISC	JISC, other JISC projects	Raise awareness Promote Engage	Programme support
Summer 2010	Review of potential customers	All stakeholders	Inform Raise awareness Promote Engage	Ensuring demand for service

Summer 2010	Workshops to engage potential customers	All stakeholders	Raise awareness Inform Engage	Attract customers
Nov 2010	Feasibility Study	All stakeholders	Inform Engage	Ensuring sustainability of service

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Feasibility study for heritage digitisation service and advisory centre	Steering Group will report to JRUL Leadership Team with recommendations for continuation	JRUL Leadership Team will decide whether or not to continue the Centre.
Recommendations for business models, methodologies and best practice	Workshops; reports on JRUL and JISC websites.	Access via JRUL website. Maintenance assigned to permanent staff member. Regularly updated by service manager and associated staff. Staff remain abreast of technological developments.
Promotional materials	Publicity. Dissemination activities.	Access via Library website. Maintenance assigned to permanent staff member.
Extended digital content	Academic engagement. Publicity. Dissemination activities.	Preservation mechanisms in place. Access via Library website. On-going promotion.
Acquisition of business acumen	Experience of this project to inform and direct JRUL's digitisation strategy.	Internal knowledge transfer; develop protocols for service management, digitisation and project management.

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Heritage digitisation service and advisory centre	A regional centre proving a niche service. Sharing of expertise and resource with a wider community. Aid to strategic planning.	Generates income to sustain digitisation activity.	Financial viability. Potential market. Infrastructure required.
Extended digital content	Increases accessibility to research material. Opens collections to international academic community.	Integration into Rylands image library or partners' repositories. Images and metadata in non-proprietary format.	Recurring costs. Storage. Preservation.
New partnerships	Collaboration with other cultural assets centres; knowledge transfer; reduced	Ongoing liaison between JRUL, partners, and other practitioners, through direct contact, marketing,	Demand. Service meets user needs. Building on existing

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	costs; greater likelihood of success in future funding applications.	papers, etc.; ongoing liaison with JISC and other funders to exploit funding opportunities.	relationships. Fostering new relationships.
Graduate training opportunities	Opportunities for graduates to gain experience in the heritage sector; widens skills base.	Continue to offer placements and training.	Financial viability.

Appendixes

Appendix A. Project Budget

Appendix B. Workpackages