



JISC Project Plan

Overview of 'The Serving Soldier' Project

1. Background

- 1.1 Archives and Corporate Records Services (ACRS) actively seeks to embed archival content in teaching programmes throughout King's College London, not least through talks, visits and training sessions for students and staff. Simultaneously, there is a growing demand for digital copies of original content from the wider College community and the general public. Digitisation to date has been piecemeal – designed to meet the needs of specific users. Progress has, however, been made since the College's purchase in 2007 of a Digital Asset Management (DAM) system.
- 1.2 This project entitled 'The Serving Soldier' will help address this demand and provide first time digital access of up to 22,000 unique and nationally significant historical archives held in the Liddell Hart Centre for Military Archives (LHCMA). Its theme is the multi-faced role of the soldier, not least as peacekeeper and mediator, technical innovator, administrator and veteran; a role of particular relevance to today's serving soldiers.

2. Aims and Objectives

- 2.1 The project will provide a large body of original content to be used in College teaching programmes and enable its dissemination in the training of armed forces personnel through the medium of dramatisation and podcasting.
- 2.2 Key deliverables will include:
 - The creation of at least 22,000 images of original visual and archival documents to support cross-disciplinary study.
 - Creation of metadata to describe the images.
 - Publication of images online.
 - Testing of script and podcast exemplar for teaching dramatisation, in association with an experienced theatre company.

3. Overall Approach

- 3.1 The project will last for twelve months, with work being structured as outlined below:

Preparation: assemble project team, confirm plan, recruit project assistants and determine metadata schema; build rights management into workflow preparation to cover any copyright concerns (though initial selection of images will be carried out to minimise potential IPR problems)

Piloting: to test digitisation with document types and pilot metadata input, loading of assets to CMS and re-engaging academic colleagues to test usefulness in the College's academic programmes. A detailed workflow will be created based on the findings and academic feedback and drawing on models such as that provided by TASI (<http://www.tasi.ac.uk/advice/managing/workflow.html>)

Selection: the preliminary selections will be made by ACRS staff, drawing on their extensive knowledge of the collections gained through cataloguing, preservation and enquiry work. These selections will be shown to the academic members of the Project Board (who represent the key departments of Defence Studies and History) for further advice and suggestions. ACRS will check for IPR concerns and for balance of content (eg does list focus too heavily in one area? What is balance of image and text?), before choosing the final shortlist (Milestone 10). This list will be subject to continual evaluation and review throughout the project, in response to considered feedback from ACRS staff, Project Board and other academics invited to comment.

Digitisation: to batch digitise collections with theme of the soldier at the beginning of the twentieth century and manage inventory control, preparation of items including foliation and physical storage to minimise potential damage during transit, returning documents safely to their original location. Depending upon results of the pilot studies, some digitisation of small, highly fragile items may be carried out in-house – if the captured image quality matches up to that of the external provider - to minimise any risk of further damage.

Metadata capture: to make information concerning the collections as widely available as possible and ensure future proofing through liaison with the Centre for E-Research at King's (formerly AHDS)

Publication: to publish content online to allow browse and search; quality assurance of returned images with enhancement using Photoshop as necessary and recording of any changes made. Advice will be sought (from Stephen Grace, CeRch, and others) on the balance of delivery as JPEGs and PDFs, but it is envisaged that whole documents (eg a diary) will be delivered as PDFs, as context and ordering are of particular importance.

Preservation: to explore options to preserve content and website in digital repository; storage ongoing with Level 3, a major data centre based in London

Dissemination and reporting: to develop a theatre production suitable for training soldiers based upon digitised content; to embed links to the new content in search portals; and fully report on the project including using a blog

3.2 Issues that will be addressed by this project include:

Q: What is the most efficient workflow for digital capture and publication?

The project will examine the most effective way of digitising and publishing a wide variety of material-types including manuscript, typescript, artwork, paper photography and glass-plate negatives. How can the workflow and publication of these various asset-types be carried out in an efficient way?

Q: How to structure themes so as to facilitate searching?

Publication will need to maximise research and teaching potential, pointing users in the right direction via the online searching (for example allowing users to search for theme: the soldier as scientist, the soldier as peacekeeper etc.)

Q: How to integrate metadata spreadsheets with existing catalogues?

How to display metadata so that it informs, describes and enhances the images and works with existing catalogue formats familiar to users of ACRS' collections?

Q: *How best to tackle detailed and complex images?*

Particular challenges included preserving and copying large photograph albums and scrapbooks, with lavishly detailed artwork in different formats. For example, should the pages of a scrapbook be presented in their entirety as well as their component elements, and what is the best way of doing this?

3.3 Scope and boundaries:

- Creation of up to 22,000 surrogates of original collections relating to the Serving Soldier
- Creation of accompanying metadata
- Publication of surrogates online
- Development of a teaching performance based on the surrogates
- The project will utilise existing metadata methodologies and existing software technology and will not seek to develop new tools – it will be primarily a teaching and learning resource focused on collections that highlight the work of the soldier throughout the twentieth century.

3.4 Critical success factors include:

- Buy-in of academics to select material appropriate for teaching
- Workflow management – not all items initially selected for copying will prove suitable due to physical condition/IPR or the advice of academics. The Project Manager and team must be able to reassign work quickly to take account of circumstances
- Cooperation of project team with established digital services providers – the relationship and workflow must be made to work
- Choice of appropriate metadata schema to maximise stakeholder participation and dissemination (for example avoiding the use of obscure and little-used controlled vocabularies that will limit future use of the surrogates)
- Support of theatre production company and its liaison with Defence Studies Department – the production must highlight the collections to maximum effect and prove a useful and worthwhile addition to the teaching programme

4. Project Outputs

Demo database (created through pilot)	Pilot of asset types to test digitisation challenges, costs and IPR. Also, assist with project publicity
Content: A portfolio of digital assets	Digitised and available on the Web to be used in teaching and research
Teaching trial / feedback	Creation of photography, text, manuscript and artwork tie-in for War Studies, Defence Studies and History teaching at KCL. Practical test of project assets in teaching - on a trial basis
License agreements	Agreements with digital service providers and copyright sign-off, where required
Metadata	Metadata spreadsheets created that can be imported into DAM system or exported to other systems as required
Script and theatre production – dissemination performance	Production to be devised and tested in association with key academics on Project Board
In-house procedures for managing digitisation	Springboard for further digitisation by ACRS, with increased knowledge of processes, workflow and management

Conservation register	Enhanced at-risk register and priority list of damaged documents requiring conservation or preservation
Blog	Blog created to inform the public of the project's progress and findings
Interim and completion reports	To inform JISC of progress at regular intervals
Final report	To draw conclusions on best practice for the digitisation of archival images, and promote and share these findings

5. Project Outcomes

5.1 ACRS staff will gain greater understanding of digitisation processes, notably:

- Gaining expertise in running a successful digitisation programme
- Deeper embedding of ACRS within the academic framework of the institution – archives seen as of core value in actual teaching and research. Lessons learned will enhance the reputation of university archives within their parent organisations

5.2 HE and archival sector outcomes will include:

- A digital resource for research into the role of the soldier in a variety of unfamiliar contexts, such as an engineer, advocate of soldiers' rights or peacekeeper
- Provide a worked exemplar in the use of archival material in addressing contemporary issues

5.3 The project will support better military education:

- Understanding among military trainers and their students of the hard-won lessons of previous conflicts particularly in relation to the role of the soldier as a peacekeeper and mediator, all drawn from real conflict experience
- Inform the role of the armed forces in theatre of operations
- Lead to improved and more extensive use of the performance mechanism to convey the meaning and multiple interpretations of text documents and visual sources

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
KCL Departments of War Studies, History and Defence Studies	<ul style="list-style-type: none"> • Content for teaching programmes • Training tools for officer training 	High
ACRS	<ul style="list-style-type: none"> • Content for dissemination, exhibitions and meeting the specific needs of academic users • Reducing wear and tear on originals • Audit of conservation need • Proven framework for further digitisation 	High
Web-site users	<ul style="list-style-type: none"> • Free access to digital content • Easy to navigate and search web images with rich metadata 	High

Wider HE community	<ul style="list-style-type: none"> Content for research, teaching and illustration 	High
Wider information community	<ul style="list-style-type: none"> Scalable model for digitising complex collections 	Med
Theatre production company	<ul style="list-style-type: none"> Experience of embedding performances into vocational training Script and content for repurposing for a variety of age groups and audiences 	Med
KCL External Relations	<ul style="list-style-type: none"> Content to advertise stories and meet the needs of journalists for content for war and defence studies 	Low

7. Risk Analysis

Risk	Prob (1-5)	Sev (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Staffing				
Difficulty in recruitment of project assistants	1	5	5	<ul style="list-style-type: none"> Advertise widely Use agency Internal secondment
Losing project manager	1	5	5	<ul style="list-style-type: none"> Employing two managers – unlikely both would leave during the project Replace staff quickly
Organisational				
Scale of IT work in connection with Connected Campus leading to pressure on CeRch staff time	2	2	4	<ul style="list-style-type: none"> Guidance on preservation available from other sources, e.g. ULCC, TASI
Failure to engage with academics in key departments	1	2	2	<ul style="list-style-type: none"> Key appointments to steering panel to ensure academics have stake in project Blog and internal publicity to advertise the project and engage interest of staff and students
Technical				
Loss of original content	1	5	5	<ul style="list-style-type: none"> Contracts only with established heritage digitisation specialists, use of special couriers, condition reports, facilities report and insurance covered
Loss of data	1	5	5	<ul style="list-style-type: none"> Level 3 highly secure facility; daily back-ups of data; storage with established digital repository as back-up
External suppliers				
Digitisation company: limited availability to work in timescale required	2	4	8	<ul style="list-style-type: none"> Prompt placing of contract Fallback contracts with alternative suppliers
Globus Media (supplier of DAM system): limited availability for any customisation work required	2	2	4	<ul style="list-style-type: none"> Forward planning Regular meetings with company to keep them informed
Globus Media and Level 3 (data centre storing data): bankruptcy	1	2	2	<ul style="list-style-type: none"> Credit worthiness checks undertaken Metadata standards already in use; metadata and image files can be readily exported in the event of trouble

Theatre company: availability	3	2	6	<ul style="list-style-type: none"> • Early booking • Early decisions on pilot material • Involvement in choice of content from early stage
Legal				
Copyright and IPR: permissions for copying and publication	2	2	4	<ul style="list-style-type: none"> • Choice of older content to minimise IPR concerns • Close relationship of ACRS with copyright holders (families and Crown) making dialogue and resolution of concerns easier

8. Standards

Name of standard or specification	Version	Notes
Image files		
Image standards: JPEG and TIFF	JPEG2000 as appropriate TIFF 6.0	Image files as uncompressed TIFF files and repurposed as JPEG files and PDF documents as appropriate.
Metadata		
ISAD(G)		Used for archive cataloguing.
Dublin Core		Primary metadata capture using Dublin Core.
UKAT – UK Archival thesaurus	2004 version	Controlled vocabulary for keyword searches incorporating UNESCO thesaurus to describe subject, place, personal and corporate names
IEEE 1484.12.1	2002	Learning object capture (where necessary)
Data preservation: PREMIS and METS metadata standards	METS 1.7	Used to capture and exchange preservation metadata. Centre for E-Research expert input will advise on the creation of a dark archive and appropriate longer-term storage
Software		
Brandworkz	2008	ACRS uses a proprietary software, Brandworkz as its DAM system, and a sister product, Contentworkz as its CMS to publish images
Microsoft Excel	2007	Spreadsheet generation, import and export for metadata
Adobe Photoshop	CS4	For image enhancement (where necessary)
Document delivery: PDF	Acrobat 8	For document creation (where necessary)

9. Technical Development

9.1 This project does not seek to develop new software or any technical platform.

10. Intellectual Property Rights

- 10.1 Rights in the project rest with King's College London, though all findings and reports will be shared freely and in perpetuity with the JISC community.
- 10.2 The project will create a database with three elements (1) organisation and structure of database (2) image descriptions and (3) the images themselves. King's College London will own the copyright of (1) and (2) but third parties may own all or part of the rights in (3).
- 10.3 Most images considered for this project will be out of copyright but a few may not. Once the final selection has been made, in any cases where copyright is applicable, ACRS will contact the last known owners (using information from Depositor/Donor files) in order to obtain written permissions.
- 10.4 During the project and subsequently, ACRS will ensure that rights are consistently noted in the metadata and, if it is not possible to establish ownership of an image, this will be noted. ACRS will operate a robust take down policy should image rights be queried.
- 10.5 Due to short timescales of this project, ACRS intends to keep copyright clearance to a minimum, selecting items from the late 19th and early 20th centuries. IPR is not envisaged as a large body of work in its own right. Should any issues arise, advice and guidance will be sought from the College's Records Manager, Jan Booth, in the first instance.

Project Resources

11. Project Partners

- 11.1 This project does not include any full partners external to the College. Some work will be subcontracted following a pilot study to determine the final list of preferred suppliers of digitisation.
- 11.2 Main preferred supplier at this stage is the Higher Education Digitisation Service (HEDS). Main contact is Ben Bergonzi, Senior Consultant, HEDS Digitisation Services, University of Hertfordshire, College Lane, Hatfield, Hertfordshire, AL10 9AB, Tel. 01707 286 078.

12. Project Management

- 12.1 Project management will follow JISC's best practice guidelines and progress reports will be passed to the JISC Programme Manager periodically.
- 12.2 The project's management structure is as follows:

Project Board	The Project Board will include the Project Director and Managers, representatives of the College's academic departments and a representative of the Centre for E-Research providing guidance on preservation issues. The Board will provide oversight of the entire project.
Project Director	The Director of Archives and Information Management will monitor the project and its outputs and ensure that it retains a high profile within College and beyond.
Project Managers	The two Archives Services Managers responsible for Outreach and Preservation will co-manage the project and report on progress at regular

	intervals. Time on project: at least 1 day per week.
Project Assistants	Two assistants will prepare material to be copied, ensure delivery and receipt of original documents to and from copying centres, write metadata and publish surrogates and data online.

- 12.3 Training and networking needs will be met through attendance at appropriate JISC events, TASI and King's College's Centre for Computing in the Humanities training programmes and courses where appropriate.

13. Programme Support

- 13.1 The project will look to the JISC Programme Manager (JPM) for support as required. In particular the JPM can help keep us in touch with the wider Programme. He can identify others projects that link or overlap with ours and introduce us to other teams working in similar areas.
- 13.2 The JPM can also keep us updated on relevant events – training sessions, conferences, seminars, presentations and so on.

14. Budget

See Appendix A: budget

Detailed Project Planning

15. Workpackages

See Appendix B: workpackages

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Workpackage 2	Creation of up to 22,000 digital surrogates	<ul style="list-style-type: none"> • Has an appropriate workflow been created? • Has selection of appropriate items been carried out? • Have pilots been carried out? • Can the digitisation providers meet workflow requirements? • Have the providers carried out work and has this been supplied? 	<ol style="list-style-type: none"> 1. Proposed workflow tested via pilots 2. Approval of workflow with Project Board 3. SLAs with digital providers 4. Ongoing review of selection lists by PM 5. Inventory control by PAs 	Successful pilot digitisation, workflow, digitisation and delivery of up to 22,000 images in preparation for load-up and publication
Workpackage 2 No. 9	Metadata	<ul style="list-style-type: none"> • Has the right metadata been chosen? • Can it be imported / exported easily? 	<ol style="list-style-type: none"> 1. Evaluation report 2. Review by Project Board 	Selection of template and vocabularies meeting the needs of different users Readily exportable metadata
Workpackage 2 No. 20	Searchability and user satisfaction Does the website deliver useful content to be used in military training	<ul style="list-style-type: none"> • How can current DAM searching options be improved? • Which drop-down menus are required to meet historians' needs? • Can the metadata and images be loaded into the system on schedule? 	<ol style="list-style-type: none"> 1. Feedback from College Web Team 2. Feedback from Project Board 3. Informal user testing based on heuristic method 4. Evaluation report 	Easy to use website allowing access to digital surrogates and metadata

Workpackage 4 Nos 32-35	Educational benefit of script, performance and podcast	<ul style="list-style-type: none"> • Is commissioned theatre company aware of the needs of historians? • What makes an archival item more (or less) suitable for dramatisation? • Are the expectations of academics being met? • Does it assist students in learning? 	<ol style="list-style-type: none"> 1. Review by Project Board 2. Feedback from academics and students 	Performance, podcast
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17. Quality Plan

Project Board = PB
 Project Sponsor = PS

Project Manager = PM
 Project Researcher = PR

Output: digitisation and metadata					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Workpackage 2	Quality of metadata	Research and report on standards and best practice Consult with specialists as required Test and monitor	Consistent and accurate metadata Metadata appropriate to a wide range of users Metadata interoperability	PM and PA Review by PB Sign off by PD	
Workpackage 2	Efficient workflows	Refer to current guidelines and best practice User input into flows	Checks against expectations at regular intervals	PM Sign off by PD	
Workpackage 2	Successful pilots	Test time and accuracy of scanning	Checks against originals Feedback on quality from Project Board	PM Input of PB Sign off by PD	
Workpackage 3	Main digitisation	Fully agreed and tested workflows Follow best practice from TASI	Regular statistics showing throughput Quality testing routines in place	PM and PA Review by PB Sign off by PD	

Output: website					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Workpackage 2	Website that accurately publishes surrogates and metadata	Testing website for W3C compliance using online tools User testing	Meets W3C rules Meets internal College guidelines User satisfaction feedback	PM and PA Review by PB Sign off by PD	
Output: dissemination					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Workpackage 4	Performance that meets training needs	Testing of pilot with academics and students	User satisfaction with performance and its podcast Embedding in teaching on a regular or permanent basis	PM Review by PB Sign off by PD	

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
Nov 2008	Publish plan	Internal stakeholders	Inform and engage	Set out targets and timeline Clarify what is expected of participants and of key stakeholders
Nov 2008 onwards	Project information website and blog	Internal stakeholders, JISC partners, interested external audiences	Publish evaluation and other documents Provide updates to progress Link to blog	Project on target Outputs and progress reports being widely shared
Apr-Sep 2009	Publication of surrogates online	Internal stakeholders, UK HE community, media, general public	Publish original content online with useful metadata	Content available for teaching, learning and research

Jan-Sep 2009	Pilot theatrical production based on digitised sources	College academic stakeholders	Educate, inform and test usefulness as teaching medium	Lessons of past conflicts now available for current training needs
Nov 2008 onwards	Links to on key portals including Intute, Culture24 and MICHAEL	Academics, students, heritage community, media, general public	Spread word about the project Provide direct links to content	Content is available from a variety of access points nationally and internationally
Nov 2008 onwards	Informal reports posted on academic websites, newsletters and HE institutions such as IHR	HE community generally	Provide progress reports on project and surrogates as they become available	Project generating useful surrogates on a regular basis that can be used for teaching and research
Ongoing	Progress reports	Internal stakeholders Communications network JISC	Inform	The project is effectively managed and progress is carefully logged against expectations
Ongoing	Evaluation reports	Internal stakeholders	Inform	Key project decisions carefully researched

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit/Sustainability
Maintenance: database content	<ul style="list-style-type: none"> Maintain content in Brandworkz system 	<ul style="list-style-type: none"> Renew annual licenses with Globus Media
Maintenance: website	<ul style="list-style-type: none"> Sustain public website 	<ul style="list-style-type: none"> Renew annual licenses with Globus Media
Maintenance: IPR	<ul style="list-style-type: none"> Maintain permissions log 	<ul style="list-style-type: none"> Create and sustain log
Knowledge	<ul style="list-style-type: none"> Embed in ACRS' staff manual Embed in College information strategy documentation for use in future projects Inform Centre for E-Research documentation/best practice 	<ul style="list-style-type: none"> Contribution to Centre for E-Research documentation Update manual

Project Acronym: Serving Soldier [PDIGPI013]
Version: 1.1
Contact: Geoffrey Browell / Lottie Clark
Date: 20 November 2008

Teaching performance	<ul style="list-style-type: none">• Compile feedback on performance and how it can be improved• Embed performance in future College teaching programmes	<ul style="list-style-type: none">• Representation on relevant curriculum committee• Publicity to alert academics to potential of resource
Preservation	<ul style="list-style-type: none">• Longer term sustainability of surrogates, metadata and website identified• Develop preservation strategy• Publish on Jorum	<ul style="list-style-type: none">• Act on recommendation of Centre for E-Research for longer term preservation

Appendixes

Appendix A. Project Budget

Appendix B. Workpackages



**APPENDIX B
 JISC WORK PACKAGE**

WORKPACKAGES	2008			2009									
	1	2	3	4	5	6	7	8	9	10	11	12	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1: Recruitment and planning													
2: Technical preparation and evaluation													
3: Selection, preparation and digitisation													
4: Reporting and dissemination													

Project start date: **1 October 2008**

Project completion date: **30 September 2009**

Duration: **12 months**

<i>Workpackage and activity</i>	Earliest start date	Latest completion date	Outputs (clearly indicate deliverables & reports in bold)	Milestone	Responsibility
WORKPACKAGE 1: Recruitment and planning					
<i>Objective: To assemble team, confirm plan, engage stakeholders</i>					
1. Plan: consult with College, digital services provider(s) and others to inform / determine work	Oct 08	Nov 08	<ul style="list-style-type: none"> Refine work schedule and produce draft for comment 		PM
2. Board: assemble PB to include representative of ACRS, Departments of History, Defence Studies (JSCSC), War Studies, Centre for e-Research	Oct 08	Nov 08	<ul style="list-style-type: none"> PB members confirmed PB terms of reference agreed Future meetings scheduled 	M1	PM
3. Website: establish JISC website page, blog and College webpages	Nov 08	Dec 08	<ul style="list-style-type: none"> JISC page delivered by 5 Nov 08 Blog in place and being used by end of year 	M2	PM and JISC PM / web team
4. Publish plan and schedule: finalise plan, deliver to JISC, and circulate	Oct 08	Nov 08	<ul style="list-style-type: none"> Plan finalised and delivered to JISC 	M3	PM
5. Network: liaise with JISC groups, attend programme meetings	Oct 08	Ongoing	<ul style="list-style-type: none"> Database of contacts 		PD, PM, PA
6. Recruit: recruit 2 x PA (agencies, advert or secondment)	Nov 08	Jan 09	<ul style="list-style-type: none"> Draw up job descriptions /adverts Interviews and appointment 		PM
7. Induction: induction programme	Jan 09	Jan 09	<ul style="list-style-type: none"> PA inducted x 2 		PM
8. Training: including TASI or similar	Jan 09	<i>(ongoing)</i>	<ul style="list-style-type: none"> PA trained x 2 		PM
WORKPACKAGE 2: Technical preparation and					

evaluation					
<i>Objective: To test / confirm metadata schema, place contracts, undertake IPR and preservation assessments, and start routine evaluations</i>					
9. Metadata: explore / confirm technical and preservation metadata standards	Nov 08	Jan 09	<ul style="list-style-type: none"> Metadata structure confirmed 	M4	PM
10. Data entry rules: explore options for assigning and using standard terms	Nov 08	Jan 09	<ul style="list-style-type: none"> Data format rules 	M5	
11. Key decisions: ensure digital preservation is considered alongside every major project decision, in consultation with the CeRch as the eventual preservation repository	Nov 08	Ongoing	<ul style="list-style-type: none"> Preservation implications reported to PB at every stage Log changes in Decisions Diary (issues and actions) 		PD; PM
12. Service Level Agreement (SLA): agree terms for external pilot studies	Nov 08	Nov 08	<ul style="list-style-type: none"> SLA (pilot) with digital providers 	M6	PM
13. Workflows / procedures: outline for selecting, preparing, digitising, classifying, indexing, uploading and publishing archival material	Nov 08	Jan 09	<ul style="list-style-type: none"> Draft workflow to be confirmed after evaluation of pilot project. 		PM
14. Legal issues: including Intellectual Property Rights (IPR). Establish permission registry for materials not covered by donor agreements	Nov 08	Ongoing	<ul style="list-style-type: none"> Risk assessment Maintain IPR permission register 	M7	PM
15. External pilot: to test approach / make any necessary adjustments.	Nov 08	Dec 08	<ul style="list-style-type: none"> Database of sample images Demo database for publicity 		PM
16. In-house pilot: 100 images to test approach / make any necessary adjustments	Nov 08	Dec 08	<ul style="list-style-type: none"> Database of sample images Demo database for publicity 		PM
17. Feedback: invite PB to comment on pilots (image quality, selection etc)	Dec 08	Dec 08	<ul style="list-style-type: none"> Project Board comments 		PM
18. Evaluation: internal review of pilots, metadata, and effectiveness of projected workflow. Scope and cost in-house / external service. Final adjustments.	Dec 08	Jan 09	<ul style="list-style-type: none"> Evaluation of pilot studies Log changes (Decisions Diary) Notify JISC Programme Manager of any significant changes 	M8	PM; PB
19. Alternatives: consider exit strategy and/or alternative platforms	Jan 09	Jan 09	<ul style="list-style-type: none"> Feed into evaluation report (18) 		

20. Web design: specify requirement; contract Globus Media to carry out any changes in the web interface, liaise with College web team	Jan 08	Feb 09	<ul style="list-style-type: none"> Contract with designer Draft web interface for Project Effective integration with CMS 	M9	PM
21. Web accessibility: test against W3 web accessibility guidelines	Mar 09	Apr 09	<ul style="list-style-type: none"> Testing: decisions diary 		PM, PA
22. Search strategy: test through sample inclusions in History digital course packs, MA Distance Learning and on site with Defence Studies Dept	Mar 09	May 09	<ul style="list-style-type: none"> Testing: decisions diary 		PM, PA
23. Mid-point review: conduct academic evaluation on fully-developed content strand containing first batches of images	Jun 09	Jun 09	<ul style="list-style-type: none"> Feedback from academics 		PA
<p>WORKPACKAGE 3: Material selection, preparation and digitisation</p> <p><u>Objective:</u> <i>To select, prepare and digitise material; and to ascertain output quality control</i></p>					
24. Final selection: initial list of materials to be digitised, in consultation with internal stakeholders and consideration of IPR	Jan 09	Jan 09	<ul style="list-style-type: none"> Initial list of selected material 	M10	PM, PA
25. Confirm schedule: agree batches/running order with digital provider(s). Confirm material that is suitable for in-house processing.	Jan 09	Jan 09	<ul style="list-style-type: none"> Schedule / timings confirmed SLA (main) with digital provider(s) 	M11	PM, PA
26. Quality control: implement routines to include external testing of returned image files	Jan 09	Mar 09	<ul style="list-style-type: none"> Procedures: check fit for purpose 		PM, PA
27. External capture: prepare, package and dispatch material to digital provider; monitor progress, receive / check material on return	Jan 09	Jun 09	<ul style="list-style-type: none"> Populate database 		PA
28. In-house capture: prepare material for scanning, check/adjust scanner, capture and check image,	Jan 09	Jun 09	<ul style="list-style-type: none"> Populate database 		PA

check material and reshelve					
29. Data entry: check/complete metadata for images	Jan 09	Jun 09	<ul style="list-style-type: none"> Populate database 		PA
<p>WORKPACKAGE 4: Reporting and dissemination</p> <p><u>Objective:</u> <i>To publish content, link to other platforms, develop performance, JISC reporting</i></p>					
30. Web integration: test usability of web front-end with PB; finalise design	Feb 09	Mar 09	<ul style="list-style-type: none"> Decisions diary 		PM, PA
31. Publication: uploading, final review and online publication of images on College platform, in several batches, number and timescale to be determined following testing and evaluation	Mar 09	Jun 09	<ul style="list-style-type: none"> Published surrogates 		PA
32. Commissioning: specify requirement for theatre company to write a script based on collections, undertake performances, and produce a podcast	Jan 09	Jan 09	<ul style="list-style-type: none"> Contract with theatre company 	M12	PM
33. Script development: researching and writing script based on the surrogates	Mar 09	Jun 09	<ul style="list-style-type: none"> Creation of working script 		
34. Performance: pilot performance of script; also to begin launch and promotion of Project	Jun 09	Jul 09	<ul style="list-style-type: none"> Theatrical performance 	M13	PM
35. Podcast: of theatre performance.	Aug 09	Aug 09	<ul style="list-style-type: none"> Creation of a podcast 	M14	PM
36. Sustainability: explore ways of embedding podcast / script into teaching programme	Aug 09	Sep 09	<ul style="list-style-type: none"> Archives, KCL pages Recommendations 		PD, PM
37. Interim report: submit JISC progress reports and other documentation on schedule	Mar 09	Mar 09	<ul style="list-style-type: none"> Interim report 		PM
38. Evaluation reports: including formats, metadata, risks, exit strategy and preservation	Oct 08	Periodically			PM, PA
39. Informal reports: updates to blog and relevant	Nov 08	Ongoing			PM, PA

Project Acronym: Serving Soldier [PDIGPI013]
 Version: 1.1
 Contact: Geoffrey Browell / Lottie Clark
 Date: 20 November 2008

academic websites, newsletters, IHR including the Anglo-American Conference					
40. Website: maintain a project blog and publish all interim and final outputs	Nov 08	Ongoing			PA
41. Networking: create links with JISC resource web pages, MLA, Culture24, Intute and MICHAEL	Nov 08	Ongoing			PM, PA
42. Completion report: deliver to JISC on end date	Sep 09	30 Sep 09	<ul style="list-style-type: none"> • Completion report 	M15	PM, PA
43. Final report: deliver final report to JISC	Aug 09	4 weeks from completion	<ul style="list-style-type: none"> • Draft version by 30 Aug 2009 • Final report, by 28 Oct 2009 	M16	PD, PM, PA

Members of Project Team:

Project Board **PB** comprising Professor Ludmilla Jordanova (KCL History Dept), Dr Andrew Stewart (KCL Defence Studies Dept), Stephen Grace (CeRch), and ACRS staff: Patricia Methven, Dr Geoffrey Browell, and Lottie Clark

Project Director **PD** Patricia Methven

Project Manager **PM** Geoffrey Browell, with additional support from Lottie Clark

Project Assistants **PA** Two short-term contracts: to be in post by January 2009