

Project Acronym: EEJJC  
 Version: 1  
 Contact: David Tomkins  
 Date: 29/06/07



## Project Document Cover Sheet

Project Information			
<b>Project Acronym</b>	EEJJC		
<b>Project Title</b>	Electronic Ephemera: digitised selections from the John Johnson Collection		
<b>Start Date</b>	1 April 2007	<b>End Date</b>	31 March 2009
<b>Lead Institution</b>	University of Oxford		
<b>Project Director</b>	Michael Popham		
<b>Project Manager &amp; contact details</b>	David Tomkins c/o John Johnson Collection Bodleian Library, Broad Street, Oxford OX1 3BG Tel: 01865-287 131 Email: david.tomkins@bodley.ox.ac.uk		
<b>Partner Institutions</b>	Bodleian Library (Oxford University Library Services) ProQuest		
<b>Project Web URL</b>	<a href="http://www.bodley.ox.ac.uk/eejjc/">http://www.bodley.ox.ac.uk/eejjc/</a>		
<b>Programme Name (and number)</b>	Digitisation Programme		
<b>Programme Manager</b>	Paola Marchionni		

Document Name			
<b>Document Title</b>	Project Plan		
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<b>Author(s) &amp; project role</b>	David Tomkins, Project Manager		
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0	31/05/2007	First draft submitted to Paola Marchionni
1	29/06/2007	Amendments made as suggested by Paola Marchionni



## **JISC Project Plan**

### ***Overview of Project***

#### **1. Background**

##### **Outline**

The project will digitise an extensive selection of materials from the John Johnson Collection of Printed Ephemera housed in the Bodleian Library at the University of Oxford. It represents an innovative joint enterprise between the Bodleian Library and ProQuest which will result in the digitisation of more than 65,000 complete items (well in excess of 150,000 images) from the Collection, accompanied by detailed catalogue records. Over a two-year period, selected items within five high-demand research areas (Entertainment, Booktrade, Popular prints, Crimes, murders and executions, and Advertising) will be digitised to the highest standards and made freely available to all teachers and researchers working in UK Higher and Further Education, and to the general population via terminals in UK public libraries. The rigorous and extensive metadata created to accompany these digital objects will also be made freely available online via the John Johnson Collection Catalogue.

##### **Previous work**

Some 16,630 detailed electronic catalogue records already exist for some of the items that fall within the scope of the project, though approximately 3000 of these will require substantial revision to ensure conformity and none currently have any associated digital image. The project thus facilitates the creation of high-quality digital surrogate images to accompany the vast majority of such catalogued material, and of new records and images for very many more items from the Collection. The fact that some material selected for digitisation under the terms of this bid is already catalogued, offers the JISC and the community greater overall value-for-money from this extensive proposal, and should ensure that the project gets off to a running start. The project will build on previous work in three broad subject areas (Entertainment, Popular prints and Booktrade) and enable us to move forward into another two (Crimes, murders and executions, and Advertising), while ensuring that earlier public (including JISC) funding is maximised in the further provision of content. Previous small-scale digitisation projects based on the Collection have clearly shown that readers are increasingly keen to use online finding aids and surrogates in their work, and the creation of such substantial numbers of new records and digital surrogate images will open up whole new areas of interest and possibilities for exploiting this world-renowned collection.

##### **Benefits**

The John Johnson Collection offers direct access to rare primary source materials and evidence of our cultural, social, industrial and technological heritage. Remote access to digitised selections which best reflect current research trends will benefit not only those working across a broad range of academic disciplines but also the wider learning public who would not otherwise have access to this important record of our past. Ephemera have a multitude of applications to research and teaching and are now very much valued by the scholarly community as uninterpreted documents of the past. Increasingly, undergraduates are being encouraged to use primary resources for special projects and, both within and beyond Oxford, many students use, or indeed focus on, printed ephemera. The material selected for digitisation will also be directly relevant to many subjects within the National Curriculum. School pupils are often required to use primary sources (such as ephemera) to understand specific periods of history, culture, lifestyle etc., and to demonstrate enhanced critical

thinking skills by drawing their own conclusions about how people lived and thought. Greater access to the Collection will be extremely valuable to a wide range of academic disciplines and to different types of user: everyone from social, economic, and local historians, to bibliographers and independent researchers in family history; from the casual reader who wishes to find out more about everyday life in the past, to leading researchers seeking rare examples of graphic and typographic content.

## 2. Aims and Objectives

The primary aim of the project is to provide stakeholders at all levels of teaching, learning and research with far greater access to the foremost collection of printed ephemera in the UK than is currently available. This will be achieved by creating high-quality digital surrogates of some 65,000 items in the John Johnson Collection, and enhancing them with extensive and carefully controlled metadata to enable the exposure of their rich content to the widest possible audience. Delivery of the desired outcome will be achieved by meeting the following objectives:

- creation and delivery of detailed catalogue records with descriptive metadata and multiple access points
- application of professional conservation techniques to ensure that items may be fully and safely scanned
- production of over 150,000 high-quality digital images, with the application of Optical Character Recognition (OCR) where applicable
- development of an efficient and robust tracking system to log both the location of items and their current stage in the conservation, cataloguing and digitisation processes
- publication of the searchable resource on the web, with periodic updating of images and associated metadata throughout the project life-span
- production of teaching, learning and research resources, including commissioned essays relating to the study of ephemera and opportunities for end-users to contribute their own descriptions and references

## 3. Overall Approach

The workflow for the Project is illustrated in the workpackages outlined below (a chart is included in Appendix B).

### Workpackage 1: Project Management (April 07 – March 09):

Deliverables: Consortium Agreement; JISC Model License; all reports and deliverables required by JISC

Evaluation: Acceptance by JISC Programme Manager

Responsibility: Project Directors and Project Board; Project Manager.

Description: Day-to-day management of the project will be undertaken by Project Managers at OULS and ProQuest, with the Oxford Project Manager responsible for content development and the Cambridge Project Manager responsible for delivery of the web application. The two Project Managers will work to agreed methods for maintaining effective schedules and establishing communication channels with regard to the Project Teams, the Project Leads, the Project Director, the Project Administration Sub-Group, the Project Board and the JISC Programme Manager. Both will provide regular summary reports, and will contribute to the preparation of formal reports as required for the Project Board, and to Progress Reports for submission to the JISC three times yearly (September, January, May)

### Workpackage 2: Material selection (April 07 – October 08):

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Deliverables: Items from the agreed sub-collections of the John Johnson Collection chosen according to agreed selection criteria and suitable for inclusion in the JISC Digitisation Programme

Evaluation: Acceptance by JISC Programme Manager, Project Board, and representative stakeholders

Responsibility: Project Directors and Project Board; Project Manager

Description: The material to be digitised is all drawn from original items that have been carefully preserved in the John Johnson Collection of Printed Ephemera. The project enables us to make five major areas of the Collection freely available to the UK HE and FE sectors, as well as the wider public. These materials have been selected to form a logical extension to the Collection's ongoing programme of cataloguing and digitisation. The overriding principles of selection are threefold; we intend to digitise heavily-used sections of the Collection to support (simultaneous) remote access; to digitise already-catalogued sections of the Collection; and to build on existing digital resources. The five categories of material are:

- Entertainment, consisting of mainly 19<sup>th</sup> century material which falls into two distinct groups, one of theatre material (catalogued and conserved for the Backstage Project, but not mounted) and the other of non-theatrical entertainment material (sorted, shelfmarked and much of it suitably mounted, but requiring protective folders prior to digitisation).
- Booktrade, which has been catalogued and is currently being rehoused. Some of this material has been digitised (and these resources will be contributed to the project deliverables), but much requires shelfmarking, cataloguing and/or remounting prior to digitisation.
- Popular prints, which mainly exist as mounted single sheets in good condition, and which have been catalogued but not individually shelfmarked (except for noteheadings, which have been shelfmarked but not catalogued).
- Crime, murders, and executions, which comprise a mixture of single sheets and pamphlets in good condition, mounted but not shelfmarked or catalogued.
- Advertising, for which only a small amount of material has been catalogued or shelfmarked, and for which some items will need to be remounted prior to digitisation.

#### Workpackage 3: Conservation (April 07 – January 09):

Deliverables: Minimal damage to items as a result of digitisation

Evaluation: OULS Conservation and Collections Care department

Responsibility: Site Conservator, John Johnson Collection (Andrew Honey)

Description: The Collection is formed mostly of individual items stored as single or folded sheets, but with many multipage items such as programmes, pamphlets, catalogues and rare periodicals. The majority of the material is mounted on standard sized backing sheets, which will necessitate the removal from their backing sheets (and subsequent remounting) of some items, particularly double-sided items and small pamphlets which do not currently open flat, in order for safe digitisation to be undertaken. The work of the conservation staff to prepare the materials for high-throughput digitisation, whilst highly-skilled, is firmly based on tried-and-tested procedures. In addition to conservation and remounting work of individual items the housing of the parts of the collection chosen for this project will be improved to allow for the additional handling that the project will generate and their safe transit to an off site digitisation contractor. These aspects of the workflow will occur simultaneously with other activities (notably metadata creation), as the process has been designed to give us the flexibility to prepare and catalogue different selections from the Collection at the same time, so the actual order in which these tasks occur need not necessarily be a constraint on the digitisation process. The condition of items will be checked during the process, and repairs effected as necessary.

#### Workpackage 4: Tracking materials (April 07 – March 09):

Deliverables: Minimize the risk of items being lost/misfiled as a result of conservation activities or digitisation; facilitate the smooth delivery and return of items selected for digitisation

Evaluation: Acceptance by Project Directors and Project Board

Responsibility: Project Manager and clerical staff, Project Computing Officer

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Description: Dedicated clerical staff will organise and shelfmark those sections of the Collection which do not yet have shelfmarks at item level. An electronic tracking system will be developed and implemented to record the movement of items at each stage of the project workflow, and barcodes will be assigned to all items to be digitised and to all containers (folders, boxes, portfolios, crates, vehicles etc) to facilitate this process.

Workpackage 5: Cataloguing/metadata creation (April 07 – March 09):

Deliverables: Every digitised item to have a detailed and rigorous electronic catalogue record, to facilitate discovery, re-use, re-packaging, and digital collection management.

Evaluation: Acceptance by Librarian of the John Johnson Collection (Julie Anne Lambert) and Project Board

Responsibility: Project Manager and Cataloguing staff, Project Computing Officer

Description: Notably difficult to access and to catalogue, ephemera benefit more than other types of material from the provision of extensive and carefully controlled metadata that provides multiple access points to enable the exposure of their rich content to the widest group of researchers. The timely creation of detailed cataloguing information and metadata records, adhering to agreed standards and authorities will be undertaken by dedicated specialist staff based at the Bodleian Library, who will be able to draw upon the extensive network of expertise, training, and systems support that forms a fundamental component of the Library's role. Metadata will initially be captured in a dedicated bibliographic database that has been specifically configured to support the complex requirements of the John Johnson Collection, whilst offering full support for the extensive and detailed description of digital objects. This rich cataloguing information and metadata will provide the primary mechanism for the retrieval of images in the final web application, and are therefore essential to the long-term value and reusability of the image data. The descriptive metadata will be the catalogue records produced by the Bodleian Library using the allegro format (for easy integration with the Collection's existing catalogue records) and Library of Congress authorities. ProQuest will make the records searchable through their online application and retrievable via an SRU XML Gateway in MODS encoding. ProQuest will also convert them into MARC21 format to enable download by library users for local loading into library OPACs. Technical metadata is limited to scanning parameters and will be integrated in the TIFF headers of the master image files.

Workpackage 6: Digitisation (Apr 07 – January 09):

Deliverables: Digital master image of every item submitted for digitisation.

Evaluation: Acceptance by Project Manager, QA staff at ProQuest; stakeholders, and JISC Programme Manager

Responsibility: Project Director and Project Board

Description: Digitisation will be carried out by a dedicated production company, Capita Total Document Solutions, with whom ProQuest have a long-established commercial relationship (this same company having also worked previously with both Oxford and many of the UK's other leading cultural heritage institutions). Using such a dedicated service provides both economies of scale and also clear guarantees about the quality and timely delivery of the digital master images. ProQuest will manage the relationship with Capita Total Document Solutions, in light of their considerable experience in directing previous large-scale digitisation projects. The digitisation process will be carried out in accordance with all the relevant JISC standards guidelines and best practices. 24-bit full colour master images will be created at 600dpi optical resolution with no interpolation, using the ICC colour profile, and stored as uncompressed TIFFs each with their own unique identifier. The precise delivery format to be used in the delivery application will be determined by usability testing and user requirements. It is likely that we will create tiered and tiled versions of high-resolution images to enable fast and effective zooming and panning, medium resolution JPEGs for downloading and thumbnails for results lists and content overviews. Copies of all the master image data will be held and preserved by both partner organisations, although it is anticipated that for the duration of the project and also the subsequent five-year period identified by the JISC, the primary route for

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accessing the digital image materials will be via a robust technical infrastructure provided and professionally supported by ProQuest.

#### Workpackage 7: Post-processing and Quality Assurance (June 07 – March 09):

Deliverables: Quality assured digital images of every item submitted for digitisation, suitable for online delivery and reuse.

Evaluation: Acceptance by Project Directors, Project Board, stakeholders, and JISC Programme Manager

Responsibility: QA staff at ProQuest and Project Manager

Description: Image QA is an integral part of the scanning process and will be carried out by Capita Total Document Solutions as part of the digitisation process. The scanning parameters will be defined in the Digitisation Agreement with Capita Total Document Solutions. Since the images need to consistently represent the source there will be no post-processing of the image other than to create versions from the master TIFF for ease of on-screen viewing and ease of downloading. Each digital image will be passed to dedicated staff at ProQuest who will conduct a range of image post-processing and Quality Assurance tasks to ensure that the final deliverables meet agreed technical and usability criteria. ProQuest will carry out a visual sample check of images received, sampling 5% initially but reducing to 1% assuming the images sampled are problem-free. (See also 17. Quality Plan below)

#### Workpackage 8: Archiving and Preservation (June 07 – March 09):

Deliverables: Securely archived and accessible copies of every digital master image created by the Project.

Evaluation: Acceptance by Project Board

Responsibility: Project Computing Officer and Project Directors

Description: Copies of all the master image data will be held and preserved by both partner organisations. At Oxford, a Computing Officer dedicated to the Project will have prime responsibility for ensuring that all the digital outputs of the Project are securely archived (e.g. on the Oxford Hierarchical File Server) and that suitable preservation procedures are implemented, in keeping with current standards and best-practices, to ensure the longevity of, and long-term access to, the materials.

#### Workpackage 9: Dissemination (April 07 – March 09):

Deliverables: Project websites; reports and information about the project; a variety of access points to all the items digitised from the John Johnson Collection.

Evaluation: Acceptance by Project Board, JISC Programme Manager, and stakeholders

Responsibility: Project Directors and Project Manager

Description: ProQuest will put in place the necessary technical and staff infrastructure to ensure the fast and effective delivery of the digitised John Johnson materials to the user community. They will draw upon their considerable expertise and resources to market the project to the UK HE and FE sector (and further afield), thereby generating the levels of awareness and interest that are essential to the take-up of the materials. In addition, ProQuest will use their proficiency in creating and maintaining attractive and accessible online resources that meet the needs of teachers, learners, and researchers to guarantee a high-quality end-user experience. The existing catalogue records and descriptive metadata will also be supplemented by the appropriate application of advanced OCR techniques by ProQuest (such as using multiple OCR engines, image orientation, image optimisation, dictionary checking and global clean-up processes), thereby enabling the creation of a variety of finding aids and search services which will support the exploitation of these important digital resources to the full.

#### Workpackage 10: Project Evaluation (December 08 – March 09):

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Deliverables: Evaluation report.

Evaluation: Acceptance by Project Board and JISC Programme Manager

Responsibility: Project Directors and Project Manager

Description: Towards the conclusion of the twenty-four month lifecycle of the Project, it is intended that a formal but open process of review and evaluation will be implemented, the results of which will be shared with the JISC and the wider community.

## 4. Project Outputs

### Tangible outputs

- a web application, developed by ProQuest, which is freely available to schools, colleges and universities, and to the public through public library terminals, and which delivers high-level searching and retrieval of digital surrogates with associated metadata of items in the John Johnson Collection
- over 150,000 high-quality digital images, with the application of Optical Character Recognition (OCR) where applicable
- detailed catalogue records, with descriptive metadata and multiple access points, for some 65,000 items, freely available online from the John Johnson Collection Catalogue
- the repair and re-mounting of some items as necessary, using expert conservation and preventative care procedures to ensure safety and longevity of material
- improvements in housing for most of the 65,000 items, and safe handling of all material during the project
- an efficient and robust tracking system which logs both the location of items and their current stage in the conservation, cataloguing and digitisation processes
- periodic reports and other documentation delivered both to the JISC and within the Project Management framework outlined in section 12
- the active involvement of academics and non-academic experts, achieved by commissioning a series of essays which will seek to map the field of ephemera studies and illustrate its wider relevance; by facilitating the means for end-users of the resource to add their own descriptions so as to harness specialist expertise both within and beyond academia; and by creating exemplary materials in conjunction with academics that illustrate the use of ephemera in teaching, learning and research
- events, such as symposia or workshops, scheduled to coincide with an official launch of the resource

### Intangible outputs

- knowledge gained from approaching a number of different tasks (cataloguing, conservation, digitisation, web delivery etc) as inter-dependent parts of a single over-arching project, rather than as separate and distinct processes
- lessons learned from innovative collaboration and cooperation between educational and commercial partners
- a greater awareness on the part of OULS of the advantages and disadvantages of working with an external digitisation company, rather than scanning in-house
- an understanding of the broader themes and issues relating to digitisation, gained through information-sharing with the JISC and with other projects within its Digitisation Programme
- the identification of external stakeholders and their research methods as part of market research for project outcomes and user needs
- non-academic awareness of the role that ephemera can play in understanding the wider context of social history
- the means for researchers to more fully explore the visual impact of printed ephemera
- the comparative ease by which researchers at all levels may explore and select digital surrogates and the detailed descriptions associated with them

- the benefits to teachers and students within both higher and further education who are increasingly using ephemera as part of taught courses

## 5. Project Outcomes

- greater access for all to a vast, largely untapped, resource of printed ephemera, valuable to a wide range of academic disciplines and to those interested in social history at all levels
- raised profile not only of the John Johnson Collection itself but of the value of printed ephemera in understanding our past
- increased opportunities for both taught and research students to use primary resources for special projects which use or focus on printed ephemera
- the opportunity for school pupils to use ephemera in order to understand specific periods of history, culture and lifestyle, and to demonstrate enhanced critical thinking skills by drawing their own conclusions about how people lived and thought in the past
- removal of the geographical and practical constraints which necessarily limit the number of physical users of the Collection
- future preservation of the collection through more selective handling (original items will be protected from damage through frequent handling by readers who physically visit the Collection, as researchers will increasingly be able to undertake the browsing element of their research through the online resource)
- Enhanced outreach, both in terms of word-spreading through the Academic Advisory Board and through the active involvement of academics and non-academic experts (achieved by commissioning a series of essays which illustrate the wider relevance of ephemera studies, by facilitating the means for end-users to add their own descriptions, and by creating exemplary materials that illustrate the use of ephemera in teaching, learning and research)

## 6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
Researchers with a specific interest in printed ephemera	Access to images and catalogue records with descriptive metadata and multiple access points, controlled by authorities for both subjects and physical characteristics	High
Researchers with a specific interest in the subject areas of Entertainment, Booktrade, Popular prints, Crimes, murders and executions, and Advertising	Simultaneous remote access to material in subjects which are among the most heavily-used in the Collection	High
Students in Further and Higher Education	Opportunity for both taught and research students to use primary resources for special projects which use or focus on printed ephemera	High
Schoolchildren (at various key stages of the National Curriculum)	Opportunity for school pupils to use ephemera in order to understand specific periods of history, culture and lifestyle	Medium
Academic researchers who would use ephemera in support of their research if it were easier to access	Ability to browse and select items of relevance to research without having to spend time and money travelling to	Medium

	Oxford and search through large sections of uncatalogued material	
General public	Access to a vast resource of printed ephemera previously unavailable to people outside academia who have an interest in social history	Medium
The John Johnson Collection, OULS	Promotion of the Collection and greater opportunity for academic outreach, combined with the positive preservation impact of fewer visitors and more selective handling	High
ProQuest	Major addition to world-renowned product portfolio	High
The JISC and other funding bodies	As major financial contributors to the Project, the JISC clearly have an interest both in the methodologies used to implement the Project and to ensure that its outcomes reflect the JISC's mission to provide world-class leadership in the innovative use of ICT to support education and research. The extensive resource created by the Project may also represent added value for other funders looking to develop ephemera resources in the future	High
The Academic Advisory Board	Leading academics in the field of ephemera will be able to play an important role in shaping the resource through regular review of project content and its potential impact on teaching, learning and research.	Medium

## 7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
<b>Staffing</b>				
Recruitment and/or retention of project staff	2	3	6	OULS has extensive resources (e.g. 660 FTEs supplemented by a regular programme of Graduate Trainees) that could be called upon.
<b>Organisational</b>				
Productivity of cataloguers	1	4	4	Additional cataloguing resources can be seconded to the project as outlined above.

Failure to meet long-term sustainability target	1	4	4	Both partners have amply demonstrated their commitment to the provision of digital resources in the long-term. ProQuest has an extensive backlist of digital products, and the means for their maintenance and support. Oxford has an on-going commitment to ensuring permanent access to its digital collections in perpetuity.
<b>Technical</b>				
Unanticipated conservation aspects	2	1	2	Additional resources could be seconded from OULS' Conservation & Collections Care Department.
Unsuitability of outputs	2	2	4	Initial and on-going market research undertaken by ProQuest, prior experience of delivering related digital projects from the Bodleian, and the existence of the Project Board will ensure that the selection of materials and the digital outputs meet the needs of the target user communities.
<b>External suppliers</b>				
Problems with digitisation sub-contractor	2	3	6	The chosen company has an exceptionally good record for completing work on-time and within budget. A contract will ensure that in the unlikely event that performance is unsatisfactory appropriate courses of action can be taken.
<b>Legal</b>				
Breakdown of partnership	1	5	5	The Project partners will adopt the JISC's Consortium Agreement. Both partner organisations have a long-standing commitment to work on this project, and have worked successfully together in previous endeavours (e.g. EEBO-TCP).
Intellectual Property Rights for certain items cannot be cleared within the project's timeframe	1	2	2	The Project will be able to substitute alternative items from the Collection for digitisation, thereby ensuring that the overall productivity targets are always met.

## 8. Standards

Name of standard or specification	Version	Notes
XML	1.1	
HTML	4	
CSS	2.1	
XSLT	2.0	Server-side only

OpenURL Linking	Z39.88-2004	
GIF	89a	May be used by ProQuest CSA to provide a quick on-screen view of an image
JPEG	1.02	
TIFF	6.0	For archival images
PDF	1.5 and greater	
Allegro		Format for cataloguing printed ephemera
MARC 21		Generated specifically for library customers to add to OPACs
Z39.50	Z39.50-2003	
SRU XML Gateway	1.1	For retrieval of descriptive cataloguing metadata
HTTP	1.1	
JavaScript	1.7	
Perl	5	Server-side only
Shibboleth	1.3	
METS	1.6	
MODS	3.3	
Library of Congress Name and Subject Authority Headings		
Library of Congress Thesaurus for Graphic Materials		

## 9. Technical Development

Technical requirements for the project deliverables are subject to a review and sign-off process prior to the formulation of functional requirements. Any subsequent changes to requirements are subjected to review in the context of both technical feasibility and impact on delivery schedules. The functional specification for the delivery application is likewise subject to a review and sign-off process prior to implementation commencing. Any subsequent proposed changes to functional specifications are also reviewed for feasibility and impact. A quality control testing plan is also devised and agreed prior to implementation. A project manager schedules development based on estimates supplied by all teams involved. The progress of implementation is monitored on a regular basis, with both team meetings and reports to managers to escalate any issues.

The delivery application itself is based on the Java application platform as implemented for existing ProQuest products such as Periodicals Archive Online and many others. This application platform is proven to deliver reliable, accurate and speedy results. It is based on Java J2SE 5.0 and the Apache Struts MVC model. It utilises JSP with JSTL for the presentation layer, and FAST ESP 5 for the full text search engine. It has been the subject of many iterations of development over the last 5 or more years. New features to be added to core code are subject to the approval of ProQuest's Java architect. Software engineers perform unit tests on new or changed classes before releasing the application for internal quality control testing. All code is stored in Microsoft Visual SourceSafe version control system. Bug defects are logged to a central database by the testing team, allocated to appropriate staff and checked after being fixed. The entire application is tested in an internal pre-production environment prior to deployment to production, where it is again tested before release. Specialist IT staff are responsible for the configuration and maintenance of server hardware and software. Monitoring systems are in place to alert staff immediately in the event of systems failure. Backups are taken routinely to facilitate the rapid restoration of services. Hardware maintenance agreements ensure that failed parts can be replaced quickly.

## 10. Intellectual Property Rights

The vast majority of material from the John Johnson Collection that has been identified for digitisation under the terms of this proposal does not present any IPR issues. Both parties – Oxford as the home of a Legal Deposit Library, and ProQuest as a major publisher of international repute – have a shared interest in demonstrating the highest possible regard for the IPR of other individuals and organisations. Whilst it is conceivable that a very small proportion of the advertising materials selected may possibly generate some concerns about the digitisation of trademarked items, ProQuest have agreed to take full responsibility for clearing any rights that may be identified in items selected from this part of the Collection. Moreover, a cut-off publication date will be imposed and it is anticipated that any rights-clearance work will be minimal and easily dealt with by the dedicated and experienced rights and permission department at ProQuest. To minimize the impact on the digitisation workflow, ProQuest will also create the ability to block end-users' access to content for which the IPR has not yet been cleared, as they have done in other comparable products developed previously. The wealth of material in the John Johnson Collection is such that even if it transpires that rights for certain items cannot be cleared within the project's timeframe, the project will be able to substitute alternative items from the Collection for digitisation, thereby ensuring that the overall productivity targets are met.

## *Project Resources*

### 11. Project Partners

#### Project partners

Partner: Bodleian Library (Oxford University Library Services)

Contact: David Tomkins

Role: Content development, including sorting, shelf-marking, creation of metadata, conservation, tracking and practical management of the digitisation process.

Partner: ProQuest CSA

Contact: Peter White

Role: Development and delivery of web application, rights management and formal management of the digitisation process.

The consortium agreement is currently being prepared.

Both partners are represented on the Project Board and on the Project Administration Sub-Group.

#### Subcontractor

Subcontractor: Capita Total Document Solutions

Contact: Tony Sapnik

Role: Digitisation of items from the John Johnson Collection

## 12. Project Management

### Project Board

The Project Board consists of the Project Director, the Project Leads from the two Project Teams, senior stakeholders from each partner organisation, and the JISC Programme Manager. The Project

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Board has responsibility for overseeing the project and has final decision-making authority on any project-related matter. The Project Board comprises:

Sarah Thomas (Director of OULS)  
Richard Ovenden (Keeper of Special Collections)  
Michael Popham (Head of ODL, Project Director and OULS Project Team Lead)  
Clive Hurst (Head of Rare Books & Printed Ephemera, OULS)  
Julie Anne Lambert (Librarian of the John Johnson Collection)  
Mary Sauer-Games (Vice-President Chadwyck-Healey Publishing, ProQuest)  
Stephen Pocock (Vice-President Production, ProQuest)  
Dan Burnstone (Director, Chadwyck-Healey Publishing, ProQuest)  
Peter White (Publisher, ProQuest and ProQuest Project Team Lead)  
Paola Marchionni (JISC Programme Manager)

The Project Board will meet at least twice yearly during the lifetime of the project, convened by Sarah Thomas (and by Richard Ovenden in her absence).

### **Project Administration Sub-Group**

A Project Administration Sub-Group of the Project Board will meet at least quarterly to review project progress and to address any issues that cannot be directly resolved by the Project Teams. This Sub-Group consists of:

Michael Popham (Head of ODL, Project Director and OULS Project Team Lead)  
Julie Anne Lambert (Librarian of John Johnson Collection)  
Andrew Honey (Site Conservator, John Johnson Collection)  
David Tomkins (Project Manager, OULS)  
Rachael Sangha (Project Manager, ProQuest)  
Stephen Pocock (Vice-President Production, ProQuest)  
Dan Burnstone (Director, Chadwyck-Healey Publishing, ProQuest)  
Peter White (Publisher, ProQuest and ProQuest Project Team Lead)

The Project Director, Michael Popham, convenes the Sub-Group, and minutes from any meeting of the Sub-Group are circulated to the full Project Board.

### **Academic Advisory Board**

It is proposed that an Academic Advisory Board, comprising a number of leading academics in the field from across the country, and possibly beyond, will meet twice a year to review project content and its potential impact on teaching, learning and research. Michael Twyman, Professor Emeritus and Director of the Centre for Ephemera Studies, University of Reading, has kindly agreed to chair the Academic Advisory Board.

### **Project Teams**

There are two Project Teams, one based at the Bodleian Library in Oxford and one based at ProQuest CSA in Cambridge. Each Team has a Project Lead and a Project Manager:

#### *Oxford Project Team:*

Project Lead: Michael Popham  
Project Manager & Lead Cataloguer: David Tomkins (50% project management)  
Librarian: Julie Anne Lambert (20% project commitment)  
Cataloguers: Elizabeth Brewster, Amanda Flynn, Ken Gibb, Kathleen Whalen Moss  
Project Computing Officer: to be appointed  
Site Conservator: Andrew Honey (20% project commitment)  
Conservator: Julia Bearman  
Assistant Conservator: Joan Lee (seconded for 1 month FTE for training purposes)

Project Acronym: EEJJC  
Version: 1  
Contact: David Tomkins  
Date: 29/06/07

Conservation Technician: Louise Lockyer  
Clerical Support Assistants: Adele Allen, Nicola O'Toole

*Cambridge Project Team:*

Project Lead: Peter White  
Project Manager: Rachael Sangha (15% project management)  
Content Lead: Nathaniel Gore  
Software Lead: Mike Brown  
Design Lead: Cheryl Simpson  
PA Lead: Sandy Marcoux

Each Team meets weekly, and the two Teams meet together regularly, usually monthly. Any communications within either Team must copy in the local Project Manager, and any communications between Teams must copy in both Project Managers.

### **Roles and responsibilities**

The Oxford Project Manager will manage all aspects of the content development work, excluding conservation (which will be overseen by the Site Conservator, John Johnson Collection), and all necessary tracking of items within these processes. The Cambridge Project Manager will manage the web application development, the integration of content into the application and the testing and roll-out of the delivery platform. The two Project Managers will agree methods for maintaining effective schedules and for communicating those schedules to each other and to other members of their Teams. They will ensure open and effective communication both within Teams and between Teams and will be responsible for ensuring all agreed processes are followed. They will record and track issues and seek resolution at Project Team meetings, and will ensure that decisions and actions that need to be taken in order to meet schedules or satisfy the overall project plan are either taken or escalated as necessary. All decisions affecting project deliverables or schedules are to be approved by both Project Leads, who have decision-making authority on behalf of their respective organisations. In the event of any disagreement, an issue will be escalated to the Project Administration Sub-Group or, if necessary, to a full meeting of the Project Board. Both Project Managers will provide a weekly report summarizing overall progress and detailing any issues in their areas. These reports will be available to all Team members. The Cambridge Project Manager will also produce a weekly overall progress report for ProQuest management, and this report will be shared with the Project Director. With the assistance of Project Managers and Project Teams, the Project Director will prepare formal reports as required for the Project Board, and Progress Reports for submission to the JISC three times yearly (September, January, May).

## **13. Programme Support**

The Project would benefit from assistance in maintaining awareness of other relevant JISC-funded activities, and would welcome both support for training and assistance in disseminating results.

## **14. Budget**

Following discussion with the JISC Programme Manager, it has been agreed that the Project's 24 month life-span will last from April 2007 to March 2009 inclusive, though funding from the JISC will continue to operate to the original funding timescale based on a January 2007 to December 2008 lifespan.

## Detailed Project Planning

### 15. Workpackages

Following discussion with the JISC Programme Manager, it has been agreed that the Project's 24 month life-span will last from April 2007 to March 2009 inclusive, though measurable outputs will be delivered periodically during the course of the project. The Project Plan workpackages are outlined in Appendix B.

### 16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Post each iterative content release on the delivery platform	User satisfaction	Extent to which database meets user needs. Suggested functionality enhancements.	User survey and/or focus groups	Positive user feedback
Ongoing	Level and nature of user activity	What are users accessing and how frequently	Analysis of user statistics	Significant user activity
October 2007 and ongoing	Satisfaction of expert advisors	Extent to which ProQuest service solves the problems of its intended users and meets their expectations; possible refinements of ProQuest interface	Meetings with Academic Advisory Board	Positive responses from academic advisors to design, interface, functionality and content
2008 onwards, following activation of Web 2.0 functionality	Level of user engagement with digitised materials	How have users interacted with the digitised materials? What types of user-generated content have been added to the service? How have users enhanced the resource?	Analysis of user-generated content appearing on ProQuest resource	Quantity and quality of user-generated content and tagging
Dec 2008-March 2009	Summative evaluation of Project methodologies	Internal work processes, partnership between Oxford and ProQuest, and guidance provided by the JISC	Formal but open process of review	Satisfaction (or otherwise) that work has been undertaken in most efficient way, consensus between Oxford and ProQuest about how such partnerships might develop in the future, and agreement that (non-funding) support from the JISC has been both timely and appropriate

## 17. Quality Plan

The Project Teams share responsibility for the quality of the outputs produced but, ultimately, the Project Managers are responsible for ensuring quality, and in particular that the JISC Programme Manager is satisfied with the quality of the project's outputs.

<b>Output</b>	<b>Safe handling of original material</b>				
<b>Timing</b>	<b>Quality criteria</b>	<b>QA method(s)</b>	<b>Evidence of compliance</b>	<b>Quality responsibilities</b>	<b>Quality tools (if applicable)</b>
Ongoing	Safe movement of all material	Visual check of every item and improvements to housing	Housing information added to tracking system	Project Clerical Assistants.	Online tracking system (developed in-house at Oxford)
Ongoing	Safe movement of damaged material	Visual check of every item	Condition report completed, correct housing and work route identified	Project Conservator.	Online tracking system
Ongoing	Structurally damaged material repaired or isolated	Conservation treatment	Completed documentation	Project conservator.	Online tracking system
Ongoing	Safe handling during digitisation	Visual check with reference to condition report	Condition report and scanner instructions added to tracking system, correct material batched for shipping	Project Clerical Assistants.	Online tracking system
Ongoing	Minimal damage to material during digitisation	Visual check with reference to condition report on return	Material returned and accepted on tracking system	Project Clerical Assistants.	Online tracking system
Ongoing	Confirmation of condition on completion of all work packages	Visual check and tracking system	Material returned to permanent housing and tracking completed	Project Clerical Assistants.	Online tracking system

<b>Output</b>	<b>Scanned Images</b>				
<b>Timing</b>	<b>Quality criteria</b>	<b>QA method(s)</b>	<b>Evidence of compliance</b>	<b>Quality responsibilities</b>	<b>Quality tools (if applicable)</b>
Ongoing	Scan quality reflects source	Visual check of every scan	Images written to file and passed for QA	Scanning operator.	

	material				
Ongoing	Scan quality reflects source material	Visual check (sampling)	Batches cleared for shipping	Scanning supervisor.	
Ongoing	Image associated with correct metadata	Visual check at item level	Appropriate filename assigned	Scanning operator.	
Ongoing	Scan batches complete and correct	Visual check (sampling). Software checks of received images versus tracking database	Batch passed for loading to delivery platform	Content Development Lead.	Online tracking system
Publication of content releases	Validation of overall content scope and quality	Custom content validation checklist	Checklist complete. Approval to go live	Content Development Lead.	

<b>Output Timing</b>	<b>Cataloguing / metadata creation</b>				
	<b>Quality criteria</b>	<b>QA method(s)</b>	<b>Evidence of compliance</b>	<b>Quality responsibilities</b>	<b>Quality tools (if applicable)</b>
Ongoing	Quality of catalogue records	Adherence to agreed standards by specialist staff	Initial training of cataloguing team and periodic review by Project Manager and OULS staff	Project Manager. Librarian of John Johnson Collection.	
Ongoing	Storage of catalogue records	Metadata captured in a dedicated bibliographic database, configured to support the complex requirements of printed ephemera	Records stored in Allegro	Project Manager. Librarian of John Johnson Collection.	Allegro format
Ongoing	Consistent use of descriptive terms	Adherence to recognised authorities for the description of people, subjects, genres and physical characteristics	Prescribed use of authorities	Project Manager. Librarian of John Johnson Collection.	Library of Congress Name and Subject Authority Headings, and Library of Congress Thesaurus for Graphic Materials

Output Timing	Delivery Platform				
	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Pre-production release alpha version	Evaluate delivered functionality against requirements	PA testing using standard PA test templates. Project team testing against documented requirements.	Approval to beta release	PA Engineer. Project Team Lead.	
Pre-production release beta versions	Ensure no software bugs above an pre-agreed severity level remain in product	PA testing using standard PA checklists.	Approval to go live	PA Engineer. Software Development Lead. Project Manager.	
Switch live checks	Ensure product is functioning correctly in live environment	PA testing using standard post-release checklist.	Publication notification	PA Engineer. Software Development Lead. Project Manager.	

## 18. Dissemination Plan

Oxford and ProQuest CSA are jointly responsible for dissemination within the United Kingdom, and ProQuest CSA is responsible for dissemination outside of the United Kingdom.

Timing	Dissemination Activity	Audience	Purpose	Key Message
Ongoing (but focussed around user community events (conferences, tradeshow, etc))	Marketing promotion of ProQuest service	Global users, customers and stakeholders	To promote the use and purchase of the ProQuest product	Value of ephemera as a multi-discipline research and learning resource
November 07, prior to launch of ProQuest service	Mailings (via JISC Listserv and direct from ProQuest)	Librarians in UK HE and FE institutions, Public Libraries and Schools	To announce the new service and ensure uptake in UK	Free availability of ProQuest service to UK HE and FE institutions, Public Libraries and Schools
Throughout 2009	Conference attendance; speaking opportunities	Global academic community; ephemera specialists	To raise awareness of digitised ephemera as a resource for research and teaching in a range of disciplines	Value of ephemera as a multi-discipline research and learning resource

From November 07	Marketing via ProQuest corporate site, including online demos of ProQuest interface	Key decision-makers in target non-UK institutions	To promote the use and purchase of the ProQuest product	Authority and richness of project outputs
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## 19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Cataloguing metadata	Freely available via OULS and ProQuest-hosted services	OULS will be responsible for the continued maintenance of its own online catalogue offering free access to the cataloguing metadata. Continued access to the cataloguing metadata as an integral part of the ProQuest resource will be funded from sales of the resource outside the UK
High-resolution master scans	Archived by OULS. Archived by ProQuest. Placed in Escrow by ProQuest for international purchasers of the source data who do not wish to store or mount it themselves. Made available by ProQuest to international customers who purchase data on a perpetual end-user licence	Actions for Exit: (i) archiving of high-resolution scans by OULS and ProQuest; (ii) delivery of scans to specialist off-site data storage company for escrow by ProQuest; (iii) delivery of scans to customers outside the UK who purchase the collection on a perpetual end-user license basis and who request data for local loading and storage
Medium-resolution scans	Made freely available for download by ProQuest-hosted delivery platform to UK HE/FE/Public Libraries/Schools. Made available by ProQuest to online subscribers to the product outside the UK.	

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Cataloguing Metadata	OULS will be responsible for the continued maintenance of its own online catalogue offering free access to the cataloguing metadata; ongoing access to cataloguing metadata via the ProQuest resource will be funded for the duration of the	The Consortium Agreement between ProQuest and Oxford will provide the framework within which access fees ensuring the long-term availability of the ProQuest resource within the UK will be determined	The Consortium Agreement will take account of the remote possibility that revenues from sales of the resource outside the UK may not be sufficient to support the provision of the ProQuest resource to UK users

	agreement from revenues from sales outside the UK		
High-resolution master scans	Project partners will be responsible for maintaining their own archival copies; ProQuest's escrow copy will be maintained by a specialist off-site data storage company.	It is envisaged that the existence of multiple archives of the master scans, saved in an appropriate file format for archiving, will ensure the preservation and continued availability to the community of this particular project output.	None
Medium-resolution scans	Continued access to the medium-resolution scans via the ProQuest resource will be funded for the duration of the agreement from revenues from sales outside the UK.	The Consortium Agreement between ProQuest and Oxford will provide the framework within which access fees ensuring the long-term availability of the ProQuest resource within the UK will be determined.	The Consortium Agreement will take account of the remote possibility that revenues from sales of the resource outside the UK may not be sufficient to support the provision of the ProQuest resource to users.

## Appendix A: Budget

The total grant awarded to the project by JISC is £998,334.

## Appendix B: Workpackages

See separate document.