


Proposal Cover Sheet

Cover Sheet for Proposals <i>(All sections must be completed)</i>	 JISC Preservation Programme: Digital Preservation Policy Study
Name of Bidder:	Digital Preservation Coalition (DPC)
Name(s) of Project Partner(s):	Digital Preservation Coalition (DPC), University of London Computer Centre (ULCC), UK Data Archive (UKDA), Oxford University Library Services (OULS), Centre for E-Research (CeRch) at Kings incorporating the Arts & Humanities Data Service Executive (AHDS)
Full Contact Details for Primary Contact: Name: Frances Boyle Position: Executive Director, The Digital Preservation Coalition Email: fb@dpconline.org Address: Digital Preservation Coalition, Innovation Centre, York Science Park, York YO10 5DG Tel: 01904 435320 Fax: 01904 435135	
Length of Project:	20 wks
Project Start Date:	03/03/08
Project End Date:	25/07/08
Total Funding Requested from JISC:	£48,931
Outline Project Description <p>The above consortium of partners brings together a group of members from the Digital Preservation Coalition. They have a diverse range and depth of experience and expertise.</p> <p>The study will look at a variety of areas pertinent to the development and implementation of a digital preservation policy within the JISC community. The project comprises six work packages. These range from generic issues applicable to all institutions e.g. regulatory requirements to consideration of the implications of more specialised digital assets, which have not been previously considered in great depth e.g. personal digital collections. The final output will provide a report blueprint for future work in digital preservation.</p> <p>The overarching aim of the study is to build on the existing research, complement related projects, to engage with the community and to validate findings in a cohesive 'joined-up' approach. This work will then be synthesised and distilled into an accessible, coherent and sector specific business case with clear recommendations and tools to facilitate the creation and implementation of a digital preservation policy. It is anticipated that the final output may contribute to a step change in the development of digital preservation policies in this sector.</p> <p>The study seeks to empower the JISC community to take ownership of digital preservation policy development. The final output will be an informative tool for domain experts and provide a compelling argument to leverage action from institutional decision makers.</p>	

Purpose of the Project

This project will deliver a study that will inform, enable and empower UK HE and FE institutions to comprehend, plan, formulate and implement digital preservation policies to support their business needs for their digital asset portfolios.

Much of the research dealing with the construction of digital preservation policy has been fragmented, and while there have been many ‘bottom-up’ studies, dealing with areas such as significant properties, costs, etc., this project will attempt, in specific important areas, to synthesise these studies to provide recommendations for digital preservation policies which can be implemented from the ‘top down’, and provide a guide to digital policy formulations and planning.

It has been acknowledged in a number of fora and published reports that there are few successful institutional preservation policy implementations in this sector. This message was clearly articulated in the synthesis study of the JISC Digital Preservation and Asset Management Programme¹ & also by Liz Lyons in her ‘Dealing with Data’² report.³ Further evidence of the scarcity of preservation policies was reported in the Preserv project⁴. It was found that there was little evidence that institutional repositories (IRs) had specific preservation policies, and that where they did exist there were significant discrepancies between formal policy and actual practice. And amongst these, many can not be construed as comprehensive policies at all.

Turning to the OpenDOAR⁵ registry, a simple search of the 1,078 global repositories listed reports only 11% with a defined preservation policy. In the UK, this percentage reduces to 8%, of a total of 117 UK based listed repositories.

This published and supplementary anecdotal evidence signals strongly to the community that work in this area is both timely and necessary.

Aims & Objectives

As outlined above there is a need for cogent practical guidelines and frameworks to either support the creation and implementation of digital preservation policies (DPPs) or indeed to engender meaningful discussion to kick start the process. This study will seek to plug this gap.

The main objectives are to deliver a study on DPP which will act as:

- a catalyst to empower and facilitate local developments and implementations of a DPP in institutions;
- a compelling, cogent and credible advocacy tool which will resonate with a breadth of stakeholders;
- a source of practical transparent methodologies and frameworks, supported by case studies and evidence based evaluations leading to a set of recommendations and guidelines;
- a multi applicable resource which institutions could ‘plug & play’ to meet their needs at any one time in their business lifecycle;
- a tool which domain experts can utilise to promote the case for a DPP to local decision & policy makers.

Proposed Methodology

The project partners are a mix of organisations from the JISC community as well as those outside. This will bring a diverse set of experiences and skills to the team. The study will reference existing policies from within and outside the JISC constituency by exploiting the DPC’s cross sectoral partners and contacts. There will be exploration and recommendations made on the issues surrounding DPPs in the UK with a focus, through a number of the work packages, on materials that are, to date, less well documented. The criteria used for this decision are:

- a realistic assessment, given the timescales and budget, on what is feasible to achieve
- to look at specialised assets from which lessons can be learned that may be applied to other types of assets.

We will not look in detail at areas which are already covered by policy frameworks. We will seek to ensure that the outcomes of this study will marry with the existing policies and be informed by reference to work in other areas e.g. institutional administrative records⁶, e-learning materials etc.

¹ ‘The costs and benefits of developing a coherent, managed and sustainable approach to institutional preservation of digital assets remain unexplored’

² http://www.ukoln.ac.uk/ukoln/staff/e.j.lyon/reports/dealing_with_data_report-final.pdf

³ ‘Each higher education institution should implement an institutional Data Management, Preservation and Sharing Policy, which recommends data deposit in an appropriate open access data repository and/or data centre where these exist’

⁴ <http://www.dpconline.org/docs/events/06briefdigrephitchcock.pdf>

⁵ <http://www.opendoar.org/> (viewed 07/02/08)

⁶ JISC Infonet service

The approach will be a mix of research (desk, quantitative and qualitative) and outreach activities culminating in the distillation of the findings into a final portfolio of reports & briefings. The timeline⁷ of the study will mean the majority of work takes place within a 14 week period and is made up of 4 phases:

Phase 1 will start with an all partners planning meeting. It will focus on desk research to find and then sift the existing digital preservation policies for evidence of good practice to inform the next phase. The study will draw on information outside the JISC constituency as well as inside it. The critical output of this phase will be to highlight areas that need to be taken forward and inform the quantitative and qualitative surveys.

Phase 2 is a 2 stage process. The first of these will be a series of case studies looking at real DPP issues in actual institutions. The second stage will be a workshop that will bring domain experts and decision makers (from the DPC's wide constituency) together to discover, explore and collate the issues and challenges which they perceive are inherent to the successful development and implementation of digital preservation policies.

Phase 3 will analyse the evidence gathered in the first two phases into an interim report. This report will be presented at a conference for validation and to inform the team prior to the final phase.

Phase 4 is the formulation of the final report. This will draw upon the further evidence and peer review received during the presentation in phase 3.

The **critical success factors** will be:

- the tools produced prove useful and influence all stakeholders
- an increase in the number and quality of digital preservation policies in this sector

The **milestones** will be:

- Acceptance of the bid by the JISC
- First all partners meeting
- Completion of desk research
- Successful conclusion to the case studies
- Focus workshop held
- Production of interim report to the JISC
- Presentation of the interim report at community conference
- Work package outputs achieved & assimilated into final report
- Delivery of the final report

The **outputs** will include:

- an interim report to be presented both to the JISC & at a conference to elicit feedback prior to the final report
- a final report presented to the JISC outlining the successes, challenges & issues encountered, a benefits and risk analysis, opportunity costs and finally a set of recommendations
- this report would include a portfolio of documents which would enable different stakeholders and institutions to mix and match the components from a 'menu' of options e.g. a senior institutional manager would be directed towards a high level intelligence briefing, whilst the domain expert & practitioner would be directed to the full discourse and details
- a review of the methodology followed
- the creations of a project wiki and collaborative shared working space e.g. Google docs
- specific output from each of the work packages as outlined below in the work plan section

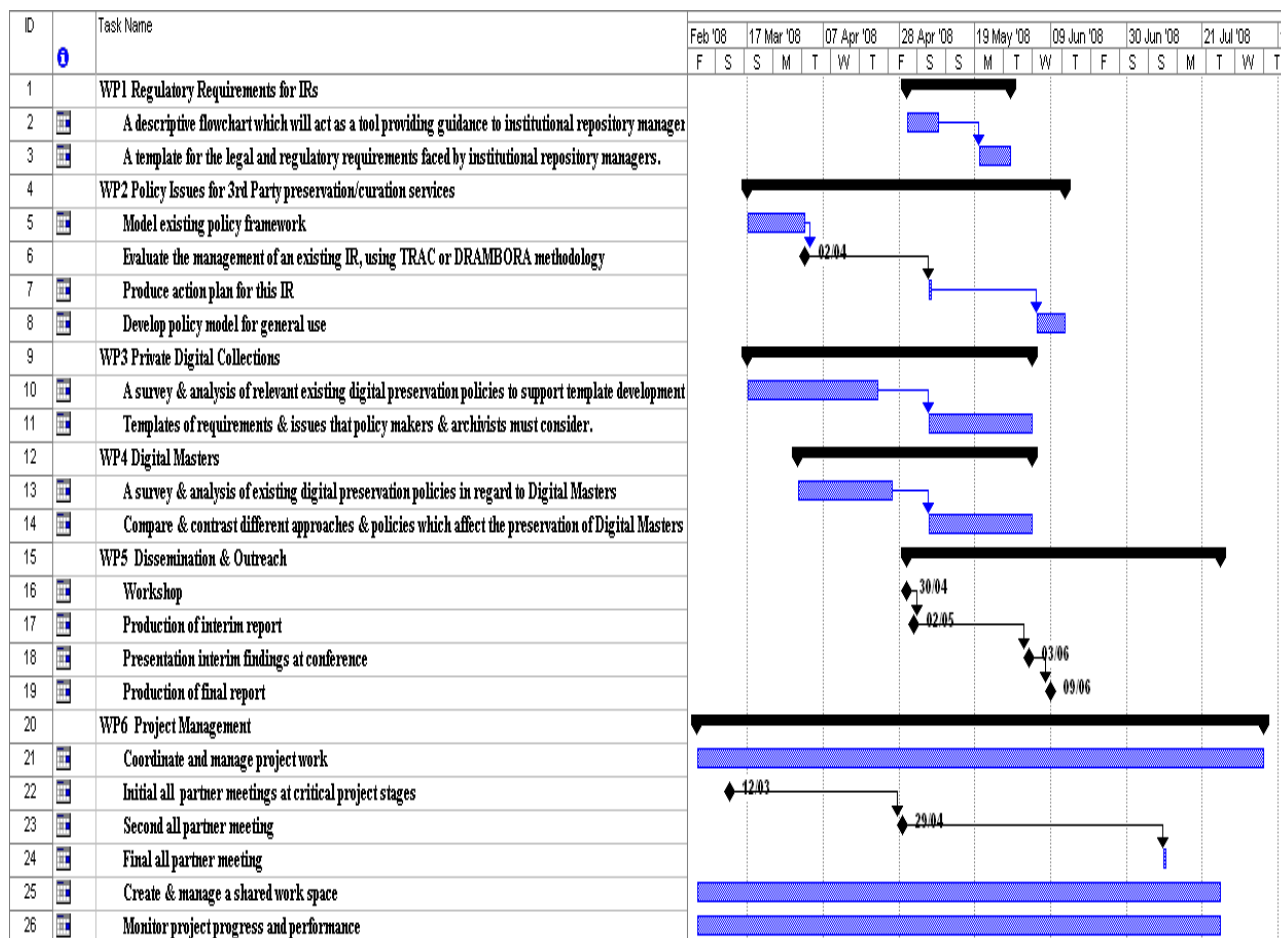
The **outcomes** will be:

- a catalyst for institutions to formulate their own DPP and understand the feasibility and value of so doing
- to provide a tool for domain experts to take forward their agenda to the decision makers at their institution to leverage action
- raising awareness of digital preservation and debunking the community myths
- in the mid to longer term the resulting study may become a stepping stone for any future formulation of a national digital preservation policy.

⁷ see work plan timeline – section

Work Plan

The proposed program of work is outlined below. At this stage these dates are approximate and would be firmed up at the inaugural all partners meeting and in consultation with the JISC.



WP1. Regulatory Requirements for Institutional Repositories – UK Data Archive (UKDA)

Institutional digital preservation policies must exist within a pre-existing legal and regulatory framework. All those with responsibilities for institutional repositories must take account of legal, rights management and ethical issues relating to the content of their repository. This work package will provide guidance to institution staff about these issues as they relate to digital objects which may be added to institutional repositories, and how best to create a policy in the light of those issues.

WP1 LEAD	OUTCOMES
Matthew Woollard	A descriptive flowchart which will act as a tool providing guidance to institutional repository managers and those involved with institutional governance
	A template for the legal and regulatory requirements faced by institutional repository managers. This template will be supplemented by notes for clarification

WP2. Policy Considerations for Third Party Preservation/Curation services– CeRch (AHDS)⁸ & the University of London Computer Centre (ULCC)

The rationale for this package would be that in many cases IRs have been created in the Open Access context that seeks to accelerate ‘barrier free’ online access to peer-reviewed published journal articles. Digital preservation in this light is often seen as a nuisance, slowing down the dissemination of scholarly research. AHDS has shown through SHERPA DP [1] that OAIS-compliant preservation can be built as an outsourced service on top of existing IRs. In addition, IRs are not used to considering issues of curation from selection, through appraisal to (possible) disposal; the self-archiving impetus behind Open Access implies a de facto decision for permanent access.

⁸ From 04/08 The ADHS Executive will be incorporated into the newly formed Centre for e-Research at King’s College <http://ahds.ac.uk/news/futureAHDS.htm>

This work package would consider a policy framework for a digital curation and preservation perspective for existing IRs, using one as a case study and making use of a current methodology for assessing preservation/curation activities.

WP2 LEADS	OUTCOMES
Stephen Grace Kevin Ashley IR Manager	Model existing policy framework and infrastructure (6 days)
	Evaluate the management of an existing IR, probably using DRAMBORA (9 days)
	Produce action plan for this IR (1 day)
	Develop policy model for general use (6 days)

WP3. The Implications for Digital Preservation Policy Setting in Managing Personal Digital Collections – Oxford University Library Services

The JISC-funded PARADIGM project has attracted considerable attention from within the archival and library communities by addressing digital preservation issues from the perspective of the Digital Curator tasked with gathering, preserving and providing access to born-digital and hybrid personal archives. This work package aims to build on that foundation by drawing out more fully its implications on the writing of organizational Preservation Policy. It will also address related contexts, such as the preservation of born-digital organizational archives (e.g. those of societies, political parties or businesses) collected for long-term preservation in heritage institutions; and research data amassed by individual researchers in a HE context. Work package activities include surveying existing preservation policies (written policy and defacto practice) in relevant institutions (within HE and beyond), and combining the results with Paradigm's work to develop a template of requirements and issues that policy makers and archivists must consider in formulating preservation policy

WP3 LEAD	OUTCOMES
Michael Popham Susan Thomas	A survey & analysis of relevant existing digital preservation policies to support template development. Potentially giving rise to case studies
	Templates of requirements & issues that policy makers & archivists must consider.

WP4. The Challenges of Digital Masters - Oxford University Library Services

This WP would act as an adjunct to the JISC-funded digitisation, digital preservation and digital repositories programmes in that it recognises the increased activity in the digitisation of institution's collections and the challenges and opportunities that this activity affords. Whilst most digitisation projects acknowledge the importance of digital preservation, their good intentions and best endeavours are often frustrated by (the lack of) institutional preservation policies. Where preservation policies do exist, they frequently focus on preserving the *outputs* of digitisation projects (i.e. the finished deliverables) rather than the digital master files from which those outputs have been derived – and which may, in fact, have greater long-term value and offer better possibilities for reuse and repurposing. Managing and preserving collections of digital master files present particular issues for policy makers, and this WP will conduct a wide-ranging examination of existing preservation policies, which will inform and shape the advice given in the final report.

WP4 LEAD	OUTCOMES
Michael Popham Susan Thomas	A survey & analysis of existing digital preservation policies in regard to Digital Masters
	Compare & contrast different approaches & policies which affect the preservation of Digital Masters

WP5. Dissemination and Outreach. Digital Preservation Coalition (DPC)

The primary goal is to raise awareness and promote the key benefits of an organizational DPP to all players. The activity would involve key stakeholders from a wide community. The DPC would act as the coordinator for outreach activity across the work packages supporting this activity for its partners.

WP5 LEAD	OUTCOMES
Frances Boyle	A workshop for invited attendees
	Production of an interim report to the JISC
	Presentation of interim report at a conference
	Publishing a final report (a range of surrogates & presentation formats)

WP6. Project Management - Digital Preservation Coalition.

This work package is concerned with the overarching management and running of the project. The DPC would create and manage a shared work space e.g. wiki for all partners to ensure a collaborative approach. The collation and synthesis of the finding from the different work packages would be managed by the DPC.

WP6 LEAD	OUTCOMES
Frances Boyle	Coordinate and manage project work
	Organise partner meetings at critical project stages
	Create & manage a shared work space e.g. wiki, Google docs
	Monitor project progress and performance

Risk Analysis (where S=Severity & P=Probability)

Risk	S	P	SxP	Action to Prevent/Manage Risk
Staff availability	2	2	4	The project team can draw from a pool of staff to cover for the unexpected staff loss. Task planning and ownership is key to managing this. No recruiting is necessary.
Budget overspend	2	1	2	Realistic budget setting at the preplanning stage supported by monitored expenditure records mapped against budget.
Poor partner communication	3	1	3	There are already well established communication channels amongst the DPC members. These will be augmented by project meetings, telecons, project wiki, shared work space.
Lack of community engagement	4	2	8	To build on existing initiatives & where appropriate piggy back on to their stakeholders. The proactive dissemination, outreach activities & strong DPC contacts are key to managing this risk.
Timeline slippage	3	2	6	An agreed schedule with clear communication lines between the partners & the JISC, plus measurable targets & regular reviews.

Budget breakdown

This table shows the budgetary breakdown by work package and by partner, with daily rates shown for each. These are derived from FEC/TRAC costs in the case of HE partners, but space does not permit a full analysis to be shown here. It is available on request. CeRch, OULS & DPC costs do not include indirect costs – these are institutional contributions.

WP	Time	Rate/£	Cost/£	Total for WP/£/VAT inc. where applicable
1	12 days (UKDA)	445	5,318	6,249
2	6 days (ULCC) 16 days (CeRch)	501 450	3,006 7,200	11,992
3	40 days (OULS)	243	9,720	9,720
4	40 days (OULS)	243	9,720	9,720
5	21 days (DPC)	285	5,985	5,985
6	9 days (DPC)	285	2,565	2,565
S,T,E ⁹	3 days (All)	150	2,700	2,700
TOTAL				48,931

⁹ Travel, sustenance & events

Appendix B

Partner Profiles and Experience

The project proposal is from a consortium of members of the Digital Preservation Coalition (DPC) who each bring a wealth of experience and expertise to the study. They comprise of:

The DPC¹⁰ is a cross sectoral body comprising of thirty organisations from the UK and overseas. Its stated mission is to secure the preservation of digital resources in the UK. The DPC has been the author and instigator of some seminal work on digital preservation including the 'Mind the Gap'¹¹ report and the 'Preservation Manual for Digital Materials'¹². It sponsors the biannual Digital Preservation Award and is a keen advocate and promoter of all aspects of the digital preservation agenda.

- **Frances Boyle** has been the Executive Director of the DPC since September 2007. Previous to this she was the IT Strategy & Development Manager for Oxford University Library Services. In this role she headed up a team that managed and developed incubation projects for IT applications within the libraries. This has included the Oxford-Google digitization project for which she was the initial project manager, the IR project (ORA) & externally funded projects including SHERPADP, Preserv and UKLOCKKS. Her previous incarnations include posts at the University of Liverpool, the Cancer Research UK and the Royal Society of Chemistry.
- **CeRch:** The Centre for e-Research (CeRch) at King's College leads on building King's e-research environment and data management infrastructure, harnessing ICT's potential to enhance research and teaching practice across the College. CeRch incorporates the AHDS Executive, a centre of expertise and excellence in the creation, curation and preservation of digital resources since 1996, and continues its considerable engagement of the Arts and Humanities community with ICT. AHDS is leading the related JISC-funded projects SHERPA DP2, InSPECT & Metatools.
 - **Stephen Grace** has been Preservation Manager for AHDS Executive since October 2007. He is leading JISC-funded research projects on significant properties (InSPECT), preservation services for IRs (SHERPA DP2) and automated metadata extraction (MetaTools), and in addition oversees preservation advice and services for AHDS/Centre for e-Research. Previously he ran the digitisation programme in a national museum and public library authority, and worked as a librarian in voluntary, government and public library settings.
- **ULCC:** For the past thirteen years, Kevin's multi-disciplinary group has worked on the preservation of digital resources on behalf of other organisations. In many cases this has included providing descriptions of those resources and managing access to them. Most of these resources are archival, whether born digital or as digital surrogates, and have involved many types of information (databases, text, video and audio) with different access patterns and cataloguing requirements. The group has operated the National Digital Archive of Datasets. (NDAD) for the UK National Archives for 10 years, and provide customised digital repository services to a range of organisations. They also conduct research and development in digital preservation and provide training in its practical application.
 - **Kevin Ashely** represents ULCC on the board of the Digital Preservation Coalition. He is currently chair of JISC's Repositories and Preservation Advisory Group and was chair of judges for the DPC's Digital Preservation Award in 2007. In the past he has been a member of the Advisory Council for Erpanet and was part of the RLG-NARA task force seeking to develop an audit and certification mechanism for trusted digital repositories. He has contributed to training through the Society of Archivists and the DPC, and led the delivery in Europe of Cornell's award-winning digital preservation training programme. Prior to his involvement in this area, Kevin worked in medical image processing, network development and operation, and systems management.
- **UK Data Archives:** has long experience in preservation of digital materials, ranging from complex data collections to more straightforward digital objects. It had one of the first published preservation policies and

¹⁰ List of members @ <http://www.dpconline.org/graphics/join/members.html>

¹¹ <http://www.dpconline.org/graphics/reports/mindthegap.html>

¹² <http://www.dpconline.org/graphics/handbook/>

internal policies existed well before the published versions. They are in the process of finalising the revision of their own preservation policy.

- **Matthew Woollard** is Associate Director and Head of Digital Preservation and Systems at the UK Data Archive, University of Essex. His primary responsibility in this role is in the development, implementation and maintenance of the UKDA's digital preservation policy. He is also the Project Director for the Online Historical Population Reports Project, one of the first round of JISC-funded Digitisation Projects. A present he is acting Head of Service for AHDS History at the UKDA, a post which he held from January 2003 through to October 2006. He has recently authored reports on 'Academic and technical reviews of historical digital resources'. A report prepared for the IHR/RHS Peer Review and Evaluation of Digital Resources in the Arts and Humanities Project' (2006) and a 'Scoping study for social scientific research materials based on public records and allied archival materials held at TNA' shortly to be published by the ESRC.
- **Oxford University Library Services (OULS)** is the integrated library service of the University of Oxford. Established in 2000, it comprises nearly 40 libraries, including the Bodleian Library – which has been a library of legal deposit for almost 400 years. OULS' digital collections are diverse and growing at a great pace: they manage e-books, e-journals, preprints, digital image collections (products of both boutique and mass digitisation projects), and born-digital archives deposited by private individuals and organisations.
 - **Michael Popham** has been Head of the Oxford Digital Library, based within Oxford University Library Services. He is currently responsible for managing the relationship between OULS and Google as part of the Oxford-Google Library Project to digitise 1M+ C19th items from Oxford's collections. Prior to taking up this post he worked as the Centre Manager for the Oxford e-Science Centre (2002-03), as Head of the Oxford Text Archive (1996-2002) which hosts AHDS Literature, Languages and Linguistics, and as the Manager of the CTI Centre for Textual Studies (1994-1996). Michael has been Co-Director of the JISC-funded PARADIGM and CAIRO projects, and also proposed the popular METS Awareness Training Project.
 - **Susan Thomas** is a Digital Archivist at the Bodleian Library. She is responsible for developing the Library's capacity to curate, preserve and provide access to born-digital archives. This currently includes management of the CAIRO development (<http://cairo.paradigm.ac.uk>): an open-source ingest tool for preparing born-digital archives for submission to a preservation repository. Previously, she led the PARADIGM project (<http://paradigm.ac.uk>), which explored digital preservation using the papers of politicians as sample collections and was nominated for the 2007 Digital Preservation Award. Susan is a member of the Data Standards Group Committee of the Society of Archivists, the UK team of the international interPARES3 project, and the Steering Group of the AHRC-funded Digital Lives project.

JISC Executive
Northavon House
Cold harbour Lane
Bristol
BS16 1QD

11th February 2008

Dear Ms Laws,

The Digital Preservation Coalition (DPC) places considerable importance on the issue of long term preservation and sustainable and ongoing accessibility to digital assets. We strongly support the development of a strategic high level institutional approach for the creation of a digital preservation policy.

The proposed methodology and outcomes of the study aim to enable institutions to understand, and ultimately, to implement digital preservation policies to support the business drivers of their own institutions. The collaborating partners with their mix of expertise and experience bring considerable value to the community in this important area.

I am writing to you to confirm that as Chair of the DPC, I fully support the Coalition's participation, in concert with some of its members, in the JISC Digital Preservation Policy Study. Indeed, the DPC as an established and independent advocate in the digital preservation arena with a mission to secure the preservation of digital resources in the UK is in a strong position to engage positively with the community to take forward this initiative.

Please do not hesitate to contact me should you require any further information.

Yours sincerely,



Ronald Milne

DPC Chair
Director, Scholarship & Collections
The British Library

Ms Frances Boyle
Executive Director
Digital Preservation Coalition
Innovation Centre
York Science Park
York
YO10 5DG

8 February 2008

Dear Ms Boyle,

Re: JISC ITT Digital Preservation Policy Study

I write to confirm, on behalf of King's College London, our participation in the bid for this JISC-funded study led by the Digital Preservation Coalition. It includes a work package led by our own Centre for E-Research (CeRch) on policy issues that need to be considered by those using third-party services for preservation and curation. CeRch builds on the 12-year success of the AHDS Executive in addressing just such issues, and I am sure it will make a significant contribution to the overall study.

Yours sincerely,



Karen Stanton
Chief Information Officer & College Librarian
Information Services and Systems
King's College London

Frances Boyle
Executive Director
Digital Preservation Coalition
Innovation Centre
York Science Park
York
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8th February 2008

Dear Frances,

This letter is to confirm that if the DPC's application to the JISC ITT Digital Preservation Policy Study is successful, the UKDA will provide twelve days consultancy on the first workpackage -- "Regulatory Requirements for Institutional Repositories". This consultancy will be provided by Dr Matthew Woollard, Head of Digital Preservation and Systems.

The UKDA will be very glad to collaborate with the DPC and others participants in this proposal and I would like to wish you all success in this application.

Yours sincerely,



Professor K. Schürer, AcSS
Director, UKDA and ESDS

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Ms Frances Boyle
Digital Preservation Coalition
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2008-02-08

Dear Frances

Re: Response to JISC ITT on Digital Preservation Policy

I am glad to confirm ULCC's support for this joint proposal to be led by the DPC, and our enthusiasm for participating in it. The study builds on our existing strengths, and on work we have already done in helping organisations such as Jorum develop their own digital preservation policies. The collaborative approach which the DPC has enabled will allow us to produce outputs of greater value than each of us could have produced individually.

We hope that our partnership with the DPC will be as productive as our previous collaboration to develop and deliver the Digital Preservation Training Programme, and we look forward particularly to working with colleagues at CeRch on our joint work package, as well as to collaboration with other partners at Oxford and UKDA on the project's overall goals.

Yours sincerely



Mick Kahn

Head of Application Services.

Frances Boyle
Executive Director
Digital Preservation Coalition
Innovation Centre
York Science Park
York
YO10 5DG



Bodleian Library
UNIVERSITY OF OXFORD

*From the Keeper of Special Collections
& Western Manuscripts
Richard Ovenden, MA*

Friday 8th February, 2008

Dear Frances

JISC ITT Digital Preservation Policy Study

I am writing to confirm Oxford University Library Services' willingness to participate in the Digital Preservation Coalition's response to the JISC's Invitation To Tender. As you know, Oxford has considerable experience and expertise in the field of digital preservation, and as a full member of the DPC, we are committed to supporting its work. We very much look forward to working with you, and with the other DPC member institutions collaborating on this Study.

Yours faithfully,

Richard Ovenden, FRSA
Keeper of Special Collections (Associate Director)
Bodleian Library
Oxford University Library Services

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