

Annex 1. The Project



Project Document Cover Sheet

Project Information			
Project Acronym	Look Here!		
Project Title	Look Here!		
Start Date	01/10/2009	End Date	28/02/2009
Lead Institution	University for the Creative Arts		
Project Director	Leigh Garrett		
Project Manager & contact details	Linda Newington (University of Southampton) - L.A.Newington@soton.ac.uk Amy Robinson (VADS) – amy@vads.ac.uk		
Partner Institutions	University of Southampton Arts University College at Bournemouth University of Brighton University of the Arts London University College Falmouth University for the Creative Arts		
Project Web URL	http://www.vads.ac.uk/projects/look-here		
Programme Name (and number)	E-Content Programme 2009-11		
Programme Manager	Alastair Dunning		

Document Name			
Document Title	Project Plan		
Reporting Period			
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Version	Date	Comments
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JISC Project Plan

Overview of Project

1. Background

The JISC Digitisation Conference in 2007 identified five key directions for the future of the digitisation community: an emphasis on user engagement when creating digital collections; the necessity to create a critical mass of content; the need for high-quality content for the educational sector; the requirement to investigate viable business models to support and advance the digitisation process; and a review of the potential benefits of national and international collaboration (JISC, 2007). This project seeks to address all these points within the higher education arts sector through the establishment of a national community of experts in the digitisation, storage, preservation and use of digital images for learning, teaching and research in the creative arts.

Practitioners and commentators agree that the process of digitisation is fraught with difficulties and obstacles, including: funding opportunities and licensing restrictions; commercial considerations and public accountability; decisions regarding what to digitise and the quality of the resulting image; about metadata and presentation of digital assets, and their discoverability, usability and preservation. More importantly from an educational perspective, the process is extremely staff-intensive and requires considerable skill, knowledge and expertise, thus making it very expensive. A recent analysis of digitisation costs at the Victoria and Albert Museum indicated that staff accounted for approximately 85-90% of overall costs (JISC, 2009). In addition the Museum reported that it had difficulty covering the direct costs of digitisation projects, despite its commercial operations and volunteer staff.

These issues are compounded by the fact that the demand for images for use in learning, teaching and research across the higher education arts sector is high and the number of users within the sector is also increasing. The number of students studying within the visual and creative arts disciplines has increased by 70% over the past 10 years (HESA, 1998 and 2008). In addition, there is increasing concern across the sector for the future of slide libraries, as licensing models have failed to keep pace with technological innovation. The sector is currently constrained by the lack of high calibre, copyright cleared images and metadata available for educational use. The result is that unregulated images of inferior quality and dubious provenance are often being used (Pringle, 2005; VADS, 2009; ACADI, 2009).

All project partners hold a number of physical collections which require digitisation and they all have a need to improve and enhance their institutional digitisation processes. Partners are conscious of the demand from students and staff to make collections available in digital format to support learning, teaching and research but current efforts to digitise have been frustrated by the range of issues already identified. The project seeks to address the need to develop institutional skills and capacity to support internal digitisation projects and also seeks to establish partnerships with external collection holders.

2. Aims and Objectives

The aims of the Look Here! Project are two-fold: to develop skills and capacity for digitisation across the arts education sector and to investigate an appropriate sustainability model for the national image repository service provided by VADS.

Objectives:

1. Create a community of expertise to support partner institutions and digitisation projects in the wider arts education sector.
2. Develop a digitisation model based on Knitting collections held at the University of Southampton libraries as an exemplar for collections across the arts education sector and beyond.
3. Use the VADS repository to provide online access to a variety of image collections from the six project partners.
4. Explore models for sustainability and develop a suitable funding strategy for the national data service provided by VADS.

3. Overall Approach

3.1 Strategy and Methodology

Led by the Visual Arts Data Service (VADS) a Research Centre of the Library and Learning Service at the University for the Creative Arts, the community will comprise a core of six partners: Arts University College at Bournemouth; University of the Arts London; University of Brighton; University College Falmouth; University for the Creative Arts; and University of Southampton. The partners range from those with extensive experience from working on a number of digitisation projects at their institutions, and others who are embarking on the digitisation of their holdings for the first time.

The community will work collaboratively to investigate ways of effectively developing, embedding, and sustaining digitisation skills within their own institutions and across the arts sector. Investigation will focus on the full range of issues which face collection holders when considering digitisation projects including an examination of institutional culture, practices, and skills and a review of the policies and capacity required to successfully engage, support and host digitisation projects within institutions. This work will be led and informed initially by a detailed analysis of the processes required to identify and digitise a subset of the collection held by the University of Southampton Library.

Made up of three distinctive knitting collections acquired from renowned practitioners in the subject, the University of Southampton holds a unique and diverse collection of over 12,000 items dating from the mid-Victorian period. The collection is largely concealed from the wider educational and public view, but through its digitisation and online publication it has greater potential to support learning, teaching and research across the creative arts and related subject areas, and will be of interest to a number of parties outside the education sector.

The collection managers at University of Southampton and at each partner institution will be invited to attend a series of workshops aimed at developing and supporting the institutional digitisation process. The lead partner VADS will act as the hub of the emerging community of expertise, co-ordinating the work of the partners, offering a free digital hosting service and a consultancy service to the community and the wider arts education sector, providing information, advice and guidance to institutions considering or undertaking digitisation projects to support arts education. While project funding is limited to the partners, it is intended that some of the workshops would be advertised across existing subject and professional networks and open to the wider arts education and heritage sectors.

In parallel to this work, the Project Director will investigate and seek to develop an appropriate and sustainable business model for the national data service provided by VADS. This will include an environmental analysis of current practice by other repositories within the UK and internationally in order to develop a draft business model and sustainability plan for VADS. The development of the model will be an iterative process of implementation, review, and refinement of the model.

3.2 Issues to be addressed

Institutional Skills and Strategies

This project seeks to develop institutional skills and capacity to support digitisation projects. The community will work collaboratively to investigate ways of developing, embedding and sustaining digitisation skills within their own institutions and across the arts sector. The investigation will consider the full range of issues which face collection holders when undertaking digitisation projects.

Sustainability and Business Modelling

This project will also address the requirement to investigate viable business models to support and advance the digitisation process. This issue was identified as one of the five key directions for the future of the digitisation community at the JISC Digitisation Conference 2007.

3.3 Scope

Environmental Assessment

The project will conduct a review, evaluation and report on the issues currently facing collection holders when seeking to digitise and present their collections for educational use. This will focus on the project partners but will also look at examples and case studies from other collection holders both in the UK and internationally to inform and enhance our own practice.

Community Development

The Project Director and Project Manager (VADS) will arrange an initial six meetings of the partners to consider the digitisation of the Knitting Collections at University of Southampton and will record proceedings and outcomes. This will include an investigation of funding opportunities, prioritisation of the digitisation process, consideration of the required image quality, commercial and copyright considerations, the nature and detail of the metadata required by educational users, hosting options, and online collection usability and access. Partners will meet approximately one day a month over the first six months of the project.

Digitisation Modelling and Application

Data gathered throughout the project meetings and environmental assessment will inform the development of a digitisation model using the Knitting collections at University of Southampton. Partners will take the model and apply it to the digitisation of their own collections. A series of meetings and workshops will enable partners to exchange knowledge and experiences and discuss issues that have arisen and areas for improvement. The Project Manager (VADS) will collect data from the partners on progress, issues and variances from the model. This data will be collated and the model revised as appropriate.

Project Promotion, Dissemination and Wider Community Engagement

The partners will develop a series of case studies and practitioner guides based on the experience of the project and focused on the various aspects of digitisation in the visual and creative arts. VADS will also answer any enquiries and provide information and advice to the wider education community as requested and record and develop the network's contacts. The work of the project and partners will be promoted in publications and presented to the wider arts community and beyond.

Sustainability and Business Modelling

The project will include an investigation of possible business models to support the national image repository service currently offered by VADS and an environmental analysis of current practice by other similar repositories within the UK and internationally. The investigation will look at three potential funding sources: (i) opportunities for revenue generation from within the art education sector itself, for which the service is currently provided freely to both collection holders and image users; (ii) opportunities for generating revenue from other public sources; (iii) and the potential for commercial sponsorship and supplying images for non-educational uses. A draft business model and sustainability plan will be developed and tested through an iterative process of implementation, review and evaluation.

3.4 Critical Success Factors

The project's success is dependent on the following factors:

- Partner commitment to the project.
- Effective communication between partners and across a dispersed project team.
- Successful engagement with the creative arts education community.

4. Project Outputs

Tangible deliverables:

- Project management documentation including project plan, bi-annual progress reports to JISC, project web page, email discussion list for project staff, signed consortium agreement
- Environmental analysis report
- Short quarterly reports on enquiries, contacts and impact of the project in the art education community
- A series of workshops and community meetings to share knowledge and experience and develop institutional digitisation skills
- A digitisation model based on the digitisation of the University of Southampton knitting collections
- A series of case studies and practitioner guides focusing on various aspects of the digitisation, management and usage of digital assets in arts education
- Digitisation of six collections made available to the arts community via the online hosting service provided by VADS
- Published article disseminating information on the project and its outputs to the education community
- Business model and report on the potential to develop a shared service for the art education sector

Knowledge and experience:

- The project will develop knowledge, experience, and skills in the creation and management of digitised collections in the creative arts, which will be shared across all of the project partners and the wider arts education sector and will support future digitisation efforts.

5. Project Outcomes

The outcomes envisaged include:

- The creation of a community of expertise to support partner institutions and digitisation projects in the wider arts education and heritage sectors.
- Improved institutional capacity and effectiveness to digitise collections for use in learning, teaching and research.
- The development of an appropriate and sustainable business model for the national data service provided by VADS.

- Further image content contributed by project partners as well as external collection holders in the wider education and arts communities.

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
VADS, University for the Creative Arts	Grant holder – development of the University's national/international profile.	High
JISC	Funder – VADS' findings of use to future JISC projects.	High
University of Southampton Arts University College Bournemouth University of the Arts London University of Brighton University College Falmouth University for the Creative Arts	Project partners – contribute digitisation skills and knowledge to the project and learn from others; creating digital content.	High
Other Content Holders	Project outputs assist other institutions.	High
VADS Users	Digitised content developed through the project assists their learning, teaching and research.	High
Rights Holders	Grant permission to digitise.	High

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Staffing				
Retention	2	3	6	The core project team are permanent staff employed by UCA and University of Southampton. If a staff member leaves, we will start the recruitment process and if necessary second staff on a short-term basis or increase hours of part-time staff.
Organisational				
Partner commitment	2	5	10	Regular meetings and seminars; membership of Advisory Group drawn from the partners; funding to cover cost of participation.
Project Management	2	3	6	Maintain strong team working; clear definition of responsibilities; forward monitoring of project plan; regular meetings of project partners.
Budget/schedule overrun	2	3	6	Budget presentation based on realistic assessment of need. Clear breakdown of timescale for each workpackage.

Technical				
Technical viability	2	3	6	Utilising experience of VADS staff and existing VADS repository; several project partners already experienced with managing JISC-funded digitisation projects; skills and knowledge to be shared amongst partners.
Legal				
Copyright issues	2	3	6	Copyright clearance will be dealt with by the project partners; ensure staff receive adequate guidance and training.
Other				
User uptake fails	2	3	6	Ensure effective communication strategy; work from a user-led perspective; maintain close relationship with intended audiences.
Sustainability	2	5	10	VADS Director responsible for investigating and developing strategy for revenue generation; development of sustainability plan is one of the core project outputs.

8. Standards

The project will use the following standards:

Name of standard or specification	Version	Notes
XHTML, CSS	XHTML 1.0 CSS Level 2	Website interface
Web accessibility standards	W3C Web Content Accessibility Guidelines 1.0	Website interface
VRA Metadata Standard	VRA Core 4.0	The VADS metadata schema is based on the VRA Core 4.0.
TIFF	TIFF 6.0	Images stored as uncompressed TIFF version 6 for archival purposes.
JPEG		For online delivery.
OAI-PMH		For metadata harvesting.

The project may also consider the use of alternative standards if partners deem them appropriate (such as JPEG 2000).

9. Technical Development

9.1 Digitisation

This project will facilitate the digitisation of a wide range of objects from across a number of specialist creative arts institutions and departments. Previous research and recommendations on best practice by AHDS and JISC Digital Media will be taken into consideration as well as the outcomes of previous JISC-funded digitisation projects (such as the CHARTER Project's digitisation workflow and guidelines). Images will be produced as uncompressed TIFF, 24 bit colour, with an appropriate resolution.

9.2 Metadata

The VADS metadata schema is based on the Visual Resources Association Core Categories and partners will be encouraged to adopt this standard, or at a minimum to supply metadata that maps to the Dublin Core metadata standard. The partners will also consider the use of controlled vocabularies and authority lists relevant to their collections (such as the Getty Art and Architecture Thesaurus and the Getty Union List of Artist Names).

9.3 Website

The VADS website currently runs on:

- UNIX Operating System (SunOS)
- Apache 2.2.4
- MySQL 4.1.15
- PHP 5.2.8

9.4 Digital Preservation

Full backups of the VADS website are taken once a month and incremental backups are taken nightly. Additional SQL backups are taken before uploading new metadata records and before any other significant changes are made to the database.

The University for the Creative Arts has installed a dedicated server for storing high resolution copies of the VADS image collections, which will be supported and maintained by UCA IT Services. The project partners will also store copies of the original master files locally at their own institutions.

10. Intellectual Property Rights

The wide range of objects that are held by the project partners entails a number of IPR issues. Third party rights holders will include a range of individuals and organisations such as artists, companies, artists' estates, as well as appointed agencies such as the Design and Artists Copyright Society (DACS).

The project partners will have responsibility for seeking permissions from rights holders for digitisation and will maintain diligence files. The project will draw on guidance such as the Strategic Content Alliance's IPR toolkit and model licences. The project will also consider the current practices of project partners, and previous research from VADS, such as the Fine Art Project Case Study on Developing Licence Agreements for Digitisation. The decisions that are made about digitisation and intellectual property rights will be recorded in detail in the digitisation model and the institutional case studies.

Project partners will submit a signed copy of the standard VADS Licence Form with each data collection that they deposit with VADS at University for the Creative Arts. This is a non-exclusive licence which ensures that copyright in the original data is not transferred and it permits use of the data collection only for non-commercial teaching, research and private study.

Project Resources

11. Project Partners

Partner	Role	Contacts
JISC	Project funder	Alastair Dunning , Programme Manager- a.dunning@jisc.ac.uk
VADS, University for the Creative Arts	Project lead	Leigh Garrett , VADS Director and Project Director – lgarrett@ucreative.ac.uk Amy Robinson , VADS Collections Manager and

		Project Manager, amy@vads.ac.uk Carlos Silva , VADS Planning and Development Manager and Management Consultant, carlos@vads.ac.uk Marie-Therese Gramstadt , VADS Projects Officer, mtg@vads.ac.uk
University for the Creative Arts	Project partner	Rosemary Lynch , Head of Library and Learning Services and Project Sponsor - rlynch@ucreative.ac.uk Frances Teasdale , LLS Central Services Manager and Head of Collections - FTeasdale@ucreative.ac.uk Julia Cook , Visual Resources Librarian - JCCook@ucreative.ac.uk
University of Southampton	Project partner	Mark Brown , University Librarian and Project Sponsor - M.L.Brown@soton.ac.uk Linda Newington , Head of Faculty Services - Law, Arts and Social Sciences/Head Librarian at Winchester School of Art - L.A.Newington@soton.ac.uk Catherine Polley , Academic Liaison Librarian for Art & Design, University of Southampton - clp2@soton.ac.uk
University of the Arts London	Project partner	Pat Christie , Director of Information Services and Project Sponsor - p.christie@arts.ac.uk Sarah Mahurter , Manager, University Archives and Special Collections Centre - s.mahurter@arts.ac.uk
Arts University College Bournemouth	Project partner	Susan Lambert , Head of the Museum of Design in Plastics - slambert@aucb.ac.uk Louise Dennis , Assistant Curator, Museum of Design in Plastics - ldennis@aucb.ac.uk
University of Brighton	Project partner	Catherine Moriarty , Curator, The Design Archives - C.Moriarty@bton.ac.uk Barbara Taylor , JISC Digital Collections Project Co-ordinator, The Design Archives - bt1@brighton.ac.uk Sue Breakell , Archivist, The Design Archives - S.M.Breakell@brighton.ac.uk
University College Falmouth	Project partner	Doreen Pinfold , Head of Library and Information Services - doreen.pinfold@falmouth.ac.uk Catherine Worrall , Slide Library Co-ordinator - catherine.worrall@falmouth.ac.uk

12. Project Management

The project will be led by Leigh Garrett at VADS who will provide overall strategic direction for the project. There will be two Project Managers: one will be based at VADS and will have responsibility for the day-to-day management of the project and reporting to JISC; and a second Project Manager will be based at the University of Southampton who will oversee the digitisation of the identified subset of the University's Knitting Collections. The work of the Project Managers will be supported by a part-time Projects Officer at VADS who will assist with administering project events and workshops and other work as required.

The Project is sponsored by three senior members of staff from the project partners including Rosemary Lynch of University for the Creative Arts, Mark Brown of University of Southampton, and Pat Christie of University of the Arts London. The Project Sponsors, senior representatives of the

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other project partners, and representatives from other key stakeholder organisations will form the project Advisory Group. The Project Sponsors and Advisory Group will oversee the strategic direction of the project, ensure partner cohesion, and contribute to dissemination and promotion. The Advisory Group will meet at least twice yearly and the members of the group are listed in Appendix C.

The project partners will have responsibility for contributing to and developing the community of expertise, hosting and facilitating workshops, and for the project outputs assigned in Appendix B. The project team and partners will meet approximately one day a month over the life of the project.

The development of the sustainability model will be carried out as a separate work package led by the Project Director with support from the Management Consultant Carlos Silva at VADS. Progress on the sustainability plan will be reported regularly to the Project Sponsors, Project Advisory Group, project partners and JISC.

Project Team:

Name	Project Role	Allocation of time	Contact Details
Leigh Garrett	Project Director	0.4	VADS Director University for the Creative Arts Falkner Road Farnham Surrey GU9 7DS lgarrett@ucreative.ac.uk 01252 892723
Linda Newington	Project Manager (University of Southampton)	0.1	Head of Faculty Services - Law, Arts and Social Sciences/Head Librarian at Winchester School of Art University Library, University of Southampton Highfield, Southampton SO17 1BJ L.A.Newington@soton.ac.uk 02380 599293
Amy Robinson	Project Manager (VADS)	0.5	VADS Collections Manager University for the Creative Arts Falkner Road Farnham Surrey GU9 7DS amy@vads.ac.uk 01252 892723
Carlos Silva	Management Consultant	0.5	VADS Planning and Development Manager University for the Creative Arts Falkner Road Farnham Surrey GU9 7DS carlos@vads.ac.uk 01252 892807
Marie-Therese Gramstadt	Project Officer	0.2	VADS Projects Officer University for the Creative Arts Falkner Road Farnham

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			Surrey GU9 7DS mtg@vads.ac.uk 01252 892723
Rosemary Lynch	Project Sponsor	0.1	Head of Library and Learning Services University for the Creative Arts Falkner Road Farnham Surrey GU9 7DS rlynch@ucreative.ac.uk 01252 892703
Mark Brown	Project Sponsor	0.1	University Librarian University Library, University of Southampton Highfield, Southampton SO17 1BJ M.L.Brown@soton.ac.uk 023 8059 2677
Pat Christie	Project Sponsor	0.1	Director of Information Services University of the Arts London 65 Davies Street London W1K 5DA p.christie@arts.ac.uk 020 7514 8072
Julia Cook	Project Partner	0.1	Visual Resources Librarian University for the Creative Arts Falkner Road Farnham Surrey GU9 7DS JCCook@ucreative.ac.uk 01252 892711
Sarah Mahurter	Project Partner	0.1	Manager, University Archives and Special Collections Centre University of the Arts London London College of Communication Elephant and Castle London SE1 6SB s.mahurter@arts.ac.uk 020 7514 9333
Susan Lambert	Project Partner	0.1	Head of the Museum of Design in Plastics The Arts University College at Bournemouth Wallisdown Poole Dorset BH12 5HH slambert@aucb.ac.uk 01202 363121
Catherine Moriarty	Project Partner	0.1	Curator, The Design Archives Faculty of Arts University of Brighton

			Grand Parade Brighton BN2 0JY C.Moriarty@bton.ac.uk 01273 643219
Doreen Pinfold	Project Partner	0.1	Head of Library and Information Services University College Falmouth Woodlane Falmouth Cornwall TR11 4RH doreen.pinfold@falmouth.ac.uk 01326 370779

13. Programme Support

Feedback and advice from JISC on the progress and development of the project will be welcomed throughout. We would also welcome a review of the draft project plan before finalisation.

14. Budget

See Appendix A. There are no changes from the proposal.

15. Workpackages

See Appendix B.

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Ongoing	Overall implementation of project	Have milestones been met on schedule and to budget?	Assessed in bi-annual progress reports to JISC; monitoring of progress at project meetings	Workpackages completed on time and to budget; approval of documentation by JISC
Ongoing	Project meetings and workshops	Are activities targeted appropriately?	Feedback from partners; short questionnaire following project meetings/events	Positive feedback from partners and the art education community
Months 9-17 (Jun 10-Feb 11)	Production of case studies, practitioner guides, digitisation and sustainability models	Is full, good quality documentation available for the project?	Documentation completed for each partner; feedback from project team, project partners, JISC and Advisory Group	Documentation completed for each partner; positive feedback.
Months 1-17	Digitised collections available for learning, teaching	Is the VADS repository being successfully populated?	Deposit of partner collections with	Digital collections available through VADS; take up by

(Oct 09- Feb 11)	and research		VADS; take up by users	users
Months 16-17 (Jan 11- Feb 11)	Overall achievements of project and its usefulness to the wider community	Have the aims and objectives been met? Was the methodology effective? What lessons have we learnt? What are the implications for future work?	JISC final report	Approval of final report

17. Quality Plan

Output	Environmental analysis of digitisation issues				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Months 2-5 (Nov 09-Feb 10)	Fitness for purpose	Draft report circulated to project partners for comments	Applicability of research findings	Project Director, Project Manager (VADS)	

Output	Project workshops				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Months 2-8 (Nov 09-May 10)	Fitness for purpose	Training plan circulated to partners for comments; short questionnaire following project meetings/events	Approval of plan by partners; positive feedback on workshops	Project Director, Project Manager (VADS), Project Officer	

Output	Digitisation model				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Months 1-8 (Oct 09- May 10)	Fitness for purpose	Digitisation of a sub-set of the Knitting Collections at University of Southampton; testing and refinement of model by project partners	Successfully digitised sub-set of the Knitting Collections at University of Southampton; digitisation model is of use to other collection holders	Project Manager (University of Southampton); VADS; project partners	

Output	Case studies and practitioner guides				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)

Months 9-17 (Jun 09-Feb 11)	Fitness for purpose	Case studies that cover relevant themes and share the experiences of the partners and lessons learned	Case studies and guides which are of use to the wider arts education community; positive feedback from the wider community	Project partners; Project Manager (VADS)	
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Digitised collections available for learning, teaching and research						
Output	Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
	Months 1-17 (Oct 09-Feb 11)	Compliance with formal standards; clear IPR procedures in place	Project workshops that enable sharing of knowledge and practice between partners; advice from VADS and external experts where necessary	Metadata to at least Dublin Core standard; IPR policies developed and documented at partner institutions; collections made available for educational use	Project partners; Project Manager (VADS)	

Sustainability model and report on potential for a shared service						
Output	Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
	Months 1-17 (Oct 09-Feb 11)	Fitness for purpose	Draft report circulated to project sponsors for comments	Applicability of research findings; approval of sustainability model by project sponsors	Project Director; Management Consultant; Project Sponsors	

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
Month 1	Press release	Various	Announce project	Funding secured for Look-here project; project aims
Month 1 onwards	University newsletter	University for the Creative Arts	Announce project; provide news	Funding secured for Look-here project; project aims; project progress
Month 1 onwards	VADS news page / RSS feed	Education community	Announce project; provide news	Funding secured for Look-here project; project aims; project progress
Month 1 onwards	Project web page	Education community	Provide key information/documents relating to the project	Project aims; project progress; disseminate project outputs
Month 1 onwards	Public JISCMAIL list (vads@jiscmail.ac.uk)	Education community	Announce project; provide news	Disseminate project outputs

	and other relevant lists			
Month 1 onwards	Project meetings/workshops	Project partners; education community	Provide news; disseminate project outputs	Disseminate project outputs
Months 9 – 17 (Jun 10-Feb 11)	Identify external events for presentation	Education community	Provide news; disseminate project outputs	Disseminate project outputs
Months 9 – 17 (Jun 10-Feb 11)	Publication in relevant journal	Education community	Disseminate project outputs	Disseminate project outputs
Month 17 (Feb 11)	Press release	Various	Disseminate project outputs	Disseminate project outputs

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Project documentation	Core documents archived in JISC records management system. All project documents made available on project web page.	Ensuring accessibility of documents and website maintenance. Documents retained on project website for 3 years after project completion.
VADS image collection (vads.ac.uk)	Dissemination activities (see section 18).	Access and maintenance

The investigation and development of an appropriate funding model for the national hosting service provided by VADS will be one of the core outputs of this project (see Appendix B, work package 9). This work package will be lead by the Project Director supported by the Management Consultant at VADS. This investigation will start with an environmental analysis of current practice by other repositories within the UK and internationally. The investigation will look at a number of potential funding sources: (i) opportunities for revenue generation from within the art education sector itself, for which the service is currently provided freely to both collection holders and image users; (ii) opportunities for generating revenue from other public sources; (iii) and the potential for commercial sponsorship and supplying images for non-educational uses. Progress on the sustainability work package will be reported regularly to the Project Sponsors, Project Advisory Group, project partners, and JISC.

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Project Plan Appendixes

Appendix A. Project Budget

See file attachment – Project Budget

Appendix B. Workpackages

See file attachment – Project Workpackages

Appendix C. Project Advisory Group

Leigh Garrett (Chairman)
VADS Director
University for the Creative Arts

Rosemary Lynch (Project Sponsor)
Head of Library and Learning Services
University for the Creative Arts

Mark Brown (Project Sponsor)
University Librarian,
University of Southampton

Pat Christie (Project Sponsor)
Director of Information Services
University of the Arts London

Linda Newington
Head of Faculty Services - Law, Arts and Social Sciences/Head Librarian at Winchester School of Art
University of Southampton Libraries

Julia Cook
Visual Resources Librarian
University for the Creative Arts

Susan Lambert
Head of the Museum of Design in Plastics
The Arts University College at Bournemouth

Sarah Mahurter
Manager, University Archives and Special Collections Centre
University of the Arts London

Catherine Moriarty
Curator, The Design Archives
University of Brighton

Doreen Pinfold
Head of Library and Information Services
University College Falmouth

Frances Teasdale
LLC Central Services Manager and Head of Collections
University for the Creative Arts

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