



Project Document Cover Sheet

PROJECT PLAN

Project Information			
Project Acronym		Project ID	
Project Title	First World War Poetry Digital Archive		
Start Date	April 2007	End Date	March 2009
Lead Institution	University of Oxford		
Project Director	Dr Stuart Lee		
Project Manager & contact details	Kate Lindsay English Faculty St. Cross Building, Manor Road Oxford OX1 3UQ Tel: +44(0)1865 271459 Email: katharine.lindsay@oucs.ox.ac.uk		
Partner Institutions	N/A		
Project Web URL	http://www.oucs.ox.ac.uk/ww1lit		
Programme Name (and number)	Digitisation Programme		
Programme Manager	Paola Marchionni		

Document Name			
Document Title	<i>Project Plan</i>		
Reporting Period	N/A		
Author(s) & project role	Kate Lindsay, Project Manager		
Date	May 2007	Filename	WW1ProjectPlan2007
URL	http://www.oucs.ox.ac.uk/ww1lit/about		
Access	<input type="checkbox"/> Project and JISC internal		<input type="checkbox"/> General dissemination

Document History

Document History		
Version	Date	Comments
v.1.0	May 2007	



Overview of Project

1. Background

In 1996-98, under the JISC Technology Applications Programme (JTAP), Oxford University developed the 'Virtual Seminars for Teaching Literature', based around a multimedia archive holding digital collections related to the poet Wilfred Owen (<http://www.oucs.ox.ac.uk/ltg/projects/jtap/>). Considered pioneering at the time this archive has been one of the major influences on the use of IT in research and teaching within the humanities, and is regularly cited in publications (e.g. see D. Hibberd *Wilfred Owen: A New Biography*, 2002, the BBC web site). It has won several awards (UCISA 1999 'best practice and excellence' in teaching and learning, Oxford's OxTALENT teaching via the web award, etc), and has been used by several national bodies (such as the FERL, LTSN, JISC, BECTA, and NetSkills) as demonstration of excellence. The archive has attracted over 1.2 million hits and is referenced by researchers and teachers worldwide. It has opened up access to this collection to students and teachers. In a normal year, the curator of the collection reports about half a dozen physical accesses to the Owen manuscripts (only researchers are allowed). This compares with the 500,000 accesses to the digital archive. The widespread popularity of this subject in literature and history courses across the country is attested to. World War One Poetry and War Poetry in general is taught in most universities, FE colleges, and of course at school level. It also continues to attract considerable public attention due to the cultural importance of the period for modern day Britain, and the way it shaped attitudes to warfare.

In consultative exercises held with users of the existing resource, at workshops, and direct feedback, it was indicated that expansion of the collection was the primary demand. Therefore this project seeks to increase the resource by broadening the archive to include the digitized manuscripts of other prominent war poets (including Edward Thomas, Isaac Rosenberg, Robert Graves, and a selection of Women poets), plus relevant contextual materials from the Imperial War Museum (images, audio and video). Highly aware of the relevance of these materials to teaching and learning across the educational sectors, this project will also show how archival resources can innovatively be used in teaching.

2. Aims and Objectives

2.1 Aims

The project's aim is to bring together and to make available highly valued primary source material that focuses on World War One poetry. The project aims to build on an existing successful JISC project

(the JTAP 'Virtual Seminars') which has demonstrated its worth since its completion in 1998; and to secure this site's continuation.

A web interface will be developed, enabling the searching, browsing, viewing and downloading of digitised items. The interface will also allow the viewing and downloading of the text of war poems, biographical information of poets and contextual resources (images, audio, video) from the Imperial War Museum. The development of tools to allow users to create personalised paths through the archive and online tutorials for education will also be incorporated.

The project also aims to make material previously inaccessible to the scholarly community available through a "community collection". The general community will be able to submit their own digitised items to the archive via a web-based interface to be included in the final archive.

2.2 Objectives

The key objectives are:

- The digitisation of approximately 2000 primary source items.
- Integration of machine-readable texts of poems.
- The development of a web based interface to search, browse, display and download items.
- The development of a web based interface to collect and catalogue items from the general public.
- The creation of metadata for each item.
- Implementation of path creation tool to allow users to create personalised paths through the archive.
- Creation of new seminars and student training skills modules to support learning and teaching.

3. Overall Approach

The project plan is based on overlapping flows of work. The main deliverable is an interoperable database that will deliver digital files and content through a web-based browser to the general public. Alongside this resides the digitization of primary sources, the integration of the existing archive, the collection of items through the community collection interface, and the development of tools to help lecturers and teachers navigate the archive and use the materials in their teaching.

3.1 Development of database

3.1.1 Digitization of primary sources

Digitization will primarily take place in the remote sites using local reprographic studios or surrogates will be ordered for scanning in-house. Where possible images will be captured at 24-bit colour 600dpi resolution (for archiving only), and stored as uncompressed TIFFs. Derivatives (JPEGs) will be taken

from these master images. Where scanning from surrogates, images again will be scanned as TIFFs and JPEGs created from them, with a minimum master level resolution of 8-bit colour 150dpi. QA will be carried out on each individual image during the cataloguing process to check its orientation, resolution and general acceptability. [Wouldn't it be preferable to QA images as soon as you received them from the content providers instead of waiting for them to be catalogued? Or is the cataloguing taking place straight away as you received them?]

For video and audio we will be using the Quicktime Codec for delivery, but stored as MPEG4. For the audio we will be using Quicktime again, but storing as MP3 files. Audio and video will be offered for download. We will provide transcripts of the audio material and text descriptions of the video (all silent) to assist accessibility. Images will be invisibly watermarked using DigiMarc's MyPictureMarc (<http://www.digimarc.com/mypicturemarc/>).

It is anticipated that the digitisation of all primary and contextual materials will take place during 2007.

3.1.2 The Community Collection

A web based interface will be developed to enable members of the general public to submit their own digitised items to the archive under a creative commons license, building a valuable "community collection". The web interface will form part of the project website and will be open for submission for a period of three months (March – May 2008), and highly published in the months prior to this. Items will be vetted for suitability and quality on an individual basis by the project cataloguer.

3.1.3 Metadata

Existing metadata for objects in the original archive will be integrated within the new system. The cataloguer will create metadata for each new item to be added to the archive including information on the original object, its collection, the digitised item, plus some contextual information such as date and location. Technical metadata will be captured during the file creation process, all technical metadata will be organised by the technical specialist. It is anticipated that the creation of metadata for items digitised for the archive will be completed by January 2007.

Metadata for the items added to the community collection will be added during submission using a simple web-form. The cataloguer will check the metadata for each item individually to ensure completeness.

3.1.4 Integration

The integration will take place in 4 stages. Firstly a database will be created to hold the metadata for all items and the machine-readable texts. The metadata from the existing archive will be migrated then the metadata for the new items will be exported from Portfolio and included and lastly the metadata from the items accepted via the community collection will be integrated into the archive. The

machine readable texts , tagged for searchability , will also be integrated within the system. Metadata for each object will be defined by unique identifiers, and in cases where related to other items in the database, by common identifiers.

The database system will be designed and implemented by the technical specialist and the basic system should be completed by the end of 2007 and all data integrated with the exception of the community collection. The technical specialist will work closely with the web developer to make sure that the database backend integrated fully with the web interface. Enhancements after population and user testing will take place in the second year of the project

3.1.5 Creation of educational tools and seminars

The path creation scheme will be implemented to aid users in creating their own annotated paths through the archive. The tool has already been developed by Oxford's Academic Computing Development Team and will be integrated within the archive once it has been populated.

New seminars to aid the teaching of the First World War and First World War literature will be integrated into the system by the Web Developer. The content for the seminars themselves will be created by subject specialists, teachers, and lecturers recruited into the project's user group.

3.2 Issues to be addressed

3.2.1 Requirements Gathering

Throughout the project requirements gathering will be an iterative process, feeding into the development of the user interface, and the creation of education materials. Set requirements will be regularly reviewed and use cases and scenarios created to aid efficient mapping of product design to end user needs.

3.2.2 Interoperability

A selection of external repositories will be cross-searched using such protocols as Z39.50 (e.g. emerging material at the Imperial War Museum, the Oxford Text Archive, and various OPACs). Work along these lines has already been undertaken at Oxford by the JAFER, MDC, and ASK projects which already allows searching of COPAC, INTUTE, library databases and other services. This phase of the project will develop an interface which will allow scholars using the WW1 Poetry database to search across remote collections (via Z39.50, SRW, and SRU) and the archive created by this project, collating results for the scholar. At the end of the project we will also explore exposing the TEI metadata to OAI PMH for harvesting.

3.2.3 Usability

A user group will be constructed to carry out ongoing evaluation of the archive to provide feedback on navigation, structure, interface and content delivery. User testing workshops and online

communication will be used to gather this feedback. Additionally heuristic evaluation will be carried out by web experts to provide further feedback.

3.2.4 Accessibility

The website will meet W3C standards and follow SENDA guidelines to achieve accessibility. All recent browsers will be supported and images, audio, and video will be compressed to a best quality format to decrease bandwidth for the end user.

3.3 Scope

In consultative exercises held with users of the existing resource, at workshops, and direct feedback, it was indicated that expansion of the collection was the primary demand. Three key poets were identified (Edward Thomas, Robert Graves, and Isaac Rosenberg) along with the request for the inclusion of a selection of women's poetry. The scope of this project encompasses digitisation and cataloguing of all available War poetry manuscripts of Thomas, Graves and Rosenberg plus a selection of other primary source materials (e.g. letters, diaries, postcards) consisting of c. 1450 objects. A selection of c. 300 items of women's poetry and supporting primary source material will also be digitised. Contextual material – photographs, audio, and film material from the Imperial War Museum with particular emphasis on Women in the War, VADS, and military hospitals, will be digitised to supplement existing collections. Trench newspapers containing soldier poetry (relatively unknown) will also be included. c. 600 items: 400 digital images, 100 audio clips, 100 video clips.

Full text of all the poets war poems we will be made available within the collection. This will be in collaboration with ProQuest. ProQuest are also contributing pre-written biographies and journal articles.

The emphasis of the community collection will be on war poetry, however all appropriate contextual items on the First World War submitted will be archived. In the case that the Community Collection receives more items than is possible to catalogue in the time available priority will be given to poetry.

3.4 Critical Success factors

The critical success factors are:

- Copyright clearance of all items.
- Timely delivery of quality images.
- High quality requirements.
- Early design of system solution.
- Timely release and advertising of community collection.
- Successful integration of all content and metadata.
- Usability / Accessibility of final system.

4. Project Outputs

4.1 Deliverables

1. A database which will deliver files to the web. This will contain information about the various digitised items and their metadata.
2. Digitised images of approximately 2000 primary documents.
3. Digitised images, audio, and video of approximately 600 contextual resources from the Imperial War Museum.
4. Creation of metadata containing all elements of items digitised.
5. Creation of machine-readable texts of poems.
6. Creation of a web base interface to collect digitised items from the general public (community collection).
7. Creation of a web based user interface to allow searching, browsing, viewing, downloading of items.
8. Implementation of path creation tool to allow users to create personalised paths through the archive.
9. New seminars to support the use of the archive in teaching and learning.
10. Documents
 - a. Detailed project plan
 - b. Workpackage detail plans
 - c. Biannual progress reports
 - d. Completion report
 - e. Final Report
 - f. User requirements
 - g. Technical specification
 - h. System documentation
 - i. Metadata standards
 - j. QA and workflow plans
 - k. License agreements
 - l. Evaluation report

4.2 Knowledge and other outputs

1. Brings together primary resources which so far have been dispersed across many locations, thus creating an easier means of discovery.
2. Allows primary resources to be browsed, searched, viewed and downloaded via the web thus opening the collection to a wider audience.
3. Allows primary resources to be viewed with contextual materials thus facilitating more focused use by less experienced users.
4. The community collection will release material which up to now has been stored by individuals inaccessible to scholars.

5. Allows users to create their own annotated trails through the archive for others to follow using the path creation tool, thus supporting more focused learning and teaching activities.
6. Seminars support the development of knowledge on the First World War and First World War literature.
7. Demonstrates the fundamental place of the First World War in studies of literature, history, women's studies, media studies etc.
8. Raises public awareness of the First World War and First World War literature.

5. Project Outcomes

1. Creation of a web-based resources to facilitate easy access to digitized versions of primary resource materials.
2. Web-interface to integrate other resources and tools for the enhancement of learning and teaching in the fields of First World War literature and the First World War in general.
3. The collection of digitized items from the general community thus releasing previously unseen material to the research community.
4. The preservation of source material in digitised format.
5. Increasing awareness of First World War literature and encouraging new areas of enquiry.

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
JISC	Funding Body	High
Oxford University	Host Institution	Medium
Steering Group	Advisory	Medium
Literary Estates	Copyright Holders	High
Collection Holders (e.g. British Library, IWM)	Permission for usage of images	High
Lecturers	User group	High
Researchers	User group	High
Teachers	User group	Low/Medium
Students	User group	Medium
General public	User group	Medium

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
<i>Staffing</i>				
1. Loss of staff	1	3	3	Enforcement notice period of 3 months. Comprehensive documentation Existing expertise can be seconded to project at Oxford if

				needed.
2. Underestimation of staff required for project	3	3	9	Review and revise workload and schedule. Prioritise workpackages Existing expertise can be seconded to project at Oxford if needed.
<i>Organisational</i>				
1. Exceed budget	1	3	3	Review objectives and budgets on a regular basis.
2. Over-run schedule	2	4	8	Factor contingency time into schedule.
<i>Technical</i>				
1. Technical architecture does not deliver	1	5	5	Oxford has already demonstrated expertise in a number of similar projects.
2. Failure to build Community Collection	2	4	8	Oxford has considerable expertise in image repositories
3. Failure to catalogue and sign off all appropriate items submitted to the community collection	4	3	12	Finish cataloguing all other items before community collection is released. Begin sign off early during the collection phase.
4. Loss of digital items	1	5	5	Ensure multiple backup of items.
<i>External Suppliers</i>				
1. Delivery times	3	5	15	Ensure delivery agreement is in place. Factor contingency into schedule
2. Poor image quality	2	5	10	Ensure appropriate workflow and QA strategy are in place Oxford using imaging services which have a great deal of experience in digitising manuscripts.
<i>Legal</i>				
1. Literary estates refuse usage of material	2	4	8	Usage was secured during the proposal stage. Alternative collections available.
2. Curators of material refuse JISC / HEFCE license terms	2	4	8	Usage was secured during proposal stage. Curators involved in similar JISC digitisation projects. Alternative collections available.
<i>Management</i>				
1. Underestimation of work involved	2	4	8	Review work packages in terms of their importance to the project Monitor progress closely
2. Failure to meet sustainability target of 10 years	2	5	10	Oxford has shown commitment to doing this with the JTAP project. All material will be deposited in national digital preservation archives, and the ODL will be consulted if existing staff and expertise leave Oxford.
3. Failure to deliver workpackage	3	4	12	Review and revise workload and schedule.

8. Standards

Name of standard or specification	Version	Notes
<i>Digitisation/Content delivery standards</i>		
TIFF	6.0	Proprietary TIFF is a widely accepted de facto standard. Used for initial capture and archiving of images at a high resolution.
JPEG	1.02	Suitable for delivering images at good quality to the web. Chosen over PNG and JPEG 2.0 because of known browser compatibility issues.
MPEG-1 Audio Layer 3 (MP3)		Widely used standard that greatly reduces the amount of data required to represent the audio recording, yet still sound like a faithful reproduction of the original uncompressed audio.
MPEG-4		Now supported by Quicktime
<i>Federated Search Standards</i>		
Z39.50	profile	Search standards utilised by the JAFER federated search service developed at Oxford which this project plans to implement.
SRU	1.1	
SRW	1.1	
OAI-PMH	2.0	Suitable for harvesting TEI P5
<i>Metadata standards</i>		
TEI P5	1.0	Represents all aspects of the literary texts and manuscripts.
Dublin Core	1.1	Map to basic metadata elements to support federated search and harvesting
METS	1.6	Possible to use in conjunction with TEI
LOM	1.3	For use with learning objects – e.g. tutorials
<i>Web Standards</i>		
WAI-WCAG	2.0	Web accessibility standards

9. Technical Development

9.1 Digitisation

Digitization will primarily take place in the remote sites using local reprographic studios. Where possible images will be captured at 24-bit colour 600dpi resolution (for archiving only), and stored as uncompressed TIFFs. Derivatives (JPEGs) will be taken from these master images. Where scanning from surrogates, or relying on external sites to perform the digitization (e.g. The British Library) images again will be scanned as TIFFs and JPEGs created from them, with a minimum master level resolution of 8-bit colour 150dpi. In-house reprographic studios at the host institutions will be used wherever possible (or surrogates will be ordered).

For video and audio we will be using the Quicktime Codec for delivery, but stored as MPEG4. For the audio we will be using Quicktime again, but storing as MP3 files (and possibly FLAC). Audio and video will be offered for download. We will provide transcripts of the audio material and text descriptions of the video (all silent) to assist accessibility. Images will be invisibly watermarked using DigiMarc's MyPictureMarc (<http://www.digimarc.com/mypicturemarc/>).

9.2 Digitisation Workflow

Material will undergo QA within the full digitization cycle. Due to the fact that we are dealing with only 2,000 items each file will be checked on a one-to-one basis and checklists used to ensure completeness of collection, legibility, correct cropping and rotation. Sample colour analogue derivatives will be requested from the holders of the originals to check colour tones in the digital files. For the Community Collection it will be impossible to check against the originals and QA will be performed purely on legibility and cropping/rotation as part of the wider process of assessing suitability, and copyright, for inclusion in the archive.

9.3 Cataloguing and Metadata

Cataloguing will take place using the Extensis Portfolio software. Information will be captured about the original object, the digitised item, plus some contextual information such as date and location. It has been decided that for the scanned images of poetry manuscripts thematic metadata such as description, categories, and keywords will not be recorded to deter from enforcing a singular meaning onto an abstract work. Metadata will be exported from portfolio as a CSV files and imported into the database, along with a link to the digitised item.

9.4 Storage and Preservation

The delivery system, digitised images and metadata, whilst under construction will exist in a number of places. On a networked PC which will be backed up weekly, on the delivery server which will also be backed up weekly (or more often if needed), and on external hard drives. High resolution files will be sent to Oxford for storage on the Hierarchical File Server.

All types of files will be preserved in multiple formats: databases originally in MYSQL will be converted to SQL statements, metadata in TEI XML as marked up text and CSV files, and image files as uncompressed TIFFs.

At present it is uncertain as to whether the AHDS will be able to accept the project for preservation. Regardless, the archive, metadata and high resolution images will be preserved on the Oxford Hierarchical File Server.

9.5 Programming and scripting languages

To ensure that we use the most appropriate technical solution for the archive a rigorous design phase is currently in process. Documentation for the technical architecture, component design and a migration plan (to move the old archive into the new) will be peer reviewed by a technical advisory group who have substantial experience in the design and development of digital archives and repositories. Once this review process has been completed programming and scripting languages will be determined.

10. Intellectual Property Rights

For original materials, in manuscript format, copyright resides with the literary estates with which agreement has been reached using the JISC/ HEFCE Model Licence. Copyright to the digital images reside with the collection holders, e.g. The British Library and the Imperial War Museum, and again agreement has been reached using the JISC / HEFCE Model Licence. Some items such as service records which will be included as contextual resources are considered as public property and Crown Copyright thus the same licence for use can be used. Copyright to the text version of poems reside with publishers and agreement for use has been negotiated via ProQuest (who are supplying the marked-up XML versions of the texts) under the same licence. On submission of items to the Community Collection the JISC/HEFCE licence will be agreed to.

Copyright of the final archive will be held by the University of Oxford transferable to HEFCE in the longer term.

Have copyright licence agreements been signed by content providers?

Project Resources

11. Project Partners

N/A

12. Project Management

Indicate % of time dedicated by members of the team

12.1 Organisation Structure

12.1.1 Project Director : Stuart Lee (n/a)

Dr Lee is a member of the English Faculty at Oxford, and (Acting) Director of Oxford University Computing Services. Dr Lee managed the original JTAP 'Virtual Seminars' Project (1996-98). Dr Lee was also the Research Officer for the Mellon-funded 'Scoping the Future of Oxford's Digital Collections', and sat on the JISC Digital Images working group. He has also published two books entitled *Digital Imaging: A Practical Handbook* (LAP, 2000), and *Building an Electronic Resource Collection* (LAP, 2002), and reports on learning design for JISC. He is also a member of the Oxford English faculty and has lectured and tutored on the poetry of the First World War, Medieval literature, and Electronic literature.

The project will be managed overall by Dr Stuart Lee who will also oversee recruitment and project planning. Dr Lee will also be involved in the selection of items for inclusion within the archive.

Contact: stuart.lee@oucs.ox.ac.uk

12.1.2 Project Manager: Kate Lindsay (1.0 FTE)

The Project Manager will be Ms Kate Lindsay, previously a project manager within the Oxford's Learning Technology Group's Academic Computing Development Team. She has run several e-learning development projects for Oxford, including the development of repositories and archives for use within learning and teaching. She is an English graduate and has also carried out the background research on the collections to be digitized. Additionally she has recently completed an MSc in Educational Research at Oxford and has significant experience of requirements gathering, evaluation studies and organising large events.

The project manager will have overall responsibility for the day-to-day running of the project and also have responsibility for the financial and project management aspects of the project, as well as all staffing issues. The project manager is responsible to the project director.

Contact: katharine.lindsay@oucs.ox.ac.uk

12.1.3 Technical Specialist: Michael Loizou (1.0 FTE)

Michael Loizou has worked on various JISC funded projects at Oxford over the past two years, most recently as the Quality Assurance Lead and Metadata expert on the Accessing and Storing Knowledge Project (ASK). Michael holds a BSc in Computer Science, and also an MBA with a concentration in MIS. He also brings to the project an expertise in e-learning systems which he is developing through a PhD in Education (E-learning Systems Design).

The technical specialist will be responsible for the overall design of the technical and component architecture. He will be responsible for the day-to-day operations of the database and the integration of the various components which will comprise the final system (the digital objects, metadata, full texts, educational tools etc.) Michael will also play a fundamental part in user testing and evaluation of the archive. The technical specialist is responsible to the project manager.

Contact: michael.loizou@oucs.ox.ac.uk

12.1.4 Cataloguer: Everett Sharp (0.3 FTE)

Everett Sharp comes to the project with a life long enthusiasm for 20th-century military history, particularly the First World War of which he has an extensive knowledge. He is a 'Friend' of Birmingham University's Department of First World War Studies.

The cataloguer is responsible for the creation of the metadata of all digital items included within the archive and the QA of images received. He will also be responsible for the selection of contextual items from the Imperial War Museum and items submitted via the Community Collection. He is responsible to the project manager.

Contact: everett.sharp@oucs.ox.ac.uk

12.1.5 Web Developer: TBA (1.0 FTE)

The web developer will be responsible for the design and development of the web interface to the archive and the community collection. He/She will ensure that the interface is both usable and accessible and compliant to current web standards.

12.1.6 Steering Group

Supervision of the project will be via a Steering Group. This committee will consist of senior staff from similar projects and also expert researchers of the collections that the project will digitise plus the project director and project manager. Through the Steering Group contributions to the project planning and project content may be made by the relevant specialists.

Presently the Steering Group consists of the following members in addition to the project director and project manager:

- Richard Emeny (Expert on Edward Thomas, Manages Edward Thomas literary estate on behalf of the Thomas family)
- Duncan Campbell (ProQuest Literature)
- Guy Cuthbertson (Expert on Edward Thomas)
- Viv Ellis (Department of Educational Studies, Oxford University)
- Ian Firla (Expert on Robert Graves)
- Paul Groves (Learning Technologies Group, Oxford University, Technical Expert and developer of the original archive)
- Dominic Hibberd (Expert on Wilfred Owen)
- Jonathan Miller (Technical Expert, Oxford University Computing Services, developer on the John Ruskin project)
- Vivien Noakes (Expert on Isaac Rosenberg)
- Andrea Peterson (Centre for First World War Studies, University of Birmingham, Expert on Women's Writing of the First World War)
- Michael Popham (Head of Oxford Digital Libraries)
- Tony Richards (Imperial War Museum)
- Mark Whitmore (Imperial War Museum)
- Martin Wynne (AHDS)

The committee will meet twice a year and monitor progress of the project.

12.2 Project reporting

Project reporting will include the following documents:

1. Monthly Project Report: To be posted on the project blog by the project manager and will include
 - a. Last month's activities
 - b. The following month's activities
 - c. Schedule status
 - d. Other issues
2. Biannual Report to the JISC: To be submitted to the JISC by the project manager.
3. Detailed Workpackages: To be completed by the project manager in collaboration with the project team using project management software.
4. Task Completion: To be submitted to the project manager from the project team members using project management software.
5. Workpackage completion and Quality Assurance Report: To be submitted to the project director by the project manager to sign off. To be included in highlights of monthly reports and by annual project reports.
6. Monthly Budget Report: To be submitted by central admin to the project manager to sign off.

13. Programme Support

- Regular updates on the other projects in the programme
- Assistance in dissemination activities, tapping JISC's wide user base, especially prior to the launch of the community collection.
- Advice on QA tools

14. Budget

See Appendix A

Detailed Project Planning

15. Workpackages

See Appendix B

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Ongoing	Creation of database	Does it have required functionality? Does it allow interoperability? Is it sustainable?	Review by project team Peer review	Design signed off.
Ongoing	Digitised images of primary documents	Image quality Delivery	Each image checked Delivery	100% of images meet required quality. Images delivered on time and according to schedule.
Ongoing	Digitised audio	Sound quality Delivery	Each audio file checked Delivery	100% of audio files meet required quality. Audio delivered on time and according to schedule.
Ongoing	Digitised video	Picture and sound quality Delivery	Each video file checked Delivery	100% of video files meet required quality. Audio delivered on time and according to schedule.
Ongoing	Integration of machine readable texts of poems	Poems from appropriate editions Delivery		Steering Group to sign off text. All documents delivered on schedule.
Ongoing	Creation of a web base interface to collect digitised items from the general public (community collection)	Interface design Site structure Site navigation Security Functionality Content delivery Usability Accessibility Performance Ease of Use Perceived Ease of Use	User evaluation Heuristic evaluation by experts Accessibility checks using software Load testing	Site meets all usability and accessibility benchmarks.
Ongoing	Metadata	Appropriate content Content quality Delivery	Spot checks Steering committee	All metadata correct and delivered on schedule.
Ongoing	Creation of a web based user interface to allow searching, browsing, viewing, downloading of items	Interface design Site structure Site navigation Functionality Content delivery Usability Accessibility Performance Ease of Use Perceived Ease of Use	User evaluation Heuristic evaluation by experts Steering Committee Accessibility checks using software	Site meets all usability and accessibility benchmarks.
Ongoing	Implementation of path creation tool to allow users to create personalised paths through the archive	Interface design Site structure Site navigation Functionality Content delivery Usability	User evaluation Heuristic evaluation by experts Steering	Site meets all usability and accessibility benchmarks

		Accessibility Performance Ease of Use Perceived Ease of Use	Committee Accessibility checks using software	
Ongoing	Creation of new seminars	Appropriate content Content quality Delivery	User evaluation Peer review Delivery	All content correct and delivered on schedule.
Ongoing	Documentation	Appropriate content Content quality Delivery	Peer review	Signed off and delivered on schedule.

17. Quality Plan

Output					
A database which will deliver files to the web					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
April – May 07	1. Technical Standards 2. Interoperability Standards	1. Checklist 2. Checklist	1. Consistent with JISC guidelines. 2. Consistent with JISC guidelines.	TS	

Output					
Digitised images of approximately 2000 primary documents.					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
April – December 07	1. Digitisation standards 2. Preservation standards - resolution - orientation - colour - crop	1. Checklist 2. Checklist	All items checked plus subsequent check on all deliverables. Consistent with JISC and TASI guidelines.	PM, TS, C	QA checklist built into cataloguing software (Portfolio).

Output					
Digitised audio					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
April – December 07	Digitisation standards - sample rate - bit rate - file format	Checklist	All items checked	TS	QA checklist built into cataloguing software (Portfolio).

Output					
Digitised video					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
April –	1. Digitisation	Checklist	All items	TS	QA checklist

December 07	standards - bit depth - screen size - frames per second - file format		checked		built into cataloguing software (Portfolio).
-------------	---	--	---------	--	--

Output					
Creation of metadata					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
April 07 – January 08	Metadata standards	Checklist	All metadata successfully marked up in TEI P5 and mapped to DC	TS, C	TEI XML Schema

Output					
Creation of machine-readable texts of poems.					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
July - December 07	Metadata standards	Checklist	All text successfully marked up in TEI P5 and mapped to DC and displayed correctly.	TS	TEI XML Schema

Outputs					
<p>Creation of a web base interface to collect digitised items from the general public (community collection).</p> <p>Creation of a web based user interface to allow searching, browsing, viewing, downloading of items.</p> <p>Implementation of path creation tool to allow users to create personalised paths through the archive.</p> <p>New seminars to support the use of the archive in teaching and learning</p>					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
July - December 07	1. Programming and scripting standards 2. Accessibility standards 3. Usability standards	1. Checklist 2. Checklist and user testing 3. Checklist, user testing and heuristic evaluation.	1. Consistent with JISC guidelines. 2. Conforms to WAI standards 3. Consistent with JISC guidelines	TS, WD	1.XHTML compliance tools 2.Accessibility compliance testing tools

Output					
Documents					
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)

					applicable)
July - December 07	Thorough and clear documentation	Peer review	Consistent with JISC guidelines	PM, PD	JISC Guidelines

PD – Project Director
 PM – Project Manager
 TS – Technical Specialist
 WD – Web Developer
 C - Cataloguer

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
March 07	Press release	Institutional Community	Raise awareness	Information about project
	Project Talk	Departmental Community	Raise awareness	Information about project
	Newsletter	Institutional Community		Information about project
	Flyer	JISC / Library Community		Information about project
April 07	Website	All interested parties	Raise awareness, keep interested parties informed of all development, encourage subject specialists to join user group	Information about project, call for participation
	Project Blog	All interested parties	Keep interested parties informed of project progress	Project updates
	Events Feed	All interested parties	Keep interested parties informed of up and coming events	Information about relevant events
	News Feed	All interested parties	Keep interested parties informed of project news	Information about project news and related news items
	WW1 Literature Discussion board	All interested parties	Raise awareness, encourage subject specialists to join user group	Information about project, call for participation, discussion of WW1 literature
September 07	Presentation	DRHA Conference	Raise awareness, collaboration	Information about project
November 07	Teaching WW1 Literature Workshop	Literature teachers and lecturers	Raise awareness, encourage subject specialists to join user group	Information about project, call for participation to user group
January 08	Flyer, Poster	General public, Public libraries,	Raise awareness of Community	Call for participation,

		Museums	Collection	information about project
March 08	Press release	General public	Raise awareness of Community Collection	Call for participation, information about project
Spring 08	Presentation	Conference (TBA)		Information about project
November 08	Press release	General public	Raise awareness of Archive	Information about archive
Autumn 08	Presentation	Conference (TBA)		Information about project
Winter 08	Presentation	Conference (TBA)		Information about project
Spring 09	Presentation	Conference (TBA)		Information about project
February 09	Workshop	User group	Evaluation	Gain feedback
March 09	Workshop	User group	Evaluation	Gain feedback
March 09	Final Project Report	JISC / HE	Disseminate project results	Archive fully available

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Database		Ensure comprehensive technical documentation has been written to allow for maintenance and preservation. 5 year contract taken out on server maintenance.
Digitised images of primary documents	Ensure that images are of a high quality and easily discoverable to promote use. Integration with tutorials	Ensure images have been captured to preservation standards. Ensure copyright and usage terms have been agreed to allow use after the end of the project. Images archived.
Digitised audio	Ensure that audio files are of a high quality and easily discoverable to promote use. Integration with tutorials	Ensure audio has been captured to preservation standards. Ensure copyright and usage terms have been agreed to allow use after the end of the project. Audio archived.
Digitised video	Ensure video files are of a high quality and easily discoverable to promote use. Integration with tutorials	Ensure video has been captured to preservation standards. Ensure copyright and usage terms have been agreed to allow use after the end of the project. Video archived.
Creation of machine readable texts of poems	Ensure all metadata conforms to current standards.	Ensure copyright and usage terms have been agreed to

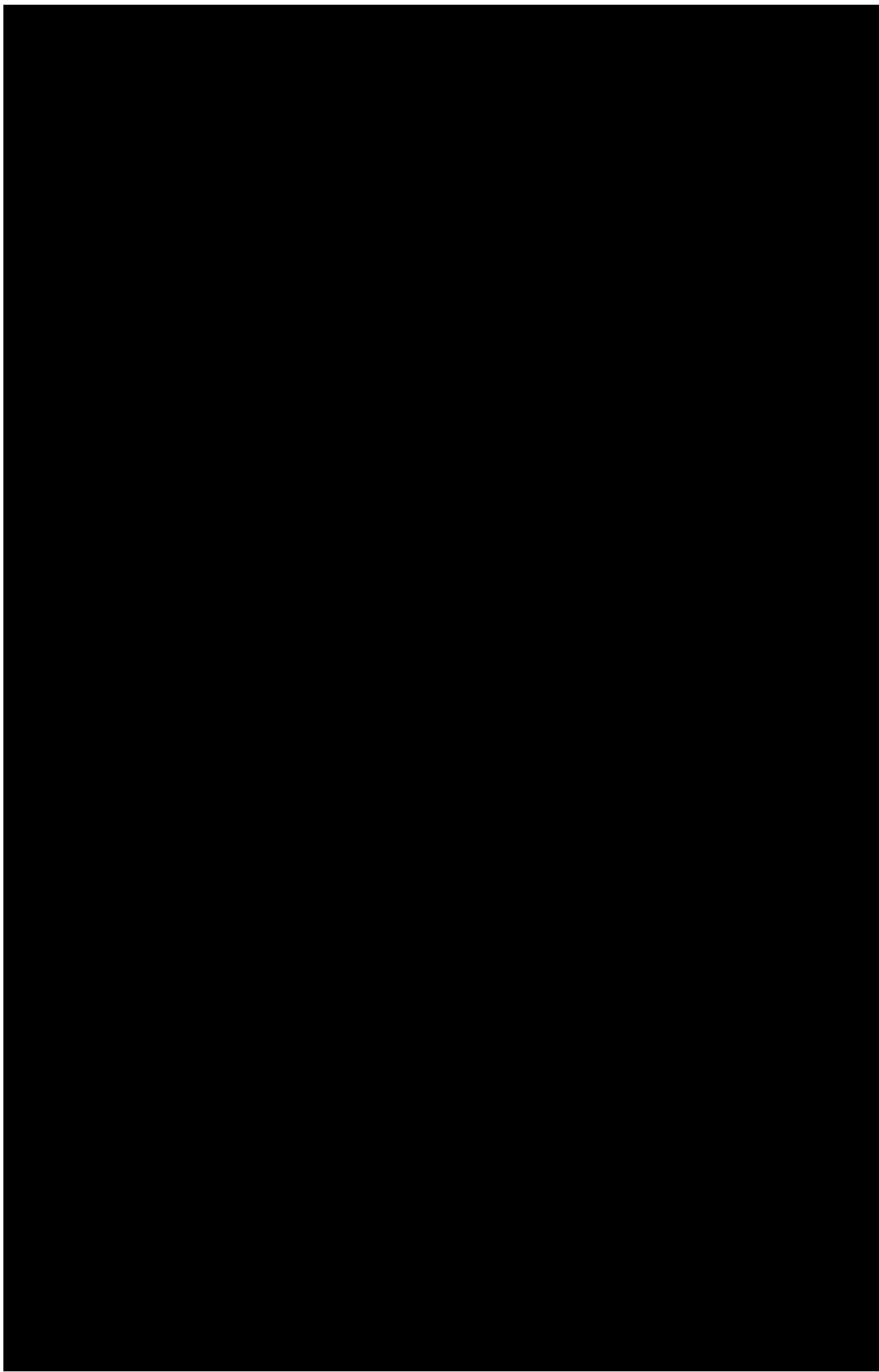
	Ensure easily discoverable to promote use. Integration with tutorials.	allow use after the end of the project. Metadata archived.
Creation of a web base interface to collect digitised items from the general public (community collection)	Ensure clear help pages and guidelines to facilitate easy use. Ensure that the site is usable and accessible. User group Dissemination activities.	The Community Collection Interface will only be available for 3 months however the tool will still be archived for possible future uses. Digitised items and metadata archived.
Metadata	Ensure all metadata conforms to current standards.	Ensure accurate documentation. Metadata archived
Creation of a web based user interface to allow searching, browsing, viewing, downloading of items	Ensure clear help pages and guidelines to facilitate easy use. Ensure that the site is usable and accessible. User group. Dissemination activities.	Ensure comprehensive technical documentation has been written to allow for maintenance and preservation. Ensure that the maintenance of the site is as automated as possible. Site archived.
Path creation tool to allow users to create personalised paths through the archive	Ensure clear help pages and guidelines to facilitate easy use. Ensure that the tool is usable and accessible. Example paths available.	Ensure comprehensive technical documentation has been written to allow for maintenance and preservation. Tool archived.
Seminars	Ensure tutorials are of a high quality and relevant to target audience. Ensure clear help pages and guidelines to facilitate easy use. User group. Dissemination activities.	Ensure copyright and usage terms have been agreed to allow use after the end of the project.
Documentation	Ensure that all documentation is available via the project website.	Ensure all documentation is available via the website. Documentation archived.

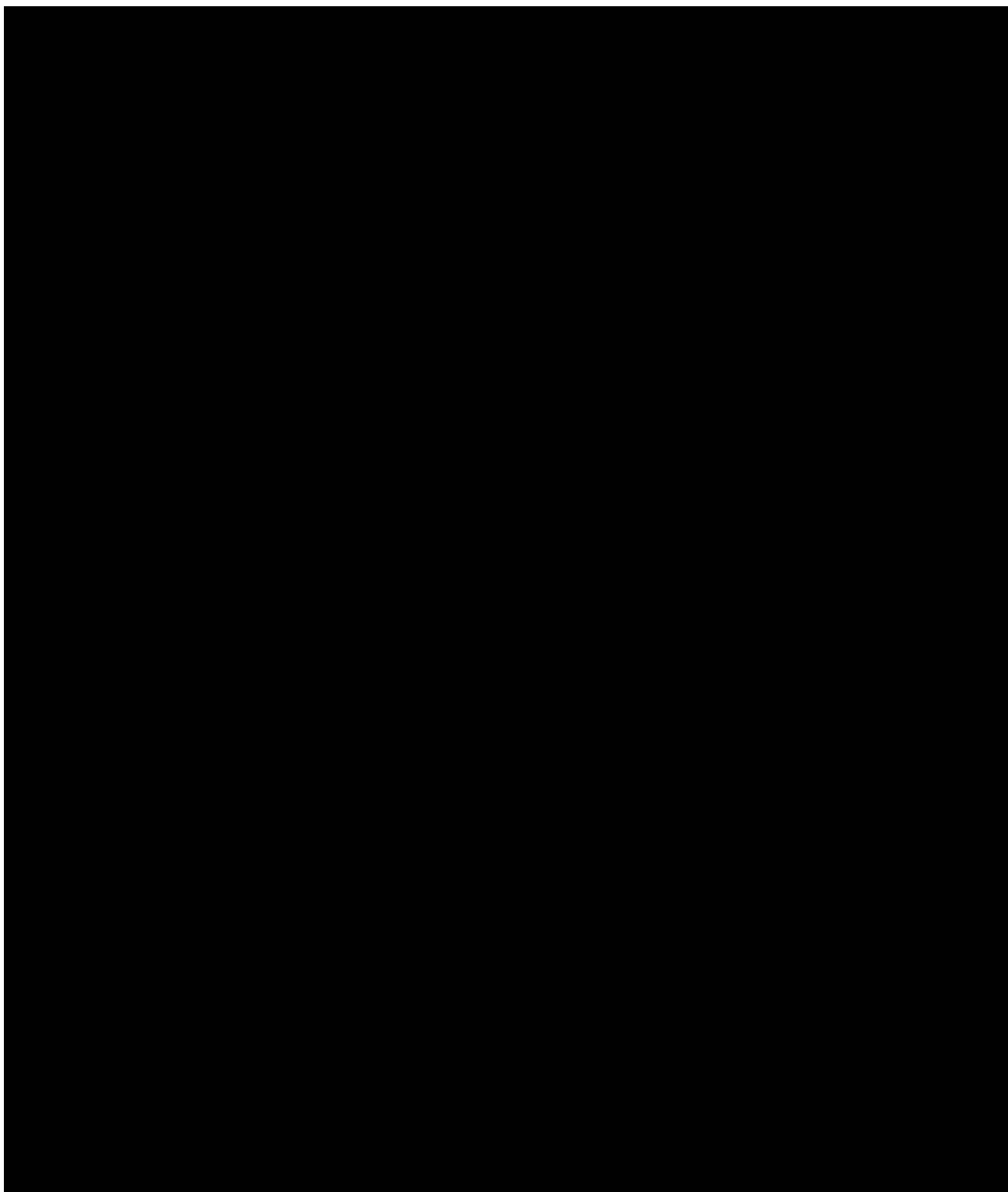
Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Web-based interface	The website will be developed to ensure minimal maintenance after the project has been completed. The site will be hosted by Oxford University Computing Services	We have budgeted for 5 years of server maintenance after the end of the project.	Investigate further funding opportunities.
Community Collection	All items submitted to the community collection will be archived.	All items and metadata submitted to the collection will be stored on the Oxford Hierarchical File Server and available for further development.	Investigate further funding opportunities. Further research required to scope possibilities of the community collection.

Appendixes

Appendix A. Project Budget

The total grant awarded to the project by JISC is £424,255.





Appendix B. Workpackages

WORKPACKAGES	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1: Set up project	Apr 07	1																							
2: Identification of resources	Apr 07																								
3: Digitisation	Apr 07																								
4: Database development	Apr 07	2				3																			
5: Migration of existing metadata	Jun 07																								
6: Creation of new metadata	May 07									4								5							
7: Database population	Jul 07							6	7	8								9							
8. Web interface development	Oct 07												10					11							
9. Development of Educational tools	Oct 07																								
10. Dissemination	Apr 07								12												13				
11. Project Admin	Apr 07																								

Project start date: 1st April 2007

Project completion date: 31st March 2009

Duration: 24 months

<i>Workpackage and activity</i>	Earliest start date	Latest completion date	Outputs (clearly indicate deliverables & reports in bold)	Milestone	Responsibility
---------------------------------	---------------------	------------------------	--	-----------	----------------

WORKPACKAGE 1: Project Initiation					
<u>Objective:</u> Establish project					
1. Recruitment	01/01/07	27/02/07	Staff recruited		SL, KL
2. Office Relocation	26/03/07	31/03/07	Establish project office		KL
3. Purchase Equipment	01/03/07	31/04/07	Equipment in place		KL, ML
4. Software Purchase	01/03/07	31/04/07	Software in place		KL, ML
5. Set up website	01/04/07	31/03/07	Set up of initial web pages		KL
6. Finalise work plan and budget	01/04/07	31/05/07	Detailed project plan	1	KL
7. Project start up meeting with Advisory Group	01/04/07	31/04/07	Advisory group meeting		SL, KL
8. <i>Contact all literary estates to confirm permission to use materials.</i>	01/01/07	31/03/07	Receive confirmation from literary estates		SL, KL
WORKPACKAGE 2: Identification of items					
<u>Objective:</u> To select all items for digitisation					
8. Discuss and edit existing item lists with experts	01/04/07	31/04/07	Update item lists developed during the project proposal stage		KL
9. Visits to UK collections	01/04/07	31/06/07	Item lists		SL, KL, ES
10. Visits to US collections	07/04/07	31/09/07	Item lists		KL
11. Reconfirm item lists with experts	01/05/07	31/09/07			KL

<i>Workpackage and activity</i>	Earliest start date	Latest completion date	Outputs (clearly indicate deliverables & reports in bold)	Milestone	Responsibility
WORKPACKAGE 3: Digitisation					
<u>Objective:</u> Digitisation of all items					
12. Digitisation of primary documents	01/04/07	31/12/07	Documents captured as TIFF images		
13. Digitisation of contextual photographs	01/06/07	31/12/07	Photographs scanned from surrogates as JPEGS		ES
14. Digitization of contextual audio	01/06/07	31/12/07	Creation of MP3 files		ML
15. Digitization of contextual video	01/06/07	31/12/07	Creation of Quicktime files		ML
16. Community collection	01/02/07	31/06/08	Selection of items submitted to be included in the archive		ES
WORKPACKAGE 4: Database development					
<u>Objective:</u> Develop interoperable database					
16. Design of database	01/04/07	31/05/07	Reports: Component design architecture, technical architecture, migration plan	2	ML
17. Prototype of database	31/04/07	31/06/07	Prototype available		ML
18. Development of database	31/06/07	31/09/07	Database available	3	ML
WORKPACKAGE 5: Migration of existing metadata					
<u>Objective:</u>					
18. Migration of existing metadata	01/06/07	31/09/07	Metadata migrated from SGML to TEI		ML

<i>Workpackage and activity</i>	Earliest start date	Latest completion date	Outputs (clearly indicate deliverables & reports in bold)	Milestone	Responsibility
<i>WORKPACKAGE 6: Creation of new metadata</i>					
<u>Objective:</u> Create metadata for all digital objects					
19. Creation of all metadata	31/04/07	31/01/08	Metadata available	4	ES
20. Community collection	01/2/08	31/08/08	Metadata available	5	ES
<i>WORKPACKAGE 7: Population of database</i>					
<u>Objective:</u>					
21. Existing metadata	01/07/07	31/10/07	Existing metadata integrated	6	ML
22. Machine readable texts	01/07/07	31/12/07	Full texts integrated	7	ML
23. New metadata	01/03/08	31/01/08	New metadata integrated	8	ML
24. Community collection	01/06/07	31/08/08	Community collection integrated	9	ML
<i>WORKPACKAGE 8: Web Interface development</i>					
<u>Objective:</u> Develop usable and accessible web interface to archive database					
25. Requirements gathering	01/08/07	31/09/07	Requirements set		KL
26. Community Collection submission interface	01/10/07	31/02/08	Community collection submission launched	10	WD

<i>Workpackage and activity</i>	Earliest start date	Latest completion date	Outputs (clearly indicate deliverables & reports in bold)	Milestone	Responsibility
27. Educational resources	01/10/07	31/08/08	Web interface to educational resources developed		WD, ML
28. Federated search	01/10/07	31/08/08	Federated search developed		WD, ML
29. Archive	01/10/07	31/08/08	Archive interface developed	11	WD
WORKPACKAGE 9: Development of Educational Resources					
Objectives: Develop educational resources to support teaching and learning with archive resources					
30. Integration of path creation tool	01/10/07	31/09/08	Path creation tool integrated		ML, WD
31. Content for new seminars	01/01/08	31/07/08	Content for new seminars written		TEA, KL, WD
WORKPACKAGE 10: Dissemination					
Objective: Disseminate and advertise project					
32. Teaching WW1 Literature workshop	12/11/07	12/11/07	Workshop	12	SL
33. Community Collection	01/01/08	01/06/08	Press releases, conferences, posters, flyers		SL, KL
35. Archive	01/06/08	31/03/09	Press releases, conferences, posters, flyers		SL, KL
34. Launch of archive	11/11/08	11/11/08	Final archive launched	13	KL, ML

<i>Workpackage and activity</i>	Earliest start date	Latest completion date	Outputs (clearly indicate deliverables & reports in bold)	Milestone	Responsibility
---------------------------------	---------------------	------------------------	--	-----------	----------------

WORKPACKAGE 11: Project Admin					
<u>Objective:</u> Administer project					
35. Steering committee meetings	01/04/07	31/03/09	Steering group reports		KL
36. Biannual reports	01/09/07	31/10/09	Biannual reports		KL
37. Evaluation reports	31/04/07	31/03/09	Project blog, evaluation reports		KL

Members of Project Team:

KL - Kate Lindsay

SL - Stuart Lee

ML -Michael Loizou

ES - Everett Sharp

WD - Web developer to employed later in the year

TEA - Teachers / Lecturers