


Proposal Cover Sheet

Cover Sheet for Proposals <i>(All sections must be completed)</i>	
Name of Bidder:	Digital Preservation Coalition (DPC)
Name(s) of Project Partner(s):	Digital Preservation Coalition (DPC), Portico and the University of London Computer Centre (ULCC)
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 weeks
Project Start Date:	27/10/08
Project End Date:	31/03/09
Total Funding Requested from JISC:	£49,669
Outline Project Description <p>The consortium brings together a number of Digital Preservation Coalition (DPC) members with diverse experience and expertise in the digital preservation and digitisation fields.</p> <p>The study will:</p> <ul style="list-style-type: none"> ○ Provide recommendations for mitigating preservation risk, at both funding agency and institutional level. ○ Produce, if possible, a quick reference guide of practical preservation considerations ○ Provide a portfolio of case studies representative of different models and cross-sectoral collaborations ○ Provide a review and evaluation of the preservation plans from the JISC funded digitisation projects identifying common trends, assumptions, constraints, risks and gaps in understanding (if they exist) <p>The project comprises 7 work packages in three phases: data collection, analysis, and production of written outputs.</p> <p>In the first phase we will gather and synthesise information through visits to each of the projects, using structured questions adapted to each setting as a result of pre-visit research. The projects differ in scale, in types of material, and in the nature of the delivery partners. Some involve consortia, some are entirely within HE and others involve cross-sectoral consortia. Amongst our aims will be to understand whether any of these differences affect the nature, quality and risk associated with preservation plans and practices adopted by the projects.</p> <p>The evaluation and analysis phase will look at this information from a range of perspectives. We will be looking at common issues shared by some or all projects, and those which are particular to a given project. The narrative evaluation will be accompanied by risk analysis and specific examination of digital objects and related metadata in a preservation context.</p> <p>The final phase will see the production of the private and public reports required by JISC and the selection and production of the case studies. We will seek to frame a set of recommendations which will have resonance with the JISC in support of their strategic agenda, with individual projects and with the wider community. The recommendations may include generic ones which are appropriate for all types of digital objects as well as a subset which will be germane to a particular content type, consortial arrangement and financial models or to the unique circumstances of particular projects.</p>	

Purpose of the Project

The study will build on the momentum and investment in the JISC Digitisation Programme and will seek to complement other related JISC projects, engage with current practitioners and to deliver recommendations which will be of significance to funders, practitioners and the community alike. We will deliver a comprehensive report, a portfolio of case studies and a suite of recommendations which will bring clarity to and inform the JISC about the preservation elements and methodologies adopted in the Digitisation Programme.

Over the last decade there has been a rapid growth in funding for digitisation – indeed the term ‘mass digitisation’ has now entered common parlance. The JISC has successfully funded two phases of digitisation activity and the growth in e-content has impacted on many areas of research, learning and teaching in the UK. Indeed a critical mass of digital content has now been reached so that it has become relevant to many of the JISC’s programmes and strategic themes e.g. Information Environment, e-Learning, e-Resources etc. Digitisation is, however, a global activity as evidenced by the recent OCLC report on the impact of digitisation of special collections on teaching and scholarship¹. As such the potential value of strategic recommendations to mitigate preservation related risk in digitisation activity will have resonance and interest with many stakeholders across the community.

So there is an imperative that this digital memory is not lost and that these resources and ‘spin off’ services not only remain sustainable but that there is a robust preservation framework in place to ensure that access to the technical content continues over time. There is a balance to be made between preservation activity and ongoing access which the JISC and other bodies e.g. CLIR,² MINERVA³, works to encourage and facilitate responsible stewardship of digital assets which are created through their funding programmes.

This study is an opportunity for the two communities, i.e. digitisation and digital preservation, to commune and learn from each other. To evaluate how the initial preservation plans have performed (and are likely to perform in future) in a variety of production environments and models will be a meaningful exercise for both parties. It will also signal a ‘joined-up’ approach to the work of the JISC who are enabling expertise to cascade across many communities of practice.

This study is an opportunity to learn from the experiences of the Digitisation Programme and how these lessons may be taken forward to shape and inform JISC’s future activity in this area. It will assess whether there is any disparity between the expectations of the JISC and the digitisation project teams’ understanding and implementation of preservation plans. The work will also investigate if there is a shared understanding of preservation requirements amongst projects and indeed if there is a common set of assumptions applicable across the programme.

Proposed Methodology

The project will be pro-actively managed by the DPC using standard project management methodologies.

The project partners are organisations from both inside and outside the JISC community and as such will bring a diverse set of experiences and skills to the team that reflects the diversity of the consortial models within the digitisation programme. The study will reference and draw upon current best practice from research outputs and literature including recent JISC reports e.g. digital preservation policy study.⁴ There will be an exploration of, and recommendations made on the primary risks to successful digital preservation for a range of digital objects.

The methodology adopted will fall into three major areas each addressing one or more of the ITT requirements; the full details are outlined in the subsequent work package section. The flow of the inter-dependent activities and the work packages ensures a cohesive and consistent approach will be achieved. Prior to the information gathering exercise the project partners will define a shared definition of preservation practice which will be used as the benchmark for evaluating the project’s activities. This will minimise the risk of any semantic confusion or misunderstanding amongst the partners.

¹ <http://www.oclc.org/programs/publications/reports/2008-04.pdf>

² <http://www.clir.org/pubs/abstract/pub141abst.html>

³ http://www.jisc.ac.uk/media/documents/programmes/digitisation/1130_intro_callforparticipation_dempster.pdf

⁴ http://www.jisc.ac.uk/fundingopportunities/funding_calls/2008/01/dppolicy.aspx

The phases are outlined as:

1. Phase 1 consists of gathering sample digital files, related metadata and information about preservation planning and activities in all the projects. A set of standard questions and types of information to be gathered will be defined and agreed between partners at the outset of this phase. ULCC will then do pre-visit research on each partner followed by a pre-arranged visit. Our intent is to gather a mixture of documentary evidence and anecdotal reportage as well as to get a picture of what sustainability model has been devised and where responsibility for planning, execution and monitoring of preservation activities takes place (to the extent that it does take place). Each visit will then be written up in isolation ready for use in the analysis phase of the project. The possibility of some follow-up telephone inquiries during this phase, or the analysis phase, is recognised and allowed for. This phase will be led by the ULCC team who will bring their knowledge of the wider preservation environment and in particular JISC's activity in both the digital preservation and digitisation programmes to bear. This team also have previous experience with survey work and with evaluation of preservation planning.
2. Phase 2 consists of analysis of the project preservation plans and processes documented by the ULCC team in Phase 1 and analysis of sample digital objects and related metadata provided by the projects. The goal of this analysis is to identify and describe encountered risks and to rank these according to the severity of the hazard. In our analysis we will draw upon the shared definition of preservation practice and benchmark for evaluating the projects' activities developed by all study partners as well as desk research on the literature of acknowledged best practice in digital preservation (PREMIS, DRAMBORA, TRAC etc). The analysis will begin with project-specific assessment of processes and risks, and then will look across the projects to identify areas of commonality and of difference, and attempt to identify the reason for either. Amongst the questions we will consider are whether format type affects the quality of preservation planning and implementation and how patterns of risk differ across diverse sustainability and organisational models, including consortial projects and those delivered by a single organisation. Portico will lead on this phase and will provide their expertise developed through ongoing operation of a large preservation archive but will connect with the consultant(s) undertaking the evaluation of the Digitisation Programme. All partners will contribute to final risk identification and severity assessment activities and Portico will lead on the written results.
3. The third phase will take these outputs and produce the two reports requested by JISC, and the case studies. JISC's requirements suggest that the non-public report will be produced first, and the other two outputs will be derived from it after consultation with the JISC programme manager and other relevant individuals. We would expect to work with the projects themselves on the content of the case studies. We are also proposing to produce a set of recommendations, both for individual projects and more widely applicable risk mitigation strategies. In addition to the full recommendation's set it is proposed that a 'lite' version will also be produced listing the 'Top 10' recommendations. This document would act as an accessible, 'ready reference' guide to the community to complement the often lengthy documentation which is currently available. The report and the recommendations will inform the JISC and the wider digitisation community on best practice for risk management strategies in digital preservation. It will also bring to light any common issues which the practitioners have faced in implementing preservation actions amidst the realities of production digitisation environments. The report will thus have wider potential relevance and a greater potential audience.

So as not to pre-empt the findings of the first phase the projects for the case study analysis will not be selected until this phase has been completed. We may choose to select projects which deal with different types of digital content so as to contrast and compare their risks and findings e.g. sound recordings (Archival Sound Recordings 2, Independent Radio News Archive etc), still images (Freeze Frame etc) moving images (NewsFilm online etc), scholarly print material, (Welsh journals online, ETHOS). An alternative approach would be to look in more depth at exemplars of good and successful practice as compared to projects where the initial review had perhaps not been quite as successful and were operating with higher risk margins than others.

The key motivation behind selecting candidates for further analysis will be the usefulness and relevance to both the JISC and the wider community from further examination. We would concentrate on particular aspects where there is perhaps lack of clarity, where we could identify and amplify common themes and suggest solutions which would have wide applicability across the community. The case studies would also provide ongoing discourse with the projects e.g. lessons they might have learnt, where they chose pragmatism over perfection etc.

Throughout the study lifetime there will be ongoing communication between the partners. Indeed through the methodology adopted there are many 'staging posts' when joint decisions and assessments will need to be made to

inform the next stage of the project. All the documentation will be stored on a shared structured workspace and a protected wiki will facilitate interaction between the partners.

An integral part of our approach will be to ensure that we engage fully and positively with the digitisation project teams. We are conscious that there are sensitivities to respect with colleagues working on the projects and the consortium needs to gain their trust by conducting the study in as open and transparent a way as possible. This will be combined with reassurances about limited disclosure of potentially negative findings, which JISC has indicated it will accommodate via two reports, only one of which will be public. Indeed it is hoped that any concerns that staff may have will be mitigated by the credibility and familiarity of the study consortia partners. The intention is of course that the outcomes will be a shared learning experience for all those involved i.e. the digitisation team staff, the digital preservation community and the JISC.

The **critical success factors** will be:

- the report and its recommendations prove useful and influence all stakeholders
- the report and its recommendations engender ongoing debate and synergy of efforts between communities long after the lifetime of the project
- funding agencies are informed at both the strategic and practical level about minimising risks in digitisation projects
- the recommendations made are adopted by the JISC as requirements in future funded digitisation projects, or allow it to carry out more effective evaluation and monitoring of future proposals
- current and future digitisation practitioners will learn from and implement the recommendations into their preservation risk management strategies

The **milestones** will be:

- acceptance of the bid by the JISC
- setting up of shared workspace
- completion of the site visits and initial review reports
- selection of four projects for case study analysis
- completion of plan and data analysis
- successful conclusion to the case studies
- conclusion of risk assessment phase
- production of interim report to the JISC
- work package outputs achieved and assimilated into final report
- delivery of the final report to the JISC

The **outputs** will include:

- an interim report to be presented to the JISC to elicit feedback and input prior to the final report
- a final report presented to the JISC outlining the successes, challenges and issues encountered, a benefits and risk analysis, opportunity costs and a set of recommendations
- a portfolio of case studies which will bring value to the community and the JISC over and above the final report and recommendations
- a set of recommendations (full and 'lite') which will provide an overview of and effective guidance to assist in adopting robust risk management strategies for preservation plans to support digitisation initiatives
- a review of the methodology used
- the creation of a project wiki and collaborative shared work space e.g. Google docs
- specific output from each of the work packages as outlined below in the work plan section

The benefits for the community will be:

- for the digitisation project teams an opportunity to discuss their preservation plans and to highlight any areas of concern
- a set of recommendations to minimise risk in digital preservation activity
- an indication how particular digitisation business models may impact on the risks associated with preservation planning.

Outline Work Plan

The proposed programme of work is outlined below. These are the principal deliverables which the study will produce, the broad timescales and the resource required at each stage.

Activity	Duration	Effort (Days)	Outputs
Development of survey questions	October 2008	2	Survey materials
Conduct site visits	November – December 2008	32	Site reports written
Study preservation plans and processes	December 2008 – January 2009	20	Risk assessment for each project
Reviewing sample data	December 2008 – January 2009	12	Data analysis report for each project
Produce project-specific recommendations mitigating risk	January – February 2009	7	Recommendations drawn up to mitigate preservation risks
Produce strategic level recommendations mitigating risk	February – March 2009	5	Recommendations drawn to mitigate preservation risks
Produce case studies	February – March 2009	5	Documented case studies
Project management	October 2008 – March 2009	8	Detailed project plan; reports (private/public), meetings, revisions, budgets

What the Study Will Do

WP1. Development of survey questions

Timeline: October 2008; 2 days

This work package will involve the development of the questions to be posed, and information gathered, at each site visit. It will be undertaken by ULCC, with review by Portico. We will also seek informal review of the questions from one of the phase 1 digitisation projects.

WP1 LEAD	OUTCOMES
ULCC: Patricia Sleeman with Kevin Ashley; Richard Davis	Survey materials prepared for use and agreed by evaluation partner.

WP2. Survey visits

Timeline: November 2008 – December 2008; 32 days

For each project, we will conduct background research beforehand to identify pertinent material and questions that may be of particular relevance to the project, such as the makeup of the consortium, possible distribution of material between digitisation and delivery partners and relevant experience of digital preservation in other contexts. (One of the goals of the analysis will be to determine to what extent existing knowledge and experience of preservation, digital or traditional, within institutions affects preservation planning for the JISC-funded digitisation projects.) A visit will then be made to carry out the bulk of the information gathering, and the results will then be written up prior to the analysis by all partners. Two days per project has been allowed for this activity – this is an average. Some London-based projects will involve no travelling time, and hence will be quicker, whereas others will take somewhat longer.

Telephone follow-up, by ULCC or Portico analysts, may be used to clarify the information gathered during visits.

WP2 LEAD	OUTCOMES
ULCC: Patricia Sleeman, with Kate Bradford; Richard Davis; Silvia Arango Docio	Visits undertaken, results written up for analysis by all partners and use in final report and case studies.

WP3. Study preservation plans and processes; identify, assess and describe areas of risk

Timeline: December 2008 – January 2009; 20 days

The JISC Digitisation Programme projects are required to create and implement plans for the medium- and long-term preservation of the resultant digital objects. Portico will review these plans as represented in the documentation and related policies gathered from each of the projects by project partners from the ULCC. As needed, Portico will discuss the plans and policies via teleconference with ULCC and project representatives to ensure all aspects of the plans are clearly understood. Portico will study the supplied information and identify and evaluate risks to successful medium- and long-term preservation of the digitised data of the projects giving special attention to preservation requirements and best practices as expressed in the MINERVA Digitisation Guidelines, PREMIS, DRAMBORA, TRAC, and other relevant materials. Evaluation will consider factors such as, but not limited to, organisational mission; staff expertise; technological infrastructure; number, type and distribution of data copies; adherence to prevailing metadata standards and best preservation practices. The sustainability model developed for each project will also be considered. Risk severity, in terms of possible negative impact on medium- and long-term preservation will be noted, and to the degree possible, risks common across projects will be identified.

WP3 LEAD	OUTCOMES
Portico: Amy Kirchhoff; Evan Owens	For each digitisation project, written assessment of preservation plans and evaluation of risks to successful medium- and long term preservation.
	If possible, risks common to multiple projects will be identified and analysed.

WP4. Review sample data produced by digitisation projects

Timeline: December 2008 – January 2009; 12 days

Preservation plans appropriate for one content type, may be ill-suited to another. To evaluate the appropriateness of in-place preservation plans, sample digital content from each project will be analysed. In order to guarantee medium- and long-term access, digital content must be described in well-structured descriptive, technical, preservation, and administrative metadata, and the relationships between the multiple files that comprise an intellectual object (for example, a poster, brochure, article, journal issue or audio or video lecture) must also be expressed unambiguously. Portico will lead on identification and evaluation of preservation-related risks that may stem from metadata and/or content structures consulting with partners as needed.

WP4 LEAD	OUTCOMES
Portico: John Meyer; Evan Owens	For each digitisation project, written report of sample data analysis and evaluation of any preservation-related risks identified in data structure, packaging or metadata practices

WP5. (A) Project-specific recommendations for mitigating preservation-related risks

(B) Strategic level recommendations for minimising risk

Timeline: January – February 2009; 12 days

Following analysis and review of the 16 JISC Digitisation Programme projects, Portico with project partners will develop project-specific recommendations on processes and strategies to mitigate the risks identified in WP3 and WP4. Recommendations will necessarily depend upon the outcome of the risk and severity assessment. The project-specific recommendations are expected to help shape broader recommendations more strategic in nature.

This WP (5B) 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 the partners’ efforts to shape the recommendations given in the final report. This will look at the recently published JISC study on preservation policies.

WP5 (A+B) LEAD	OUTCOMES
Portico: Eileen Fenton; Amy Kirchhoff; Evan Owens ULCC: Patricia Sleeman; Richard Davis; Kevin Ashley	Written recommendations for processes and strategies to mitigate the risks to successful medium- to long-term access to the digitised content
	Creation of broader risk mitigation strategies which the JISC could consider.

WP6. Production and dissemination of case studies

Timeline: February 2009 – March 2009; 5 days.

In consultation with the JISC project manager, 4 projects will be identified from the final report to form the basis for separately-published case studies. Liaison with these projects over the content of the case studies will also be undertaken.

WP6 LEAD	OUTCOMES
ULCC: Patricia Sleeman DPC	Agreed case studies produced for dissemination by JISC (and project partners, if appropriate.)

WP7. Project management

Timeline: October 2008 – March 2009; 8 days

The DPC will pro-actively manage and co-ordinate the work packages to ensure that a coherent approach is achieved. There is an already established community of practice within the DPC and this will facilitate ongoing effective communication amongst partners.

A shared work space will be created, e.g. wiki for all partners, which will create a transparent audit trail of discussion and decision throughout the lifetime of the project. The collation and synthesis of the findings from the different work packages would be managed by the DPC. The DPC would act as the lead partner and as such would disburse all the funds to its partners. The DPC will ensure that the JISC Programme Manager is fully informed throughout all stages of the project.

WP7 LEAD	OUTCOMES
DPC: Frances Boyle	Co-ordinate and manage project work
	Create and manage a shared work space e.g. wiki, Google docs
	Monitor project progress and performance
	Liaise with the JISC Programme Manager and relevant consultants

Budget breakdown

The table outlines the budgetary breakdown by work package and by partner, with daily rates shown for each. In the case of the HE partner, ULCC, these are derived from FEC/TRAC costs. As ULCC will be acting as a consultant their costs include VAT. The total effort will be 91days.

Work Package	Time	Daily Rate/£	Total Cost/£/Vat inc. (when applicable)
1	2 days (ULCC)	640	1,280
2	32 days (ULCC)	640	20,480
3	20 days (Portico)	476	9,520
4	12 days (Portico)	476	5,712
5	7 days (Portico) 5 days (ULCC)	476 640	6,532
6	4 days (ULCC) 1 day (DPC)	640 315	2,875
7	8 days (DPC)	315	2,520
S,T ⁵	Travel	750	750
TOTAL			49,669

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

Risk	S	P	SxP	Action to Mitigate Risk
Staff availability	2	2	4	The project team can draw from a pool of staff to cover for the unexpected staff loss. No staff need to be recruited to the team.
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 telecons, wiki and shared work space.
Timeline slippage	3	2	6	An agreed schedule with clear communication lines between the partners and the JISC; measurable targets and regular review of progress; early arrangement of visits to projects and use of assistance from JISC where this proves difficult to arrange
Failure to deliver cohesive work packages	4	1	4	Clearly defined roles and responsibilities and task ownership is agreed and understood by partners. Ongoing monitoring and standard project management techniques will flag issues in a timely way
Dependency on other project outcomes	3	1	3	The methodology adopted is not dependent on the completion of any of the projects in the digitisation programme.

⁵ Travel, sustenance

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 DPC⁶ is a cross sectoral body comprising of twenty nine 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’⁷ report and the ‘Preservation Manual for Digital Materials’⁸. 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. She is an information management professional with many years experience in the delivery and support of information services and digital library initiatives across a wide range of academic, research and commercial environments. Her previous incarnations have included posts at Oxford University, Cancer Research UK, Royal Society of Chemistry and Mercury Asset Management. She is a member of the Executive Board of the pan European ‘Alliance for Permanent Access’. In her distant past her academic background was in chemistry and she holds an MSc as well as various professional qualifications in information science and management. She has written, presented and taught widely on many digital library initiatives and courses.

Portico⁹ provides a not-for-profit digital preservation archive with a mission to preserve scholarly literature published in electronic form and ensure that this material will remain available to future generations of scholars, researchers and students. Since launch of operations in 2006, more than 8 million journals articles or approximately 80 million files have been ingested into the archive, and nearly 8,000 journals and over 4,400 e-books from over 60 publishers have been committed to the Portico archive. Participating publishers and more than 460 libraries from 13 countries financially support Portico’s ongoing work. Portico is recognized as an international leader in digital preservation and has contributed to several high profile initiatives such as JHOVE, a digital object validation tool; pilot application of TRAC, a digital archive audit tool; and development of PREMIS, a data dictionary for preservation metadata.

Eileen Fenton, Executive Director of Portico since 2003 is responsible for organisational guidance and direction as Portico delivers upon its preservation mission. As the founding director, Eileen led the effort to shape Portico’s archiving service as required to attract the cooperation and support of key constituents, develop an economic model to sustain the archive, and build an operational organization necessary to deliver a robust preservation service. Previously Eileen was Director of Production at JSTOR, where she oversaw the addition of more than 13 million pages to that archival collection. She served in the original LIFE Project Advisory Board.

Amy Kirchhoff, Archive Service Product Manager of Portico since 2006 is a librarian responsible for creation and execution of archival policy and oversees operation and development of the Portico web site. Prior to her work at Portico, Amy was director of technology at JSTOR and served as a member of the Shared Software Development group of Ithaka. She has published articles on Portico’s preservation methodology and policies in several publications including most recently *Learned Publishing* and *The Serials Librarian*.

John Meyer, Technical Lead since July 2005 directs Portico’s Data Team, which is responsible for writing the tools used to support the preservation of the various file formats within the Portico archive. These tools encompass format validation, characterization, migration and normalization as well as the tools to collect metadata used to support Portico preservation requirements. Previously he was an IT consultant working at global Publishing and Communications companies.

Evan Owens, Chief Technology Officer of Portico since 2003 is responsible for the design, development and operation of the technological infrastructure that supports the Portico archive. Prior to joining Portico Evan held various positions in the University of Chicago Press and was responsible for a wide variety of publishing projects covering the entire publication life cycle. Evan serves as a member of the British Library eIS Technical Advisory Panel, the NISO Architecture Committee and the NCBI XML Interchange Structure

⁶ List of members @ <http://www.dpconline.org/graphics/join/members.html>

⁷ <http://www.dpconline.org/graphics/reports/mindthegap.html>

⁸ <http://www.dpconline.org/graphics/handbook/>

⁹ <http://www.portico.org/>

Working Group, which is the advisory body for the NCBI Journal Archiving and Interchange DTD Suite. He also has been a member of the PREMIS Working Group and contributor to JHOVE and JHOVE2.

ULCC: The Digital Archives Department has been providing services related to digital preservation to external organisations for 15 years. 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. As part of the e-TEN funded EVAMP project, they conducted survey work with archives around Europe relating to shared services for access to photographic material; they have also carried out consultancy relating to backup and preservation activities at Newsfilm Online.

Kevin Ashley 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.

Kate Bradford joined the Digital Archives Department in 1999, since then her role as an Archives Assistant has included digitisation, the ingest of born-digital material, metadata extraction and quality control of related processes. She undertook site visits and interviews as part of the EVAMP project and was involved in the resultant data analysis and presentation of results from an associated online survey. Before joining ULCC, she took a B.A. in Conservation and worked in the archives of the Institution of Mechanical Engineers.

Richard Davis is a senior data specialist at ULCC now responsible for repository services and development. He was project manager for the JISC SNEEP and SPELOS projects, and has made significant contributions to many other areas of the group's activities. He was author of an internal report for JISC on backup and preservation planning for Newsfilm Online. He was previously involved with ingest and preservation of government databases for the NDAD service and the development of the cataloguing and metadata management systems for that service.

Patricia Sleeman is an archivist who has worked at the University of London Computer Centre for 10 years. She has worked on the National Digital Archive of Datasets (NDAD) as well as being the Project Leader of the Digital Preservation Training Programme (DPTP) since its creation as a JISC funded project in 2004. She led the survey team for EVAMP, a European Commission project, visiting archives and photographic repositories across Europe to assess their interest in contributing to and potential compatibility with the existing EVA system. Other experience in digital preservation includes providing various training events on the National Digital Archive of Datasets as well as providing a four day workshop in 2003 with a colleague in Havana, Cuba for the Ministry of Science, Technology and Environment funded by the Social Science Research Council, New York. Previous to working at ULCC she worked at the National Archives of Ireland on the records of the Ordnance Survey and the Valuation Office of Ireland.

She has represented the Society of Archivist UK and Ireland on the International Council on Archives Section for Professional Associations from 2004-2008. She is also the International Council on Archives representative on the UK and Ireland Committee for the Blue Shield. She has written in both English and Spanish in various publications including *Archivaria* as well as contributing to both editions of *The Internet Research Handbook: An Introductory Guide for the Social Sciences*, Niall O'Dochartaigh, (London: Sage Publications, 2001) as well as 'Cultural genocide' in a collection of essays in *Archives and archivists*, edited by Kerry Holland and Kate Manning, (Dublin: Four Courts Press, 2007).

JISC Executive
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Bristol
BS16 1QD

29th September 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 encourage all digitisation programmes to adopt robust and achievable preservation plans to mitigate the risk of data loss.

The proposed methodology and outcomes of the study will provide recommendations for good practice in preservation planning for digitisation projects. The outcomes from the project, with its exemplar case studies, will both inform the JISC and the many ongoing digitisation initiatives in the wider community. 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 Digitisation Programme - Preservation 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 study.

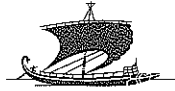
Please do not hesitate to contact me should you require any further information.

Yours sincerely,



Ronald Milne

DPC Chair
Director, Scholarship & Collections
The British Library



I T H A K A

September 24, 2008

Ms. Frances Boyle
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UNITED KINGDOM

Dear Ms. Boyle:

As the international higher education community transitions to ever greater reliance upon electronic scholarly resources, the need for reliable and well-executed digital preservation strategies has become increasingly urgent. Without provision for reliable preservation, the community faces the possibility that the significant investments of the private and public sector in the creation of digital resources will be lost. The scale of this investment and of the digital preservation challenge far outstrips that which can be met by any single institution and thus long-established institutions must now find new and often collaborative ways to challenges, such as digital preservation.

To begin to address some of these challenges Ithaka has lent its support to the development of Portico, a not-for-profit preservation service which is designed to enable multiple parties - publishers, libraries and government agencies - to cooperatively develop and support the preservation of scholarly literature published in electronic form. In a short time, Portico has attracted broad participation from an international base of publishers and libraries who together are working with Portico to address the digital preservation challenge. Portico has, through operation of a large-scale digital preservation archive, developed significant expertise in digital preservation, and is eager to share the lessons from this experience as broadly as possible.

I am writing to you to confirm that as President of Ithaka, I fully support Portico's participation in the Digital Preservation Coalition-led response to the ITT: Digitisation Programme - Preservation Study call recently issued by the JISC. Portico is well positioned to review the preservation plans and processes of the digitization projects and to work with the DPC and other partners to develop recommendations for the JISC's consideration about how preservation risks can be mitigated.

I am very pleased to support this opportunity for collaboration with our colleagues in the U.K., and I hope that you will not hesitate to contact me if you have any questions regarding Ithaka's contributions, through Portico, to this effort.

Yours sincerely,

Kevin Guthrie
President, Ithaka



PORTICO

AN ELECTRONIC ARCHIVING SERVICE

September 24, 2008

Ms. Frances Boyle
Executive Director
Digital Preservation Coalition
Innovation Centre
York Science Park
York, England YO10 5DG
UNITED KINGDOM

Dear Ms. Boyle:

I am glad to confirm Portico's willingness to participate in the Digital Preservation Coalition-led response to the JISC ITT: Digitisation Programme – Preservation Study. I am enthusiastic about Portico's participation in this effort because it builds so well upon our prior work to design and build a digital preservation archive focused on scholarly literature published in electronic form. We believe that the practical experience and expertise that we have gained as we have built and operated the Portico archive has yielded important lessons which we are eager to share. Participating with the DPC and the ULCC in the proposed preservation study offers an important opportunity for us to begin to apply the lessons gained to date.

It is especially a pleasure as U.S.-based member of the Coalition to have the opportunity to work in practical ways with the Coalition and with colleagues in the U.K. Digital preservation is often acknowledged as a borderless, international concern and one that requires an internationally collaborative response. Should our proposal be successful, we will have an opportunity to give practical shape to an international collaboration, and I look forward to contributing the time and effort of Portico staff to this important effort.

Yours sincerely,

Eileen Fenton
Executive Director, Portico



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JISC Digitisation Programme

26 September 2008

Dear Sir/Madam,

On behalf of the University of London Computer Centre I am happy to offer our full support to this bid which builds on our strengths and services in digital preservation, digitisation and consultancy on preservation planning. The collaborative approach to deliver benefits for the academic sector is in line with not just our aims and mission but also the mission of the University of London,

Yours faithfully,

David Rippon
ULCC Director
University of London