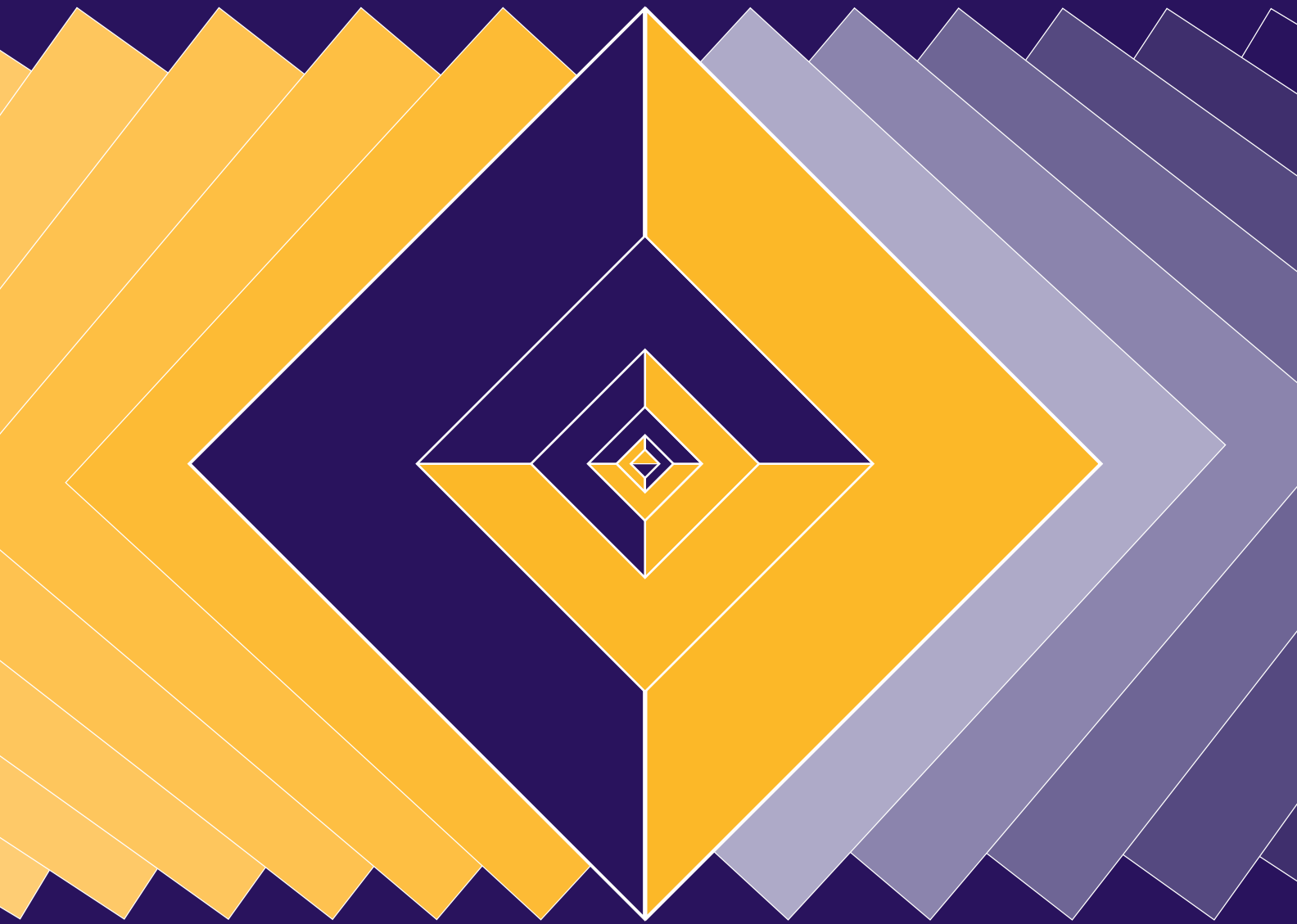


# Kit 294

Managing Digitization Activities

September 2006



ASSOCIATION OF RESEARCH LIBRARIES

# SPEC KITS

Supporting Effective Library Management for Over Thirty Years

Committed to assisting research and academic libraries in the continuous improvement of management systems, ARL has worked since 1970 to gather and disseminate the best practices for library needs. As part of its commitment, ARL maintains an active publications program best known for its SPEC Kits. Through the Collaborative Research/Writing Program, librarians work with ARL staff to design SPEC surveys and write publications. Originally established as an information source for ARL member libraries, the SPEC series has grown to serve the needs of the library community worldwide.

## What are SPEC Kits?

Published six times per year, SPEC Kits contain the most valuable, up-to-date information on the latest issues of concern to libraries and librarians today. They are the result of a systematic survey of ARL member libraries on a particular topic related to current practice in the field. Each SPEC Kit contains an executive summary of the survey results; survey questions with tallies and selected comments; the best representative documents from survey participants, such as policies, procedures, handbooks, guidelines, Web sites, records, brochures, and statements; and a selected reading list—both print and online sources—containing the most current literature available on the topic for further study.

## Subscribe to SPEC Kits

Subscribers tell us that the information contained in SPEC Kits is valuable to a variety of users, both inside and outside the library. SPEC Kit purchasers use the documentation found in SPEC Kits as a point of departure for research and problem solving because they lend immediate authority to proposals and set standards for designing programs or writing procedure statements. SPEC Kits also function as an important reference tool for library administrators, staff, students, and professionals in allied disciplines who may not have access to this kind of information.

SPEC Kits can be ordered directly from the ARL Publications Distribution Center. To order, call (301) 362-8196, fax (301) 206-9789, e-mail [pubs@arl.org](mailto:pubs@arl.org), or go to <http://www.arl.org/pubscat/>.

Information on SPEC Kits and the SPEC survey program can be found at <http://www.arl.org/spec/>. The executive summary for each kit after December 1993 can be accessed free of charge at <http://www.arl.org/spec/complete.html>.



# SPEC Kit 294

Managing Digitization Activities

September 2006

**Rebecca L. Mugridge**

Head of Cataloging and Metadata Services

Pennsylvania State University



ASSOCIATION OF RESEARCH LIBRARIES

Series Editor: Lee Anne George

SPEC Kits are published by the

Association of Research Libraries  
21 Dupont Circle, NW, Suite 800  
Washington, DC 20036-1118  
P (202) 296-2296 F (202) 872-0884  
[http://www.arl.org/spec/  
pubs@arl.org](http://www.arl.org/spec/pubs@arl.org)

ISSN 0160 3582

ISBN 1-59407-710-X

Copyright © 2006

This compilation is copyrighted by the Association of Research Libraries. ARL grants blanket permission to reproduce and distribute copies of this work for nonprofit, educational, or library purposes, provided that copies are distributed at or below cost and that ARL, the source, and copyright notice are included on each copy. This permission is in addition to rights of reproduction granted under Sections 107, 108, and other provisions of the US Copyright Act.

The paper used in this publication meets the requirements of ANSI/NISO Z39.48-1992 (R1997) Permanence  
of Paper for Publications and Documents in Libraries and Archives.



### SURVEY RESULTS

Executive Summary.....	11
Survey Questions and Responses .....	17
Responding Institutions.....	58

### REPRESENTATIVE DOCUMENTS

#### Organization Charts

Brown University	
Brown University Library .....	62
University of Florida	
Digital Library Center—Organizational Chart .....	63
University of Louisville	
University Libraries Organizational Chart .....	64
University of Michigan	
University Library. Information Technology. Technical and Access Services.....	65
Digital Library Production Service .....	66
Michigan State University	
Michigan State University Libraries Organization.....	67
Smithsonian Institution	
Smithsonian Institution Libraries.....	68
University of Virginia	
Content Management Services .....	69
Digital Library Production Services .....	70

**Mission Statements**

Brown University  
    Center for Digital Initiatives ..... 72

University at Buffalo, SUNY  
    About UBdigit..... 73

University of Georgia  
    Digital Library of Georgia. Mission..... 74

University of Illinois at Urbana-Champaign  
    Digital Services and Development Unit..... 75

University of Iowa  
    Digital Library Services. Mission ..... 76

University of Michigan  
    Digital Library Production Service. About DLPS ..... 77

Michigan State University  
    Digital & Multimedia Center ..... 78

Syracuse University  
    Digital Imaging Services Center ..... 79

University of Virginia  
    Digital Library Production Services (DLPS) ..... 80

**Position Descriptions**

University of Chicago  
    Preservation Reformatting Librarian ..... 82  
    Digital Conversion Manager ..... 84

University of Connecticut  
    Preservation Librarian ..... 87

University of Connecticut  
    Digital Reformatting Librarian ..... 90

University of Kansas  
    Scholarly Digital Initiatives Librarian..... 93  
    Digital Imaging Librarian..... 95

University of Kansas  
    Coordinator of Digital Content Development ..... 97

Ohio University  
    Digital Initiatives Coordinator..... 98

University of Virginia  
    Head, Digital Library Production Services ..... 103

**Policy and Procedure**

University of Alabama  
    Digital Projects and Programs: A Comprehensive Strategy ..... 106

University at Buffalo, SUNY  
    Digitization Standards: Non-transmissive Materials ..... 108  
    Digitization Standards: Transparent Materials ..... 110  
    UBdigit Digitization Decision Tree ..... 112

University of Connecticut  
    Policy Statement on Cost Recovery for Grant-funded Partnership Projects with Digital  
    Collections at the UConn Libraries ..... 113  
    Policy Statement on Description & Access for Digital Collections at the UConn Libraries... 114  
    University of Connecticut Libraries Digital Collections Partnership Proposal ..... 115  
    Guidelines for Submitting Progress Reports on Digital Collections Projects at the Univeristy  
    of Connecticut Libraries ..... 116

Purdue University  
    Digital Initiatives. About Us..... 119

Syracuse University  
    Syracuse University Library Digital Library Project Proposal ..... 127

University of Virginia  
    DLPS Text Digitizing Services ..... 129

**Selection Criteria**

University of Alabama  
    Project Evaluation Criteria ..... 132

Brown University  
    Digital Projects Selection Checklist ..... 133

University at Buffalo, SUNY  
    UBdigit Collection Development Statement ..... 136

University of Connecticut  
    " Idea Sheet " & " Selection Worksheet " for Library Staff ..... 137

Cornell University  
    Selecting Traditional Library Materials for Digitization ..... 141

Duke University  
    Selection Criteria ..... 144

University of Georgia  
    Collection Development Policy. Digitized Collections ..... 145

University of Iowa  
    Digital Library Services. Project Selection Criteria..... 147

Syracuse University	
Syracuse University Library. Digital Library Project Proposal—Step 1. Criteria Checklist ..	148
University of Virginia	
Framework for Digitization. Guidelines for digital collection building .....	150

**Assessment**

Johns Hopkins University	
Usability Services.....	152
Syracuse University	
Digital Imaging Services Center. Customer Survey .....	154

**SELECTED RESOURCES**

<b>Books.....</b>	<b>159</b>
<b>Journal Articles.....</b>	<b>160</b>
<b>Web Sites about Digitization Activities .....</b>	<b>161</b>





## **SURVEY RESULTS**



---

## EXECUTIVE SUMMARY

---

### Introduction

Increasingly, academic and research libraries are becoming involved in reformatting materials from their collections to create digital content and are providing access to that content through metadata. As the management of digital projects and initiatives is a relatively new endeavor for most libraries, there is a significant impact on libraries' budgets, organizational structures, and staffing.

Digitization activities require different models for funding, collection development (to provide broad access to otherwise inaccessible materials), acquisitions (the material being digitized is already part of the collection), cataloging (metadata standards may differ depending on the material being digitized), preservation (migration of formats between software platforms and file formats is critical), and systems office support (for a suite of software instead of just the integrated library system). Staff skill sets are different, as are supporting equipment and computer hardware and software.

This SPEC survey was designed to identify the purposes of ARL member libraries' digitization efforts, the organizational structures these libraries use to manage digital initiatives, whether and how staff have been reassigned to support digitization activities, where funding to sustain digital activities originated and how that funding is allocated, how priorities are determined, whether libraries are outsourcing any digitization work, and how the success of libraries' digital activities has been

assessed. The focus of the survey was on the digitization of existing library materials, rather than the creation of born-digital objects.

### Background on Digitization Activities

This survey was distributed to the 123 ARL member libraries in February 2006. Sixty-eight libraries (55%) responded to the survey, of which all but two (97%) reported having engaged in digitization activities. Only one respondent reported having begun digitization activities prior to 1992; five other pioneers followed in 1992. From 1994 through 1998 there was a steady increase in the number of libraries beginning digital initiatives; 30 joined the pioneers at the rate of three to six a year. There was a spike of activity at the turn of the millennium that reached a high in 2000, when nine libraries began digital projects. Subsequently, new start-ups have slowed, with only an additional one to five libraries beginning digitization activities each year.

The primary factor that influenced the start up of digitization activities was the availability of grant funding (39 responses or 59%). Other factors that influenced the commencement of these activities were the addition of new staff with related skills (50%), staff receiving training (44%), the decision to use digitization as a preservation option (42%), and the availability of gift monies (29%). An additional factor that motivated many survey respondents was the need to improve access to library resources. Others commented that participat-

ing in digitization activities was a strategic goal of the library.

In addition to being one of the instigating factors in many libraries' decision to begin digitizing library materials, improving access to the library's collection was cited by all of the respondents as an ongoing purpose behind these efforts. Other purposes that were highly ranked by respondents are support for research (85%), preservation (71%), and support for classroom teaching (70%). For a smaller number (24 or 36%), the purpose of their efforts is to support distance learning. Several respondents reported that promoting the library and its collections was also a reason to participate in digitization activity.

Only four libraries reported that their digitization activities are solely ongoing functions; the great majority (60 or 91%) reported that their digitization efforts are a combination of ongoing library functions and discrete, finite projects.

### Staffing

The survey asked whether staff efforts for selecting material, digitizing material, creating metadata, and administering digitization activities are centralized in one unit or distributed across the library. The majority of the responding libraries distribute some or all digitization activities across various library units; only five appear to have a totally centralized organizational structure. Material selection is distributed across the library organization at 50 of the responding institutions (76%) and centralized at 10 (15%); six respondents (9%) report both structures. Material digitization is decentralized at 37 institutions (57%), centralized at 20 (31%), and eight respondents (12%) report both structures. Metadata creation is distributed at 45 institutions (68%) and centralized at 12 (18%), while nine (14%) report both structures. Administration is more evenly divided, with 29 respondents (45%) indicating that it is centralized and 30 (46%) that it is distributed; six (9%) report both structures.

Centralized units that manage digitization activities are, in the majority of cases, specifically

designated digitization units with names such as "Digital Initiatives Program" or "Digital Library Center." In other cases, the centralized unit is the special collections library or department (13%), or the preservation department (9%). In most cases, the head of the centralized unit reports to a high-level library administrative officer such as an assistant or associate library director (38%), or reports directly to the library director (30%).

Survey respondents were asked to indicate the names of units in which specific digitization activities (material selection, material digitization, metadata creation, and administration) take place. The units with primary responsibility for material selection are, unsurprisingly, collection development and special collections. Material digitization occurs in preservation and special collections units, as well as in units designated specifically to support digital initiatives. Even in those libraries that have a unit designated to support digitization activities, material digitization often occurs in other units in addition to that unit. Metadata creation is also widely distributed, although cataloging, metadata, and technical services units were indicated by two-thirds of the respondents. Other units responsible for metadata creation are digitization, special collections, and other public services units. Surprisingly, the word *metadata* only appeared in five of the unit names reported. Administration is the most centralized of the functions and is the least likely to be distributed over a second or third unit. The digital library program was most often mentioned as the administrative unit, followed by archives / special collections, systems, preservation, and library administration.

Decisions about the allocation of staff support for digitization efforts are likewise widely distributed across the library. They are made most often by the heads of the centralized units (64%) or a digitization team, committee or working group (55%). Heads of cataloging, collection development officers, and bibliographers also share this responsibility at a number of libraries. In only two cases do the library business office staff have this responsibility.

In addition, respondents indicated that high-level library administrators and the heads of special collections and other units also help make these decisions (23 and 12 responses, respectively).

In order to address staffing needs for digitization activities, all of the responding libraries redefined some existing positions *to add responsibility for* digitization activities, primarily for selection (80%), but also for metadata creation (66%) and digitization (63%). More than half redefined existing positions *to be dedicated to* digitization and metadata creation. Seventy-seven percent also created new positions to be dedicated to digitization activities, most often for digitization (93%) and metadata creation (67%). Staff who select material for digitization and create metadata for the new items most often had their positions redefined to add this responsibility to their other duties. Digitization staff positions also were most often redefined, though a significant number were newly created (72%).

Survey respondents were asked to estimate the number and full-time equivalence (FTE) of librarians, other professionals, support staff, student assistants, and other staff who participate in digital activities. Forty-eight respondents reported a total of 277 staff who are involved in selecting material for digitization. Librarians make up the largest portion of that group (188 or 68%). The number of librarians per institution ranges from one to 14, but at the majority the number is three or fewer. Only 28 of the 188 librarians work full-time on digitization; the remainder spend only a small portion of their time on this activity. Support staff is the second largest category. Thirteen respondents reported a total of 36 support staff, ten of whom work full-time selecting material for digitization. The number ranges from one to six per institution, but the majority have three or fewer. Of the 22 other professionals involved in selection at 11 reporting institutions, three are full-time. One respondent has four staff in this category, but half of the remainder have only one. Only five respondents report using student assistants for selection and, not surprisingly, all of the 16 work part-time. One respondent

reported that faculty also make selection decisions, but that activity is a very small percentage of their time.

Of the 501 staff who reportedly digitize material, the largest categories are student assistants (256 or 51%) and support staff (110 or 22%). There are almost an equal number of librarians (67) and other professionals (60) who participate, too. Five libraries involve a few others, including interns, volunteers, and a programmer. Support staff are most likely to be employed full-time with digitizing material (43 or 39%). Only 16 librarians (24%) and 17 other professionals (28%) do this task full-time. Three libraries report a small number of full-time student assistants.

Survey respondents reported 327 staff who create metadata. These are most often librarians (124 or 38%) but there are also a large number of students who assist (103 or 32%). While the number of metadata librarians ranges from one to 13 per institution, at most libraries the number is one or two. The number of student assistants ranges from one to 16, but only a few have more than five. Only 23 librarians have this as a full-time responsibility; none of the students do. Twenty-seven respondents report a total of 70 support staff who also create metadata, 14 of them full-time. At 17 libraries other professionals create metadata, although only four of these 28 are full-time. Two libraries report using interns for this work, too.

## **Budget**

Slightly more than half of the respondents reported that they have no dedicated budget for digitization activities. Only 19 (30%) reported that there was a dedicated budget for both start-up and ongoing costs for digitization activities. Six (9.5%) reported a dedicated budget for start-up costs but not for ongoing costs. The 19 reported start-up budgets range fairly widely, from a minimum of \$5,000 to a maximum of over \$366,000 with a mean of \$97,027. The ongoing budgets vary even more widely, from a minimum of \$5,000 to a maximum of over \$1,000,000 with a mean of \$303,916.

The sources of funding for start-up costs are most often the library's budget (85%), grants (57%), and one-time supplemental funds (40%). Less than a third of the respondents received funds from gifts, the parent institution, or information technology units. A few respondents received income from fees, consortial money, and development funds. Sources of funding for ongoing costs for digitization activities are mostly the library's budget (97%), grants (49%), and gifts (33%). Less than a quarter of respondents receive support from one-time supplemental funds, the parent institution, or information technology units. Some receive income from contract scanning, from hosting journals, and other fee-based services. As digitization activities move from start-up to ongoing status they increasingly rely on the library's permanent budgets, gifts, and information technology funds. Another noteworthy trend is the reliance on fee-based service income to support ongoing costs for digitization efforts.

Budget allocations for digitization activities differ somewhat from start-up to ongoing operations, as is to be expected. Hardware and software acquisition and staff are the major expenses during start-up, followed by vendor fees. Ongoing operations shift a higher percentage of their budgets to staffing and benefits, vendor fees, and hardware and software maintenance; they decrease the percentage for hardware and software acquisition. Only a few respondents expend any funds on promotion or assessment of digitization activities and then only a small amount.

The survey asked how operational costs are covered when there is not a dedicated budget for digitization activities. Most of the respondents reported that all or part of the expenses are absorbed by the library's operations budget; several also rely on gifts and grants. One respondent replied, "Creatively." Some libraries allocate and manage funds on a project-by-project basis. Funds are distributed through unit budgets. This is to be expected as the majority of responding libraries' digitization activities are managed in a distributed fashion,

and as was noted above, much of the ongoing costs are staffing and benefits.

Over the past five years, the majority of respondents have seen expenditures for staff, hardware, software, and vendor fees increase. Expenditures for hardware and software maintenance, promotion, and assessment have remained more level. Only a few report any decrease in expenditures in any category.

### **Material Selection**

A wide variety of materials are being selected for digitization. The most popular include still images and photographs, archival material, manuscripts, rare books, monographs (complete volumes), audio recordings, and moving images and videos. Fewer than half, but still a substantial number, of the respondents digitize parts of monographs, complete issues of journals, and journal articles. Other materials selected for digitization range from art works to university photographs and include maps, newspapers, 3D objects, slides, prints, and theses and dissertations. It is noteworthy that the materials most likely to be digitized (still images and photographs, archival materials, manuscripts, and rare books) are those for which access would be extremely limited without digitization.

An item's subject matter is the top criterion for selection for digitization, followed closely by whether it is part of a collection that's being digitized, and its rarity or uniqueness. Items that fit the criteria of a cooperative digitization project, or are in suitable physical condition or format are also likely candidates. Other respondents select items based on requests from users, faculty or student needs, a high demand for or use of the material, or its research value, among other criteria.

### **Material Digitization**

Sixty percent of respondents reported that they outsource some or all parts of digitization production work. A wide variety of vendors were identified, including OCLC Preservation Services, TechBooks, Apex CoVantage, Backstage Library Works, and

iArchives, along with 31 others. The high number of vendors likely indicates that the widely dispersed survey respondents are using local vendors.

### **Metadata Creation**

The most widely used metadata standards in digitization projects are Dublin Core (92%), MARC (84%), XML (75%), and EAD (69%). Fewer than half of the respondents, but still a substantial number, use TEI (45%), METS (38%), VRA Core (31%), and MODS (25%); 25% report using a range of other standards.

### **Assessment**

How libraries evaluate the success of their digitization efforts varies according to whether they are assessing material selection, material digitization, or metadata creation. Material selection is most often assessed through user feedback, testing, and surveys, but also through usage data. Material digitization is most often assessed through quality control inspections, but also through user surveys and

feedback, and usage statistics. Benchmarking, best practices, and meeting project deadlines also serve as assessment tools to assess material digitization. Metadata creation is most often evaluated based on quality assurance reviews and inspections. Best practices and user surveys and feedback are also used.

### **Conclusion**

Comments throughout the survey indicate that many libraries are in a period of transition as they attempt to determine the best organization, staffing, and budgeting models for their particular digitization operations. Small-scale operations are ramping up for more substantial activity. Collaborative projects are common. Digitization activities increase the availability and access to information for everyone, not just an institution's local users. As libraries continue to pursue digitization activities, it's important to share what is learned in order to benefit from each other's experiences and develop a collective knowledge of best practices.





---

## SURVEY QUESTIONS AND RESPONSES

---

The SPEC survey on Managing Digitization Activities was designed by Rebecca Mugridge, Head of Cataloging Services, Pennsylvania State University. These results are based on data submitted by 68 of the 123 ARL member libraries (55%) by the deadline of March 20, 2006. The survey's introductory text and questions are reproduced below, followed by the response data and selected comments from the respondents.

---

Increasingly, academic and research libraries are becoming involved in both reformatting materials from their collections to create digital content and also providing access to that content through metadata. As these digitization efforts grow and mature, they have a significant impact on libraries' budgets, organizational structures, and staffing. Funding needs must be determined and strategies realized, regardless of whether that funding comes from the library, parent institution, a funding agency, or a donor. Work that crosses organizational boundaries and requires a high level of cooperation and collaboration must be integrated into already established organizational structures and workflows. And, because the nature of the work related to digitization efforts is similar to but different from that of traditional library activities, staff need to be reassigned and retrained.

Digitization activities require different models for funding, collection development (to provide broad access to otherwise inaccessible materials), acquisitions (the material being digitized is already part of the collection), cataloging (metadata standards may differ depending on the material being digitized), preservation (migration of formats between software platforms and file formats is critical), and systems office support (for a suite of software instead of just the integrated library system).

During the current economic climate of budgetary challenges, it is important for libraries to manage their activities in the most effective way possible. This survey is intended to address the budgetary and organizational impact of libraries' participation in digitization efforts, particularly those related to the reformatting of library or archival material, rather than the development of "born digital" items.

In an effort to better understand how libraries manage their digitization budgeting processes and organizational structures, this survey will explore:

- The purposes of libraries' digitization efforts.
- Where the funding comes from to support those efforts.
- What percentage of the budget is spent on materials, operations, staff, equipment, software, etc.
- How academic and research libraries are organized to manage digitization activities and create metadata.
- How funding, staffing, material selection, and other priorities are determined and monitored.
- Whether staff are full-time or part-time and how many are dedicated to selection, cataloging, scanning, etc.
- Whether libraries are outsourcing to vendors or doing the work in-house.

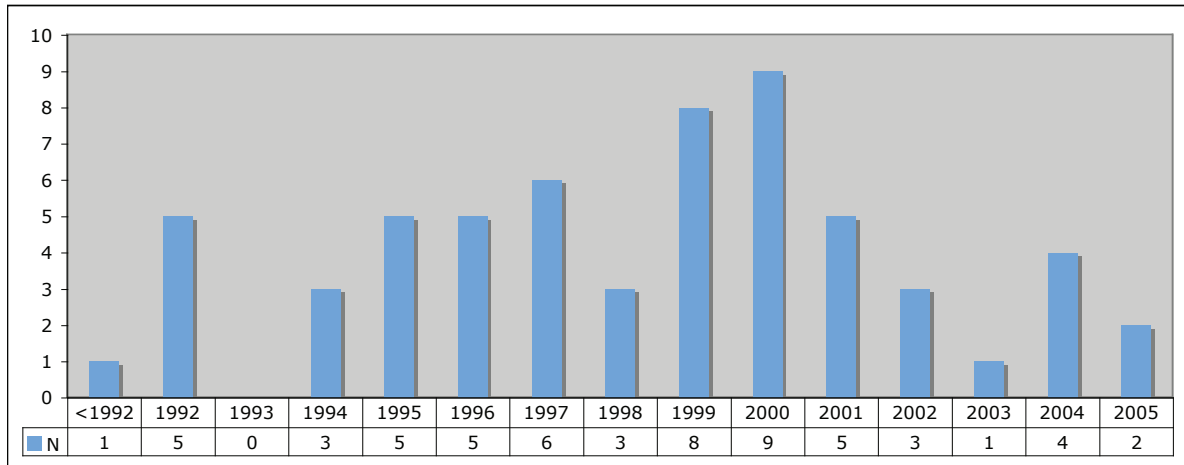
This assessment of current library practices may help libraries improve their procedures, as well as inform decision making for future digitization projects.

## BACKGROUND

1. Is your library engaged in activities to select, digitize, and create metadata for materials from the library's collections? N=68

<b>Yes</b>	66	97%	Please complete the survey.
<b>No</b>	2	3%	Please submit the survey now.

If yes, in which year did these activities begin? N=60



2. What driving factor(s) influenced the initiation of these digitization activities? Check all that apply. N=66

Grant funding became available	39	59%
Staff with digitization skills joined the organization	33	50%
Staff received digitization training	29	44%
Digitization was chosen as a preservation option	28	42%
Gift money became available	19	29%
Other factor	41	62%

**Please describe the other factor.**

- "Access to special and unique materials identified as important."
- "Access to unique resources."
- "Advent of statewide projects."
- "Awards by the library to faculty to create digital scholarly works."
- "Chancellor requested executive documents be digitized; demand for e-reserves."
- "Commitment to be early adopter of this aspect of cooperative collection development and preservation."
- "Desire to contribute the unique strengths of the collections and staff to the national digital library effort."
- "Desire to do Web site on particular topic and having a library school student with scanning and Web skills."
- "Desire to enhance access to library content."
- "Desire to make an archive collection more widely available."
- "Desire to make collections more accessible via the Internet."
- "Digital library development became a strategic goal for the library."
- "Digital presentations became imperative."
- "Digitization was a byproduct of other preservation activities."
- "Digitization was an optimal means of delivery content internationally."
- "Digitization was chosen as a means of improving access."
- "Digitization was chosen as an access option to make content more accessible to users on the Web."
- "Digitization was chosen as an access tool."
- "Increasing access to highly sought materials."
- "Interest in increasing access."
- "Interest in providing broader awareness and use of library collections by presenting/disseminating assets in digital format over the Web."
- "Library organization concluded an agreement with the graduate school on an electronic theses and dissertations program. Occurred within nine months of the first digitization grant award in 1999."
- "Making Special Collections materials accessible and the development of finding aids (EAD)."
- "Management decision based on strategic direction for the library."
- "Opportunity to partner with other ARL institutions to test the viability of digital technologies for library collections."
- "Policy decision to create program to pursue digitization for both access and preservation."

- "Preservation technology changing, online exhibitions, R&D, administrative decision."
- "Provide our users with better and easier access to some collections."
- "Requests for digital information."
- "Response to consultant's report."
- "Revised library mission and strategic planning statement."
- "Substantial digital collections were created through grant funding in the 1990s. After a hiatus of several years, in 2004 the creation of an in-house digitization facility was identified as being an important component of a 'digital library'."
- "The libraries wanted to initiate a digitization program and sought out funding opportunities for specific digitization projects."
- "To improve and promote user access."
- "To make library resources more accessible to users."
- "To provide improved public access."
- "User preference of online materials"
- "Vision of Deputy Librarian who supplied resources; staff learned digitization skills."
- "Wanted to develop skills in this area."
- "We assigned digitization a high priority, part of our library's mission."
- "We benefit from our consortium's digital collection processing center."

**3. What is/has been the purpose of these digitization efforts? Check all that apply. N=66**

Improved access to library collections	66	100%
Support for research	56	85%
Preservation	47	71%
Support for classroom teaching	46	70%
Support for distance learning	24	36%
Other purpose	16	24%

**Please explain the other purpose.**

"Collection building."

"Easy online access to materials."

"E-commerce."

"Efforts are currently limited to digitization of library-held materials with improved access as the primary goal, however, the Digital Production Center has completed two grant-funded fee-based digitization projects weighed more heavily toward support for classroom teaching and/or specific research."

"Explore new technologies & issues in building digital collections."

"Increase the dissemination of scholarly communications."

"Institutional & library promotion and development."

"Interest from and appeal to alumni."

"Online exhibits."

"Partnerships, collaboration, knowledge sharing."

"Preservation of the original material through reduced handling of the items."

"Public relations—exposure of collections to Web users."

"Representation of Special and Area Studies Collections."

"Service to users."

"Support library fundraising/development activities."

"Web Access."

**4. Are digitization activities managed as discrete, finite projects or as ongoing library functions?  
N=66**

Finite projects	0	—
Ongoing functions	4	6%
Some of both	60	91%
Other arrangement	2	3%

**Please explain the other arrangement.**

"Project not completed. Feasibility study only done thus far."

"We have done a few discrete projects and are doing a larger one with Internet Archive, but also intend to generally move to ongoing functions. We also have a very large e-Reserve system that does regularized digitization."

## STAFFING

5. In the table below, please indicate whether any of the staff who participate in and administer digitization efforts are centralized in one unit or distributed across the library organization. Check all that apply. N=66

	N	Centralized N=37	Distributed N=57	Both N=16
Material selection	66	10	50	6
Material digitization	65	20	37	8
Metadata creation	66	12	45	9
Administration	65	29	30	6

6. If there is a centralized unit for any or all of these activities, please indicate the following: Name of the unit; Title of the head of the unit; Title of the position to whom the unit head reports. N=47

Name of Unit	Title of Unit Head	Unit Head Reports To
Archives and Special Collections	Acting Head, Archives and Special Collections/Assistant Professor/Archivist	Associate Dean for Learning
Center for Digital Initiatives	Head, Digital Services	Associate University Librarian
Digital and Multimedia Center	Assistant Director for Information Technology	Director of Libraries
Digital Collections Program	Director	Curator-in-Chief, Rare Books Division
Digital Consulting and Production Services	Associate Director for Digital Library and Information Technologies	Associate University Librarian for Digital Library and Information Technologies
Digital Initiatives Lab	Digital Initiatives Lab Manager	Digital Initiatives Program Manager
Digital Initiatives	Assistant Dean for Scholarly Communication	Dean of Libraries
Digital Initiatives	Digital Initiatives Coordinator	Dean of Libraries
Digital Initiatives Program	AUL for Technical Services and Technology	University Librarian
Digital Library Center	Director, Digital Library Center	Associate Director for Technology Services
Digital Library Development Services	Director, Digital Library Development	Deputy University Librarian

Digital Library Initiatives	IT Manager	Director, Library Computing & Media Services
Digital Library of Georgia	Director, Digital Library of Georgia	University Librarian and Associate Provost
Digital Library Production Service	Head, DLPS	Associate University Librarian
Digital Library Production Services (DLPS)	Head	Director, Content Management Services
Digital Library Program	Head	Associate University Librarian for the Electronic Library
Digital Library Program	Digital Library Head	Executive Director of ITS.edu Services and Director, Digital Library Program
Digital Library Program Office	Digital Library Program Manager	AUL, Technology and Technical Services
Digital Library Services	Coordinator for Digital Initiatives	Associate University Librarian and Director of Collections and Content Development
Digital Production Center	Manager	Director of Collections Services
Digital Programs	Head of Digital Programs	Director, Preservation and Digital Programs
Digital Services & Development Unit	Head	Associate University Librarian for Information Technology Policy & Planning
Digital Services Department	Head of Digital Services	Associate Dean for Research and Access
Digital Technologies	Head of Digital Technologies	Head of Information Technology
Digitizing and Copying Center	Web and Digital Initiatives Coordinator	Director of Technical Services
Educational Technology Center	Director, Educational Technology Center	Associate Vice President for University Libraries
e-Reserves	Head, Reserve, Media, and Annex Services	Head of Information Resources
Library Digital Programs	Associate Director for Library Digital Programs	Dean of University Libraries
Library Systems	Head, Library Systems	Assistant Director, Library Systems and Facilities
Library Systems and Digital Library Programs	Director	University Librarian

Materials digitization performed in the Preservation Department; metadata creation performed in Cataloging Department	Judith O. Sieg Chair for Preservation; Head, Cataloging Services	Dean, University Libraries and Scholarly Communications; Assistant Dean for Technical and Collections Services
Metadata Services Unit	Metadata Coordinator	Associate Dean for Collections Services
New Media Office and Preservation Services	Head	Assistant Director for Digital Library and Systems
Office of Strategic Initiatives (OSI) and Library Services (LS)	Associate Librarian for Strategic Initiatives, and AL for Library Services	Librarian of Congress
Preservation	Preservation Librarian	Head, Collection Development and Preservation
Preservation and Imaging Services	Team Leader	Director, Sound and Images Division
Preservation Department	Head of Preservation	Deputy Director
Preservation Department	Head, Preservation Department	Assistant Director for Library Collections
Preservation Team (centralized as of November 2005)	Preservation Librarian	Director, Collections Services
Recherche et développements numériques	Chef de section, recherche et développements numériques	Directeur des services de développement et de support
Special Collections	Head of Special Collections	Head of Public Services
Special Collections	Curator	Associate Dean
Special Collections	Associate Dean for Collections, Preservation and Digital Initiatives	Dean, University Libraries
Special Collections	Head, Special Collections	Associate Director for User Services
University Archives	University Archivist	University Librarian
University Libraries Systems Department	Director of Library Technology	Dean of Libraries
Within Library Administration	Assistant to the Director of Libraries	Director of Libraries



7. If any of the staff who participate in these activities are distributed across the organization, please indicate in which unit(s) (e.g., collection development, cataloging, systems, etc.) the staff who has responsibility for each digitization function resides. List up to three units for each function, if applicable. N=59

	N	Unit 1 N=58	Unit 2 N=54	Unit 3 N=44
Material selection	58	58	42	27
Material digitization	54	54	40	24
Metadata creation	57	57	46	25
Administration	53	53	37	17

### Material Selection

Unit 1	Unit 2	Unit 3
Administration	Special Collections library	Information Technology unit
Archives	AV Archives	Oral History
Archives and Special Collections	Architecture and Fine Arts Library	
Archives and Special Collections	Collection Development	Digital Initiatives
Archives and Special Collections	Collection Development librarians	Faculty
Archives and Special Collections		
Archives/Special Collections		
Branch libraries		
Collection Development	Archives	
Collection Development	Digital Library Initiative	
Collection Development	E-Scholarship	
Collection Development	Faculty & graduate students	Special Collections and Archives
Collection Development	Preservation	
Collection Development	Special & Area Studies Collections	Digital Library Center (content for technology development projects only)
Collection Development	Special Collections	
Collection Development	Special Collections	
Collection Development	Special Collections	Preservation
Collection Development	Special Collections	Reference
Collection Development	Special Collections	Subject librarians
Collection Development		

Collection Development		
Collection Development in Special Collections	Special Collections	Faculty
Collection Management	Special Collections	Design Library
Collections librarians	Head, Special Collections & Archives	Head, Information Resources
Custodial divisions		
Digital Library of Georgia		
DISC/CDRH: Digital Initiatives & Special Collections/Center for Digital Research in the Humanities	ABS: Access & Branch Services	Scholarly Communication
Humanities & Social Sciences Services	Science Libraries	Arts Cluster (Fine Arts, Music, Media)
Individual libraries select material		
MASC	Systems	Humanities/Social Sciences Reference
Preservation	Collection Development	
Public Services		
Reader Services		
Regional history/Special Collections	Map Collection	
Research and Educational Services	Collections Services	
Scholarly Resources		
Selectors, archivists, public services staff, faculty, etc.		
SPE	Preservation	
Special Collections	Agricultural Resource Economics Library	
Special Collections	Collection Development	Administrative Council
Special Collections	Cuban Heritage Collection	Faculty in Schools
Special Collections	Digital Library Program	
Special Collections	Electronic Reserves	ILL/Document Delivery
Special Collections	Fine Arts and Humanities	Social Sciences
Special Collections	Government Documents	
Special Collections	Government Pubs, Maps, and Law	Research Services
Special Collections	Instructional Support Services	Research Requests
Special Collections	Preservation	Collection Development
Special Collections	University Archives	Collection Access and Management
Special Collections	Various subject libraries	
Special Collections		

Special Collections		
Special Collections		
Special Collections		
Systems	Cataloging	Special Collections
Turfgrass Information Center	Special Collections	Africana
User demand of Archives/Photo Services and Special Collections	Collections and Technical Services Coordinating Council	Donors
Western History Collections	History of Science Collections	Collection Development

### Material Digitization

Unit 1	Unit 2	Unit 3
Archives	Collection Development outsource	
Archives and Special Collections	Architecture and Fine Arts Library	External vendors
Archives and Special Collections	Collection Development	Digital Initiatives
Archives and Special Collections		
Archives/Special Collections	Library Technology	
Branch libraries		
Digital Library Center	Health Science Center Archives	Special & Area Studies Collections
Digital Library Initiative		
Digital Library of Georgia		
Digital Library Program	Preservation	Special Collections
Digital Library Program	Preservation Imaging	External vendors
Digital Media Group		
Digital Production Center		
Digital Programs	AV Archives	
Digital Services	Scholarly Resources	
Digital Services	Some subject libraries	
Digital Services	Special Collections	
Digital Technologies	Special Collections	
Digitizing and Copying Center	History of Science Collections	Outsource
DISC/CDRH	ABS	Scholarly Communication
DLPS	Fine Arts	Rare Materials Digital Services (RMDS)
DLPS		
Educational technology center	Archives	Central IT media unit

e-Reserves assistants	Special Collections Associates	Outsource—Internet Archives
Imaging Lab		
Individual libraries (depends on project)	Library administration (depends on project)	
Information Technology unit		
Instructional Support Services	Special Collections	
ITS Scan Center	Prints & Photographs/Geography and Map	Contractors
Library Digital Programs	Special Collections	Access Services
MASC	Systems	Humanities/Social Sciences Reference
Photo Services/Digitization Lab	Donor funded lab/Advancement	Systems
Photographs, pamphlets, rare books, newspapers, manuscript collections	Photographs, manuscript collections	Slides, images in books
Preservation	Digital Library Initiatives	
Preservation	Special Collections	Information Arcade/Commons
Preservation	Special Collections	
Preservation		
Preservation		
Public Services		
Regional History/Special Collections	Map Collection	
SPE	Preservation	Systems
Special Collections	Digital Media Lab	Design Library
Special Collections	Electronic reserves	ILL/Document Delivery
Special Collections	Government Documents	
Special Collections	Preservation	Systems Department
Special Collections	Preservation	
Special Collections	Systems	
Special Collections	University Archives	Collection Access and Management
Special Collections		
Special Collections		
Systems	Cataloging	Special Collections
Systems	Document Delivery	
Systems	E-Scholarship	Media
Systems	Library Technology Centers	Special Collections & Archives

## Metadata Creation

Unit 1	Unit 2	Unit 3
Archives and Special Collections	Architecture and Fine Arts Library	Bibliographic Control
Archives and Special Collections	Collection Development	Digital Initiatives
Archives/Special Collections	Library technical services	
Bibliographic Services	Administration	
Branch libraries		
Catalog Department	Digital Library Center	University Archives
Catalog Services Division		
Cataloging	Digital services	Subject libraries
Cataloging	DLPS	Other archives and libraries on campus
Cataloging	Educational technology center	
Cataloging	Fine Arts	Digital Research and Instructional Services (DRIS)
Cataloging	Imaging Lab	Special Collections
Cataloging	Special Collections	
Cataloging	Special Collections and Archives/ Photo Services	Systems
Cataloging	Systems	Special Collections & Archives
Cataloging and Metadata Center	Digital Library Program	
Cataloging divisions	Custodial divisions	
Digital Library Initiatives		
Digital Library of Georgia		
Digital Library Program	Cataloging	Special Collections
Digital Programs	AV Archives	
Digital Services	Cataloging	Special Collections
Digital Services	Technical Services	Scholarly Resources
Digital Technologies	Cataloging	Special Collections
Digitizing and Copying Center	Western History Collections	Cataloging
e-Reserves assistants	Special Collections Associates	Outsource—Internet Archives
Finding aids	Finding aids	Dublin Core descriptions
Individual libraries (depends on project)	Cataloging (depends on project)	
Information Management and Systems Services		

IT/Data Services	Digital Production Center	
MASC	Systems	Humanities/Social Sciences Reference
Metadata Group		
Metadata Unit	Collection Development	
Monographs Department	Special Collections	Preservation Department
Preservation	Special Collections	Cataloging
Preservation		
Public Services	Metadata Services Department	IT Department
Regional History/Special Collections	Map Collection	
SPE	Cataloging	
Special Collections	Cataloging	
Special Collections	Electronic reserves	ILL/Document Delivery
Special Collections	Government Documents	
Special Collections	Metadata & Cataloging	Design Library
Special Collections	Technical services	
Special Collections	University Archives	Collection Access and Management
Special Collections		
Special Collections		
Systems	Cataloging	Media
Systems	Cataloging	
Technical Services	Archives	
Technical Services	Collection Development Librarians	
Technical Services	Digital Library Initiative	
Technical Services	DISC/CDRH	ABS
Technical Services	Preservation	
Technical Services	Special Collections	
Technical Services		
Technical Services/Cataloging		

### Administration

Unit 1	Unit 2	Unit 3
Administration	Information technology unit	
Advancement	Archives/Photo Services	Library Administration
Archives	Information Resources	Technical Services

Archives and Special Collections	Architecture and Fine Arts Library	Library Electronics Technology and Services (LETS)
Archives and Special Collections	Collection Development	Digital Initiatives
Archives and Special Collections		
Archives/Special Collections	Library Technology	
Branch libraries		
Collections & User Services	Systems & Technical Services	
Digital Consulting and Production Services		
Digital Library Center		
Digital Library of Georgia		
Digital Library Program	Special Collections	
Digital Library Program		
Digital Library Program Office		
Digital Programs		
Digital Services	Special Collections	
Digital Services		
Digital Services	Systems office	
Digital Technologies		
Digitizing and Copying Center	Dean's Office	History of Science Collections
DISC/CDRH	TS	ABS
DLPS	Library Administration	
Head, e-Reserves	Head, Special Collections & Archives	Head, Information Services
Information Systems & Support	Collections Services	
Information Systems	Special Collections	Technical Services
Information Technology Management Team	Systems	Special Collections & Archives
Instructional Support Services	Special Collections	
Library Administration	Special Collections	Design Library
Library Administration		
Library Administration		
Library Computing & Media Services		
Library Digital Programs	Special Collections	
OSI	LS	
Preservation	Digital Library Initiatives	

Preservation	Information Commons Production Service	
Preservation	Information Technology Services	
Preservation	Special Collections	Digital Library Development Center
Preservation		
Production & Technology Services	User Services	
Special Collections	Dean's Office/Library Administration	
Special Collections	Electronic reserves	ILL/Document Delivery
Special Collections	Government Documents	Systems
Special Collections	Library IT services	OUL
Special Collections	Preservation	
Special Collections	Systems	
Special Collections	Technical Services	
Special Collections	University Archives	Collection Access and Management
Systems	Reference	Collection Services
Systems	Technical Services	
Systems		
Systems		
University Library Administration	Preservation Department	I-Tech Department

8. Who makes decisions about the allocation of staff support for digitization efforts? Check all that apply. N=66

Head of centralized unit	42	64%
Digitization team/committee/working group	36	55%
Head of cataloging	14	21%
Collection development officer	9	14%
Bibliographer/selector	6	9%
Library business office staff	2	3%
Other person	41	62%

Please specify the other person category.

Assistant/Associate/Deputy Dean/Director (9 responses)



- Library administration (8)
- Library Dean/Director (6)
- Heads of units involved in digitization (5)
- Head of Special Collections (4)
- Branch library directors (3)
- University Archivist (2)
- Head of Collection Access (1)
- Head of Instructional Support Services (1)
- Manager, Electronic Technology and Services (1)
- Production & Technology Management Team (1)

9. How many staff participate in digitization efforts? Please indicate the number of individuals and total FTE for each applicable category of staff below. N=53

**Material Selection**

	Librarian	Other Professional	Support Staff	Student Assistant	Other Staff
Total Staff	188	22	36	16	15
Total FTE	67.55	8.95	13.78	3.48	.50

Number of Individuals N=48	Librarian N=45	Other Professional N=11	Support Staff N=13	Student Assistant N=5	Other Staff N=1
1	9	5	5	1	—
2	8	2	2	1	—
3	8	3	2	1	—
4	6	1	—	—	—
5	4	—	3	2	—
6	—	—	1	—	—
7	1	—	—	—	—
>7	9	—	—	—	1
Minimum	1.00	1.00	1.00	1.00	15.00
Maximum	14.00	4.00	6.00	5.00	15.00
Mean	4.18	2.00	2.77	3.20	15.00
Median	3.00	2.00	2.00	3.00	15.00
Std Dev	3.28	1.10	1.88	1.79	—

FTE N=47	Librarian N=44	Other Professional N=11	Support Staff N=13	Student Assistant N=5	Other Staff N=1
<.25	16	2	6	2	—
.25-.49	4	2	1	1	—
.50-.74	3	2	2	—	1
.75-.99	2	—	1	—	—
1.00	6	4	1	1	—
1.01-1.99	4	0	0	0	—
2-3	5	4	—	1	—
>3	4	—	2	—	—
Minimum	.01	.05	.05	.10	.50
Maximum	20.00	3.00	5.00	2.00	.50
Mean	1.54	.81	1.06	.70	.50
Median	.50	.65	.25	.25	.50
Std Dev	3.23	.81	1.77	.82	—

Other staff: faculty

### Material Digitization

	Librarian	Other Professional	Support Staff	Student Assistant	Other Staff
Total Staff	67	60	110	256	8
Total FTE	27.20	37.75	72.05	82.35	2.20

Number of Individuals N=53	Librarian N=31	Other Professional N=25	Support Staff N=38	Student Assistant N=38	Other Staff N=5
1	12	16	15	7	2
2	9	4	7	4	3
3	4	1	5	3	—
4	5	2	2	8	—
5	1	—	3	5	—
6	—	1	2	2	—
7	—	—	1	1	—
>7	—	1	3	8	—
Minimum	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	18.00	8.00	45.00	2.00
Mean	2.16	2.40	2.89	6.74	1.60
Median	2.00	1.00	2.00	4.00	2.00
Std Dev	1.21	3.50	2.26	9.03	.55

FTE N=51	Librarian N=30	Other Professional N=25	Support Staff N=37	Student Assistant N=37	Other Staff N=4
<.25	7	5	3	3	1
.25-.49	5	2	6	3	1
.50-.74	3	2	5	6	—
.75-.99	1	—	—	2	1
1.00	6	9	5	8	1
1.01-1.99	3	2	3	2	—
2-3	4	2	7	7	—
>3	1	3	9	6	—
Minimum	.05	.05	.05	.05	.20
Maximum	4.00	9.00	8.00	2.00	1.00
Mean	.91	1.51	1.95	2.23	.55
Median	.73	1.00	1.00	1.00	.50
Std Dev	.89	2.04	2.09	3.73	.39

Other staff: volunteers (2), interns, programmer, outsourced

#### Metadata Creation

	Librarian	Other Professional	Support Staff	Student Assistant	Other Staff
Total Staff	124	28	70	103	2
Total FTE	51.60	13.05	28.93	24.15	.75

Number of Individuals N=52	Librarian N=48	Other Professional N=17	Support Staff N=27	Student Assistant N=24	Other Staff N=2
1	20	12	10	4	2
2	11	2	5	4	—
3	6	1	3	3	—
4	3	1	2	4	—
5	5	1	3	5	—
6	1	—	3	1	—
7	—	—	—	—	—
>7	2	—	—	3	—
Minimum	1.00	1.00	1.00	1.00	1.00
Maximum	13.00	5.00	6.00	16.00	1.00
Mean	2.58	1.65	2.69	4.29	1.00
Median	2.00	1.00	2.00	4.00	1.00
Std Dev	2.26	1.22	1.83	3.41	—

FTE N=51	Librarian N=46	Other Professional N=17	Support Staff N=26	Student Assistant N=22	Other Staff N=2
<.25	10	5	5	6	—
.25-.49	7	—	4	3	1
.50-.74	3	4	5	3	1
.75-.99	4	1	—	—	—
1.00	11	4	4	4	—
1.01-1.99	3	1	4	2	—
2-3	4	2	2	3	—
>3	5	—	2	1	—
Minimum	.05	.05	.10	.05	.25
Maximum	6.00	2.25	5.00	8.00	.50
Mean	1.12	.77	1.11	1.10	.38
Median	.85	.50	.53	.55	.38
Std Dev	1.29	.65	1.27	1.67	.18

Other staff: interns

10. When staff were reassigned to digitization efforts, how were positions created? Check all that apply. N=60

	N	Selection N=52	Digitization N=60	Metadata N=57
Redefined existing position(s) to add responsibility for this activity	60	48	38	40
Created new position(s) to be dedicated to this activity	46	9	43	31
Redefined existing position(s) to be dedicated to this activity	31	5	24	20

### Selected Comments from Respondents

“No staff have been permanently re-assigned to these activities.”

“New positions are sometimes temporary or project-based.”

“Initially, a Digital Collections Librarian (1 FTE) position and a Metadata Librarian (1 FTE) position were created. Those positions have since been redefined as a Digital Reformatting Librarian (1 FTE) and a Catalog & Metadata Services Team Leader (1 FTE). In addition, a Preservation Librarian (1 FTE) position was renewed,

after having been vacant for 10 years, and was redefined as having significant oversight of the libraries' digitization program."

"Selection is a shared activity depending on the nature of the project. Includes selectors, reference librarians, archivists, faculty, and other subject specialists."

"Subject librarians and other members of the Digital Collections Council have added materials selection to their duties. Two new FTEs for digitization were created in 2004–05. One existing position (programmer) has been redefined as 1/2 metadata analyst and 1/2 programmer."

"Again, all efforts are currently out of existing lines. We are actively evaluating the creation of a digital services group that will redefine, reallocate, and create entirely new lines."

"Existing positions have been able to take on more digitization activities because as material becomes accessible over the Web, circulation and reference activities for this material are reduced."

"Have added grant-funded positions for scanning techs in the past."

"As mentioned in previous question, we have 0.5 librarian dedicated to coordinating digitization projects and for managing the digital objects management system. This is a new position created in 2004."

"Librarians and staff work on digital projects as add-ons to existing responsibilities. Student Assistant (Timeslip) positions have been created to support projects, are normally paid out of a project's funds."

"Contract position using development as well as library funds."

"Positions were created in different ways depending on the library unit involved."

## BUDGET

---

11. Was/is there a dedicated budget for start-up costs and/or ongoing costs for digitization activities? Check all that apply. N=63

	Start-up Costs	Ongoing Costs
<b>Yes</b>	25	25
<b>No</b>	33	30

Start-up Costs	Ongoing Costs	N	%
Yes	Yes	19	30
Yes	No	6	9.5
No	Yes	6	9.5
No	No	32	51

### Start-up Budget N=19

Minimum	Maximum	Mean	Median	Std Dev
\$5,000	\$366,989	\$97,027	\$90,000	82,663

Budget	N
<\$25,000	3
\$25,000–49,999	3
\$50,000–74,999	2
\$75,000–99,999	2
\$100,000–124,999	2
\$125,000–149,999	4
>\$150,000	3

### Ongoing Budget N=19

Minimum	Maximum	Mean	Median	Std Dev
\$5,000	\$1,130,000	\$303,916	\$150,000	300,402

Budget	N
<\$25,000	2
\$25,000–49,999	0
\$50,000–74,999	3
\$75,000–99,999	2
\$100,000–124,999	2
\$125,000–149,999	0
\$150,000	1
\$300,000–499,999	5
\$500,000–699,999	2
>\$700,000	2

### Selected Comments from Respondents

“\$67,500 of start-up costs was for a camera. Ongoing costs are based on FY2006 data.”

“At the moment, cost is included with the current library operational budget and is not tracked separately.”

“Figures above are primarily for equipment and vendor services. There are additional ongoing expenditures for staff and benefits that are not included in the above figure. Start-up funds were contributed at different times.”

"Since 1999, the libraries' Collection Development budget has included \$15,000 per annum for local digitization efforts."

"This amount does not include costs involved in selection, metadata creation, and system development/management. It only reflects digitization and some Web development expenses."

"The Digital Production Center's start-up costs in 2004–05 covered new equipment purchases and physical renovations. Ongoing costs cover computers and scanners and related tools (lenses, light tables, etc.) Salaries and benefits are not represented in these figures."

"No special budgets. It comes from operating wherever possible. Again, this needs to change."

"These are the personnel lines for FY06. They only include DLG and not the systems personnel involved in making the content available. A large part of this support is central funding through the Board of Regents for GALILEO, Georgia's virtual library."

"Start-up is easier to estimate, as it was equipment, etc. Ongoing is my best guess at staffing cost in e-reserves that do the digitization, as opposed to other reserve processing, like copyright clearances, paper reserve, etc. The digitization is not broken out, or dedicated."

"There is an annual \$10,000 within the acquisitions budget for on-going digital services."

"Our Roots project is granted by Canadian Culture Online (cooperative digitization project). Érudit project is financed by hosted journals, and our etd project is financed in-house. Start up costs for Érudit were around 1 million (CN \$) a few years ago. We did not mention start-up costs for projects realized in collaboration with other universities (e.g., Érudit with Université de Montréal, Early Canadiana Online with University of Toronto)."

"DCP has never had an annual operating budget. Funds are generated through grants and scanning/consulting revenues. A gift in 2001 prorated over 5 years has funded one FTE position. The same gift has been the source for capital equipment purchases. Regardless, DCP has operated in a deficit financing mode for a number of years."

"Annual budgets are crafted from grants."

"Funding for start-up costs are received through grants or special one-time funding. There is a technology budget and a varying portion of that budget is used for the ongoing purchase, maintenance, and support of hardware and software."

"The digitization is project-based, including some very major projects. Projects tend to overlap so that expertise on selection, digitization standards, and metadata standards and creation are retained."

"As we have only recently started on digitization projects, and are budgeting mostly by projects, it is difficult to assess ongoing cost apart from the salary of the 0.5 FTE librarian who works on the project, which is approximately \$32,000 CAN including benefits."

"Use a variety of funding sources to cover digitization efforts."

"The ongoing costs change depending on grants and gifts."

"Materials and supplies budget was created, but most funding has come from grants and from contract

scanning work.”

“Start-up funds were obtained through the Washington State Library’s/LSTA Digital Imaging Initiative. State Library/LSTA funding was obtained for the following two years. These three years laid the foundation for our digitization efforts. The second and third grants (both, map digitization) had major preservation components.”

“Our start up was funded by grant money.”

“Received two one-time funding approvals to provide digitized content for experimentation (\$85,000 x 2 years).”

“There were budgets for some aspects and not for others, depending on the unit. Some units cannot remember their initial start up costs as they were given a long time ago.”

12. What was/is the source of the funds for digitization activities? Check all that apply. N=65

	N	Start-up Costs N=60	Ongoing Costs N=61
Library	61	51	59
Grant	45	34	30
One-time supplemental funds	28	24	13
Gift	27	17	20
Parent institution	18	15	10
Information Technology	16	12	13
Other source	14	8	10

Please describe the other source of funds.

**Start-up**

“Initial positions were funded by the library in its information technology group.”

“UF Libraries; Mellon Foundation project; Governor C. Farris Bryant Endowment.”

“Alumni gifts.”

“Income from fees for digitized images and recordings.”

“Consortial money.”

“University of Michigan Press, University of Michigan Media Union.”

“Undesignated development funds.”

“CCOP.”



**Ongoing**

"The Digital Production Center has an operating budget and also receives fees for grant-funded digitization within library grant projects."

"Currently: UF Libraries; NEH; IMLS; USDE-TICFIA; Governor C. Farris Bryant Endowment."

"Revenue from hosting, etc."

"Fee-based services."

"Board of Regents via GALILEO, Georgia's statewide virtual library."

"Hosted journals (Érudit)."

"Revenues generated from scans and consulting contracts."

"Annual funding from State Library Services to support services offered to the Commonwealth."

"Contract scanning."

13. If there was/is a dedicated budget, please estimate the percentage of the budget allocated to each of the following categories. N=23

Start-up Costs N=15	N	Min	Max	Mean	Median	Std Dev
Staffing and benefits	8	11.00%	100.00%	46.64%	45.00%	27.87
Hardware acquisition	14	8.78%	100.00%	51.73%	43.00%	27.78
Software acquisition	12	5.00%	100.00%	32.36%	22.50%	27.12
Hardware maintenance	2	5.00%	5.00%	5.00%	5.00%	—
Software maintenance	1	2.00%	—	—	—	—
Vendor fees (if scanning is outsourced to an external vendor)	5	2.00%	95.00%	31.18%	4.90%	40.95
Promotion	2	.03%	2.00%	1.02%	1.02%	1.39
Assessment	1	3.00%	—	—	—	—
Other category	4	3.00%	10.00%	5.93%	5.36%	2.95

Please describe the other budget category.

- 3% supplies and equipment
- 5% acquisitions budget
- 5.72% staff training
- 10% non-computer items related to digitization and digital photography (lenses, targets, archival boxes, etc.)

Ongoing Costs N=19	N	Min	Max	Mean	Median	Std Dev
Staffing and benefits	15	5.00%	100.00%	72.50%	76.00%	23.75
Hardware acquisition	11	3.00%	100.00%	29.15%	20.00%	27.37
Software acquisition	11	.75%	100.00%	26.46%	15.00%	37.09
Hardware maintenance	12	1.00%	100.00%	29.49%	8.50%	39.29
Software maintenance	7	1.00%	100.00%	35.90%	20.00%	44.43
Vendor fees (if scanning is outsourced to an external vendor)	9	1.00%	100.00%	31.75%	10.00%	39.46
Promotion	2	1.00%	2.00%	1.50%	1.50%	.71
Assessment	2	3.00%	4.00%	3.50%	3.50%	.71
Other category	3	1.50%	20.00%	8.70%	4.60%	9.91

Please describe the other budget category.

- 1.5% travel
- 4.6% supplies and miscellaneous
- 20% unspecified

14. If there is not a dedicated budget for digitization activities, please describe how operational costs are covered and who has primary responsibility for monitoring expenditures for digitization projects. N=49

How operational costs are covered	Who has responsibility for monitoring expenditures
Absorbed into existing budgets for staffing, computer equipment, vendor charges, and supplies.	Preservation Department Head is responsible for operational costs (vendor charges, part-time student labor, supplies); Assistant Director for Library Systems is responsible for hardware, software, and maintenance costs.
Activities are so limited that operational costs are absorbed into regular operations.	N/A
Allocated on a project by project basis or a team reallocates resources to do the work.	Would depend on the project.
As noted in question 11, DCP has attempted cover operation costs from grants and supplemental revenues from scanning and consulting.	Director, Digital Collections Program

Digitization activities are viewed as part of the library's regular activities, not as something special or extra. Operational costs associated with them are funded out of the central library budget, or (occasionally) by grant money.	Director of Library Technology, Library Business Manager, Dean of Libraries
Budgets vary from year to year among many distributed projects.	
Costs are absorbed into libraries budget. Some are covered as matching costs for grants.	Dean of Libraries, Libraries Business Officer, PIs on Grants, Project Managers of Grants
Covered from staff salaries as well as charging patrons for digitization requests.	Unit head and library business office
Creatively	Associate University Librarian for Systems and Administration
Dedicated budgets are distributed by function to several departments for staff, equipment, and vendor services.	Department heads have the responsibility for monitoring expenditures. Project managers are responsible for managing grant funds.
Each unit manages their own operational costs—digitization, Web development, metadata, systems, etc.	Distributed responsibility as creating digital collections is a complex process that involves several units.
For the units outside of DLPS (Fine Arts, RMDS, Robertson Media Center) budget is requested as part of OTPS through annual budget cycle.	Unit head in each area
From departmental budgets as needed and as available	Department heads, Dean
From libraries operating budget	Libraries Business Office
From the operating budget	Director, Digital Library Program, and Digital Library Coordinating Committee
Funds are allocated each year to cover projects. Grants cover operations as do private donations.	Dean, Associate Deans, Center for Digital Research in the Humanities
Gifts, grants, library operations budget	Ad hoc by project
Grant and gift funding; unit budgets	Unit heads
If the \$10,000 dedicated budget is expended, additional projects will be paid on a project-by-project basis from other library funds.	Head, Digital Services Department
Library budget with occasional supplemental funding and grants	Library administration
Library funds	Associate directors and departments
Library operational budget	AUL for Technical Services and Technology
Library operational budget	Head of Preservation; Budget Officer; Head of Digital Library Initiatives; Deputy Director
One unit has sales of digital copies of material that funds their ongoing digitization.	Systems staff

Operating funds; gifts, grants, etc. as they come in.	Head, New Media Office and Preservation Services
Operating services, such as document delivery activities, are covered out of existing information technology and office supply support activities. Special project scanners and anything in the extreme realm of cost (over \$5000) are directed to special fund allocations.	Local department head, overseen by admin group and financial officer
Operation costs are either folded into existing budget or support with gift or grant money.	Director
Operational costs are absorbed in the current library operations budget. It includes selection and preparation of source material, digital conversion, metadata creation and data management.	Responsibility is monitored at the Department Head level.
Operational costs are covered and monitored by divisional AULs.	Project manager and divisional AUL
Operational costs are covered as part of existing unit budgets and grant funding.	Director, Library Computing & Media Services
Operational costs are covered by grants and hosted journals. Finance department is monitoring expenditures.	
Operational costs are covered within the general library budget.	Operational costs are monitored by the Head of Special Collections and, by extension, the Assistant Dean for Public Services.
Part of day-to-day operations.	Manager, Instructional Support Services Associate Dean for Support Services
Personnel, hardware and software costs are currently represented within library unit budgets.	Participating unit heads track expenditure for discrete digitization projects; management and budget tracking for libraries-wide digitization projects are overseen by centralized unit/project director.
Projects are mostly funded by gifts and grants, and internal reallocation of staff.	Director, Library Systems and Digital Library Program
Projects that are not grant-funded (or where grant funding has ended) are covered primarily by the library's general fund and occasionally with support from the library's collection development fund.	Day-to-day oversight by the coordinator for digital initiatives and other department heads; administrative oversight through the library's executive council.
Some operational costs are covered by grants and some are covered by the libraries' technology budget.	The grant recipients are responsible for monitoring expenses from those funds. The Associate Director of Services & Systems is responsible for monitoring the technology budget.
Staffing & technology (hardware & software) are included in other area budgets.	

State of Florida (UF Libraries) and Governor C. Farris Bryant Endowment funds are leveraged for grant funding. We are currently fully leveraged.	Director, Digital Library Center with assistance of co-PI, grant coordinator, and Business Services accounting officers.
They are requested on an annual basis and from our temporary services budget and are augmented with grants and gifts.	Head of Special Collections
The salary of the 0.5 FTE librarian is covered by the library budget.	Depends on the project.
The work is project-based. Ideally, all projects map closely to the library's and university's strategic plan. For each project, budget decisions are made, including the acceptable amount of in-kind contributions, hiring of student assistants, and hardware/software acquisition. There is always an identified project leader, who may or may not be the Head, Library Systems. The leader may be a clearly identified PI in a grant or it may be a leader designated by a library unit head (for example, for a donor project). That person manages the budget and staff commitments for the project.	Head, Library Systems, but again, there is a great deal of decentralization.
There are 12 staff in the e-Reserves unit. They were reformed from reserve and by transfers from other areas two years ago. Monitoring of expenditures is done by the supervisor of e-Reserves, and then Head of Information Resources for costs charged to the Acquisitions Budget for copyright, out-sourcing for contract work, etc.	Supervisor of e-Reserves, then Head of Information Resources
This is mostly staff time that is absorbed.	Associate University Librarian, Information Resources for selection and receipt of digital content Archivist for in-house digitization Archivist and Director, Library Technical Services, for metadata creation
Undesignated development funds to special collections were used and were further supplemented by library operating funds.	Head, Special Collections on a "project" basis
University Librarian, grants, gifts, income from Photo Services, reallocation of library budget	Library Business Office, Advancement, Archives/Photo Services, Special Collections
Using CCOP funding.	Project Coordinator/Director
We already own the scanning equipment, do Web work internally, and use students, professional staff, or paraprofessionals as necessary in the course of their duties.	

We have internal funds, gifts, and grants that pay for the actual digitization (by a vendor) of the material. This year it is \$50,000. Each unit that provides staff manages their own budgets. I would estimate that the total staff expenditure with benefits is in the area of \$150,000 this year.	The Preservation Librarian with the Library Business Manager monitors the expenditure of grant funds and funds for the actual digitization. The Mann Library Director is responsible for the management of staff funding.
---	---

15. In the past five years, how have expenditures on digitization efforts in each of the following categories changed? Check all that apply. N=63

	N	Increased N=55	Decreased N=13	Stayed about the same N=51
Staffing and benefits	61	51	2	8
Hardware acquisition	61	46	3	12
Software acquisition	61	40	3	18
Hardware maintenance	59	31	2	26
Software maintenance	59	33	2	24
Promotion	46	22	2	22
Vendor fees (if scanning is outsourced to an external vendor)	45	26	4	15
Assessment	45	13	1	31
Other category	8	2	—	6

Please describe the other category.

**Increased**

Digital Library systems migration; Digital archiving; Institutional repository

**Stayed the Same**

Planning

## MATERIAL SELECTION

---

16. What types of materials does your library digitize? Check all that apply. N=66

Still images, photographs, etc.	64	97%
Archival material	57	86%
Manuscripts	55	83%
Rare books	46	70%
Monographs, complete volumes	40	61%
Audio recordings	39	59%
Moving images, videos, etc.	35	53%
Monograph chapters or other parts	27	41%
Journals, complete issues	27	41%
Journal articles	24	36%
Other material	23	35%

Please describe the other material.

Maps (6 responses)

Newspapers (4)

3D objects (4)

Slides (2)

Prints (2)

Theses and dissertations (2)

State agency publications (1)

EAD finding aids (1)

Exams (1)

Art works (1)

University photographs (1)

Graphic design work (1)

Annual reports (1)

17. What are the criteria for selecting material to be digitized? Check all that apply. N=66

Subject matter	60	91%
Material is part of a collection that is being digitized	58	88%
Rarity or uniqueness of the item(s)	52	79%
Material fits criteria for a cooperative digitization project	45	68%
Physical condition	44	67%
Format	42	64%
Other criteria	23	35%

**Please describe the other selection criteria.**

User requests (6 responses)

Faculty/students needs (4)

High demand for or use of material (3)

Research value (2)

Appeal to donor community

Part of donor agreement

Broadens topical, geographical, institutional representation

Product development and licensing

Material is part of strategic promotional and development goals

Images needed for 50th anniversary program

To support an online or physical exhibit, for e-publications such as electronic books, CDs/DVDs, media-integrated learning materials

**Selected Comments from Respondents**

“The project has associated grant funding (e.g., we can digitize for fee). Note that proposers, who may be any library staff, are asked to speak to multiple other criteria: particularly broad or deep coverage of the subject area; supports the curriculum or existing research; builds a critical mass of digital material in a subject area; enhances or promotes a significant strength of our collections; meets high or increasing demand for or solves a problem with access; supports collaboration with institutional partners. Any/all of these criteria may be considered.”



## MATERIAL DIGITIZATION

---

18. Does the library outsource any or all of the digitization production work (e.g., scanning)? N=65

<b>Yes</b>	39	60%
<b>No</b>	26	40%

If yes, please name the vendor(s).

OCLC Preservation Services (7 responses)

TechBooks (6)

ACME Bookbinding (4)

Apex CoVantage (3)

Backstage Library Works (3)

iArchives (3)

ByteManagers, Inc. (2)

JJT (2)

Luna Imaging (2)

OCLC Canada (2)

SPI (2)

Trigonix (2)

Vidipax (2)

AEL Data

ArchProteus

Boston Photo Imaging

Brechin Group

Campos

Captiva

Chicago Albumen Works

Cinetech

CSM Services

Digicolor  
Eastview Cartographic  
Florida Center for Library Automation  
General Bookbinding Company  
GeoAssessment Services  
Heritage  
H-F Group  
Innodata Isogen  
Internet Archive  
Kirtas Technologies  
MicroCom  
Northern Micrographic  
Olive Software, Inc.  
ProQuest  
University Photo Services

## **METADATA CREATION**

---

19. What metadata standards does the library use? Check all that apply. N=64

Dublin Core	59	92%
MARC	54	84%
XML	48	75%
EAD	44	69%
TEI	29	45%
METS	24	38%
VRA Core	20	31%
MODS	16	25%
Other standard	16	25%

Please identify the other metadata standard.

- AAT
- Darwin Core
- DDI
- FGC
- IPTC (imbedded) which adheres to the XMP framework
- OAI-PMH
- PBCore
- PREMIS Rights
- RDF
- RVM DocBook
- Various geographic referencing standards (phasing out TEI)
- Western States Metadata Standard

### Selected Comments from Respondents

“Much metadata has been created ad hoc.”

“Much of the metadata were created prior to extensive use of EAD or DC, but map adequately. We have converted some into EAD (xml-flavored).”

### ASSESSMENT

---

20. What methods are used to assess the success of digitization activities? Describe up to three assessment methods for each type of activity. Mark NA if an activity is not assessed. N=60

	N	Method 1 N=38	Method 2 N=23	Method 3 N=13	NA N=39
Material Selection	57	24	13	6	33
Material Digitization	60	33	16	9	27
Metadata Creation	58	27	17	9	31
Other function	25	11	1	—	14

## Material Selection

Method 1	Method 2	Method 3
Content relevancy	Visual assessment	No content loss from digitization process
Customer use and satisfaction		
Demand by users		
End user testing		
Faculty review	Expert curatorial review/selection	
Inclusion in bibliography		
Involving scholars	Gathering usage info	Using annotated bibliography
Outcomes based evaluation	Web statistics	
Peers evaluation/editorial committee		
Project completion on time		
Project Team or Advisory Board	User focus group	Application of best practices and standards
Public library survey		
Reference requests		
Statistics	Sales	
Subject specialist review	User feedback	
Usage	Requests for copies	
Usage data	Online surveys	
Use of digital version	Use of original and related materials	Anecdotal evidence
Use statistics	Use assessment [selected projects]	Completeness (against bibliography) [selected projects]
User response and usage	Gifts resulting from increased visibility	
User survey		
User survey		
User surveys		
Web logs	E-mail	Course integration

## Material Digitization

Method 1	Method 2	Method 3
Benchmark assessment	Technical targets	
Best Practices guidelines; compare with practices (Example: CDP Digital Imaging Best Practices)		
Completion	Quality control	
Online surveys	Quality control	Referrals
Online surveys		
Outcomes based evaluation	Web statistics	
Production objectives	Number of pages	Quality assurance
Project Completion _Web It.		
Project completion on time		
Project reports		
Project Team or Advisory Board	User focus group	Application of best practices and standards
QA done by outsource agency		
QC processes		
Quality assurance		
Quality control—visual & audio	File format/compatibility	Usage statistics
Quality control & following standards		
Quality control (now)		
Quality control inspection by staff		
Quality of image	Unit cost	Volume processed
Quality review		
Selective in-house		
Spot check	User feedback	
Standards compliance	Quality assurance	
Usage statistics	Feedback from users	Use of materials in publications
Use of digital version	Use of original and related materials	Anecdotal evidence
Using DLF benchmarks	Using targets	Proofing/QC checks
Various quality control techniques		
Visual inspection		
Visual quality		
Visual quality control	Client feedback	

Web logs	E-mail	Course integration
Work done is examined by librarians for quality control.	Procedures for digitization are assessed following a digitization project and have been reviewed.	

### Metadata Creation

Method 1	Method 2	Method 3
Adequacy (per standards)	Appropriate authority (selected projects)	
Best Practices guidelines; compare with practices (Example: CDP Dublin Core Metadata Best Practices)	Compliance Checker (example, RLG EAD Report Card)	
Compliance with standards appropriate to the collection		
Feedback from users		
Feedback on cataloguing level has been solicited from users in one project.		
Following standards	Using controlled vocabulary	Establishing templates
Format validation	Stats on # of records created	Stats on backlogs
Monitoring and consultation		
Outcomes based evaluation	Web statistics	
Periodic review	Functional interoperability	
Production objectives	Number of books	Quality assurance
Project completion on time		
Project Team or Advisory Board	User focus group	Application of best practices and standards
Quality assurance	Usability	
Quality control (now)	System testing (future)	Usability testing (future)
Quality control inspection by staff		
Quality of metadata	Ability to utilize in presentation layer	
Quality review		
Review by cataloger		
Spot checks	Complete reviews	User feedback
Standards compliance	Quality assurance	
Usability studies	Quality control	

Use of digital version	Use of original and related materials	Anecdotal evidence
Various quality control techniques		
Vocabulary and terms	Spell check	User feedback
Web logs	E-mail	Course integration

### Other Functions

Function	Method
Collection use	Web log analysis (Crystal Reports tool)
Delivery system	Technical reports, user response
End products	Outcomes based evaluation
Entire project	Outcome assessment
Usability	Usability testing/stakeholder review
Usability studies	Web site creation
Usage	Web logs
User interface	Response from users, overall workability
User satisfaction	Online user survey (voluntary)

## ADDITIONAL COMMENTS

---

21. Please enter any additional information regarding the management of digitization activities at your library that may assist the author in accurately analyzing the results of this survey. N=20

### Selected Comments from Respondents

"We are in the process of creating a new unit, the Digital Services Unit, that will be responsible for all digitization activities."

"We have formed a working group to study the implications of digital preservation. That process is ongoing."

"While we are decentralized, we are decentralized by function, not by location. We keep functions in units that have always performed those functions. We do not have many repetitious activities in multiple places."

"In November 2005, the libraries hired a Preservation Librarian whose responsibilities include oversight of digitization activities."

"In the section on staff and their activities you should include the following: pre-scanning preparation; quality control; post-scanning enhancements (that are not metadata), like OCR; IT functions; administration. These all involve a substantial amount of staff time. Limiting the categories to selection, digitization, and metadata creation is only the tip of the iceberg. These responses represent the two units that do the most digitization. For 2004–05, two other units reported much smaller amounts of digitization. Most of the digitization for these

smaller units was done in-house, but one outsourced some. One unit that has materials digitized through DCAPS is considering reporting metadata creation statistics in the future.”

“The library has not yet utilized vendors for digitization, OCR, encoding, or metadata, however, it is expected that as our program grows, outsourcing some of these functions will prove to be the most economical choice for some projects.”

“Digitization activities are increasing in every aspect of the library, as well as the wider campus at large. I am pushing an effort to bring the library into the wider campus activities as we look to create a true enterprise-wide digital asset management, storage, and preservation infrastructure.”

“In addition to the digital conversion costs described above, the DLG receives substantial support for hardware, programming, and other IT aspects through GALILEO.”

“Digitization is not centralized, except for that done in e-Reserves, and they have done special projects like entire back files of a science journal cited on the campus. But it is done in whatever venue where people are interested, and digitization is a highly valued strategic goal of the library, to promote our collections.”

“2005–06 is a period of digitization transition in our library. While a lot of projects were previously grant-funded and done on a small scale, we are now looking at ramping up digitization production activities throughout our library.”

“We are in the process to hire a full-time Digital Initiatives Librarian who will serve as a centralized digitization authority. Our responses reflect this imminent shift from an almost exclusively distributed pattern of digitization efforts to one that has a more centralized element.”

“In 1997, the University Library launched the Digital Library Project. Over the course of the past nine years the program has grown and flourished in large part because of the funding opportunities that were available to the library through a number of public funding agencies. While the program has been very, very successful, DCP has had to find a number of creative ways to stay afloat. While a major gift has enabled the library to acquire adequate disk storage, excellent digital photography equipment, and a robust infrastructure, the issue of maintenance and ongoing support remain problematic. Grants do not replace institutional support and I have estimated that over the past 8 years that we have run an ongoing operating deficit of 30 per cent.”

“The libraries continues to grow and advance its digitization program through collaborative projects and the development of digital management practices.”

“Have not yet engaged in significant assessment given that we have taken only baby steps in digitization.”

“We are currently partnering with Google to digitize our entire collection.”

“Answers to this survey reflect what we have done in our pilot projects and may differ from what we will be doing in other projects. One bigger project at this point is evaluating different digital objects management systems for our needs in order to select one that would be used for most of our digital objects.”

“In the past, digitization efforts were very distributed, although the majority was done in Archives and Special Collections by digital projects personnel. This year, 2006, is a planning year for us, but we are leaning toward a more centralized approach. Many of the answers in this survey should be different next year.”

“We have a central digital production unit (Digital Library Production Services) but there is also production



in several other areas: Rare Materials Digital Services, Fine Arts (for images), and Robertson Media Center (images, video, etc.). Answers apply only to DLPS unit.”

“As noted, we have a decentralized digital projects program. I believe that this survey has helped me in understanding how we can better publicize information about our efforts. Currently, on the systems side, I work closely in a number of developmental issues, including creation/support of Encoded Archival Description (EAD) searching, a function not well supported by available market tools. Additionally, we have a major Institutional Repository effort underway which has some local development, applying the DSpace software to our local environment. The policies for digital collection user/Web interfaces are created by a cross-unit Working Group, which also underscores the decentralized nature of our effort.”

“We have prepared a feasibility study for a project and are applying for funds to carry out this project. Image bank also funded by gift/library funds.”

## RESPONDING INSTITUTIONS

---

University of Alabama	Université Laval
University at Albany, SUNY	Library and Archives Canada
University of Alberta	Library of Congress
University of Arizona	University of Louisville
Arizona State University	McGill University
Auburn University	University of Manitoba
Boston College	University of Massachusetts Amherst
Brigham Young University	University of Miami
University of British Columbia	University of Michigan
Brown University	Michigan State University
University at Buffalo, SUNY	University of Minnesota
University of California, Davis	Université de Montréal
University of California, Irvine	University of Nebraska–Lincoln
University of California, Los Angeles	University of New Mexico
University of California, Riverside	New York University
University of California, San Diego	North Carolina State University
Case Western Reserve University	Ohio University
University of Chicago	University of Oklahoma
University of Connecticut	Pennsylvania State University
Cornell University	Purdue University
University of Delaware	Queen’s University
Duke University	Smithsonian Institution
University of Florida	Southern Illinois University Carbondale
George Washington University	Syracuse University
University of Georgia	Texas A&M University
University of Guelph	University of Utah
University of Houston	Vanderbilt University
University of Illinois at Chicago	University of Virginia
University of Illinois at Urbana-Champaign	Virginia Tech
University of Iowa	Washington State University
Iowa State University	University of Waterloo
Johns Hopkins University	Wayne State University
University of Kansas	University of Western Ontario
Kent State University	Yale University
University of Kentucky	

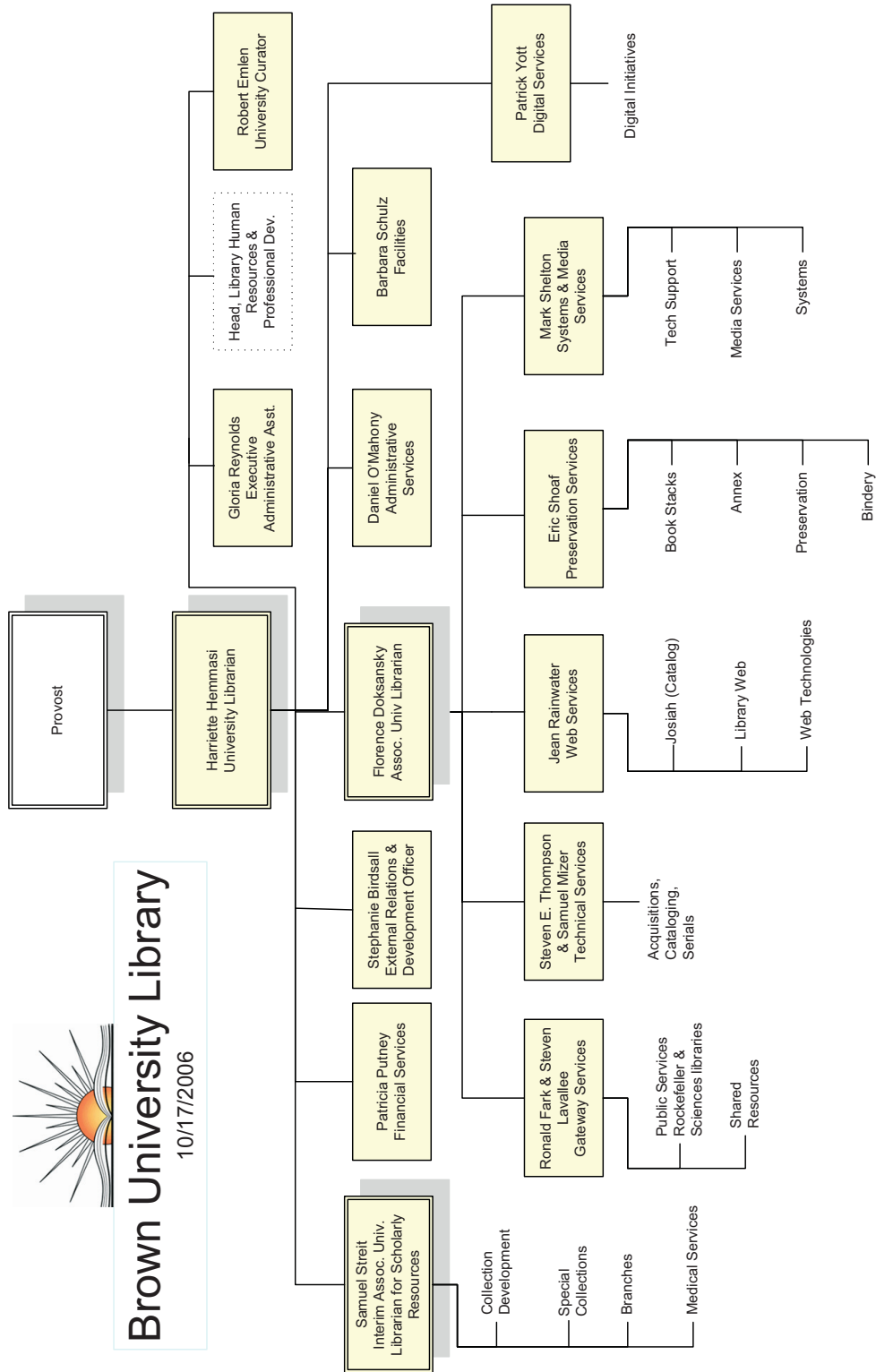


---

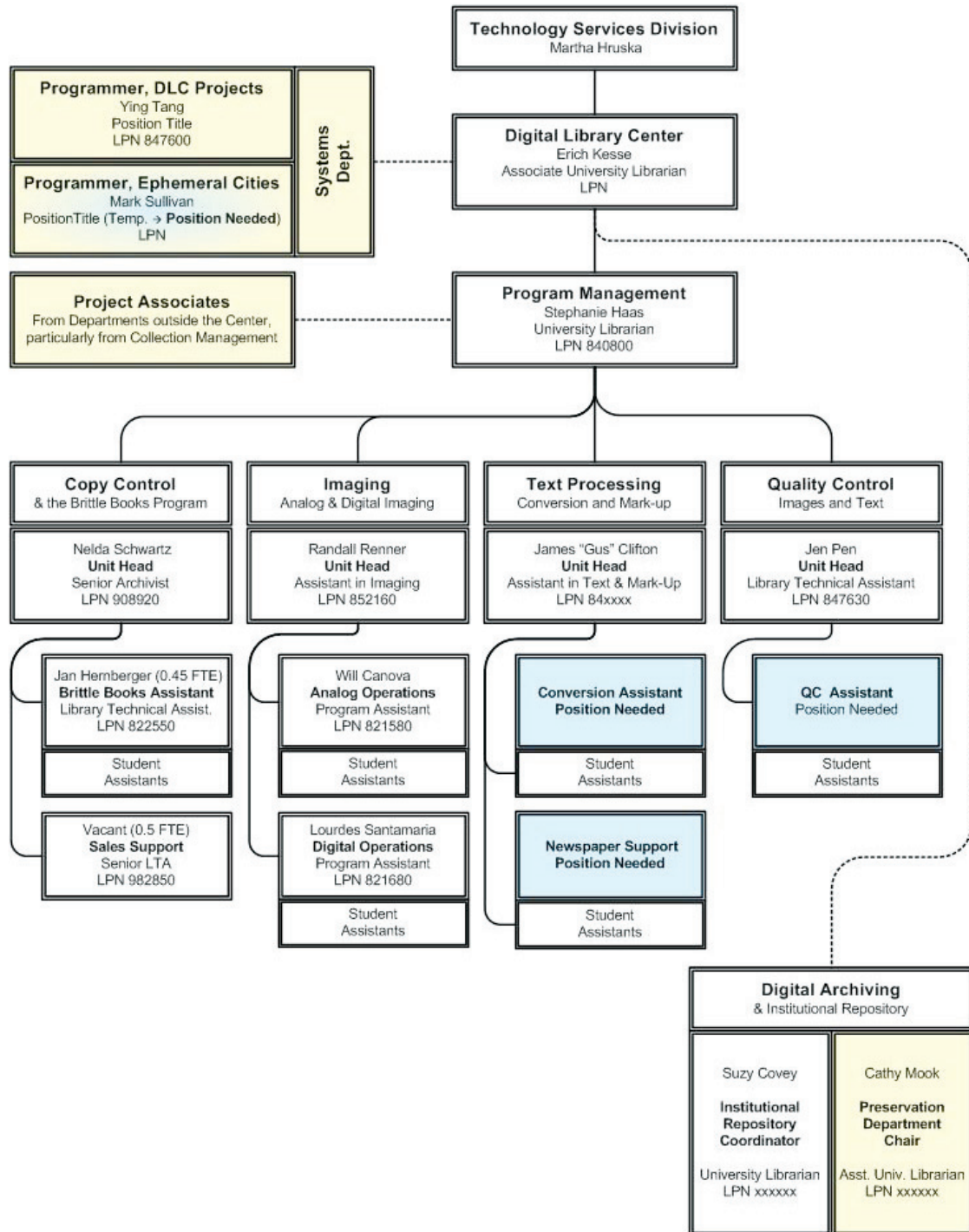
## **REPRESENTATIVE DOCUMENTS**



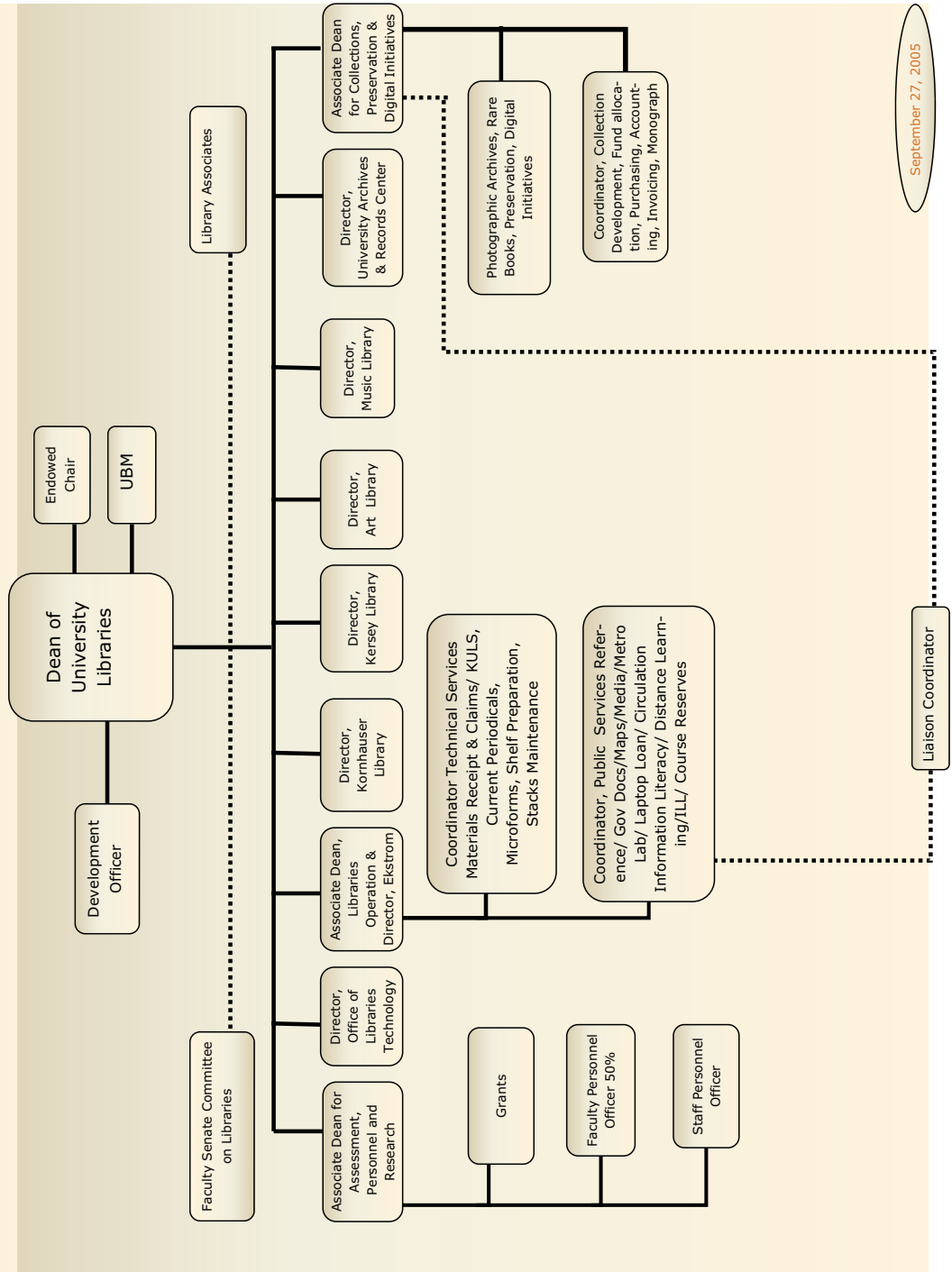
## Organization Charts



**Digital Library Center - ORGANIZATIONAL CHART**  
 George A. Smathers Libraries, University of Florida



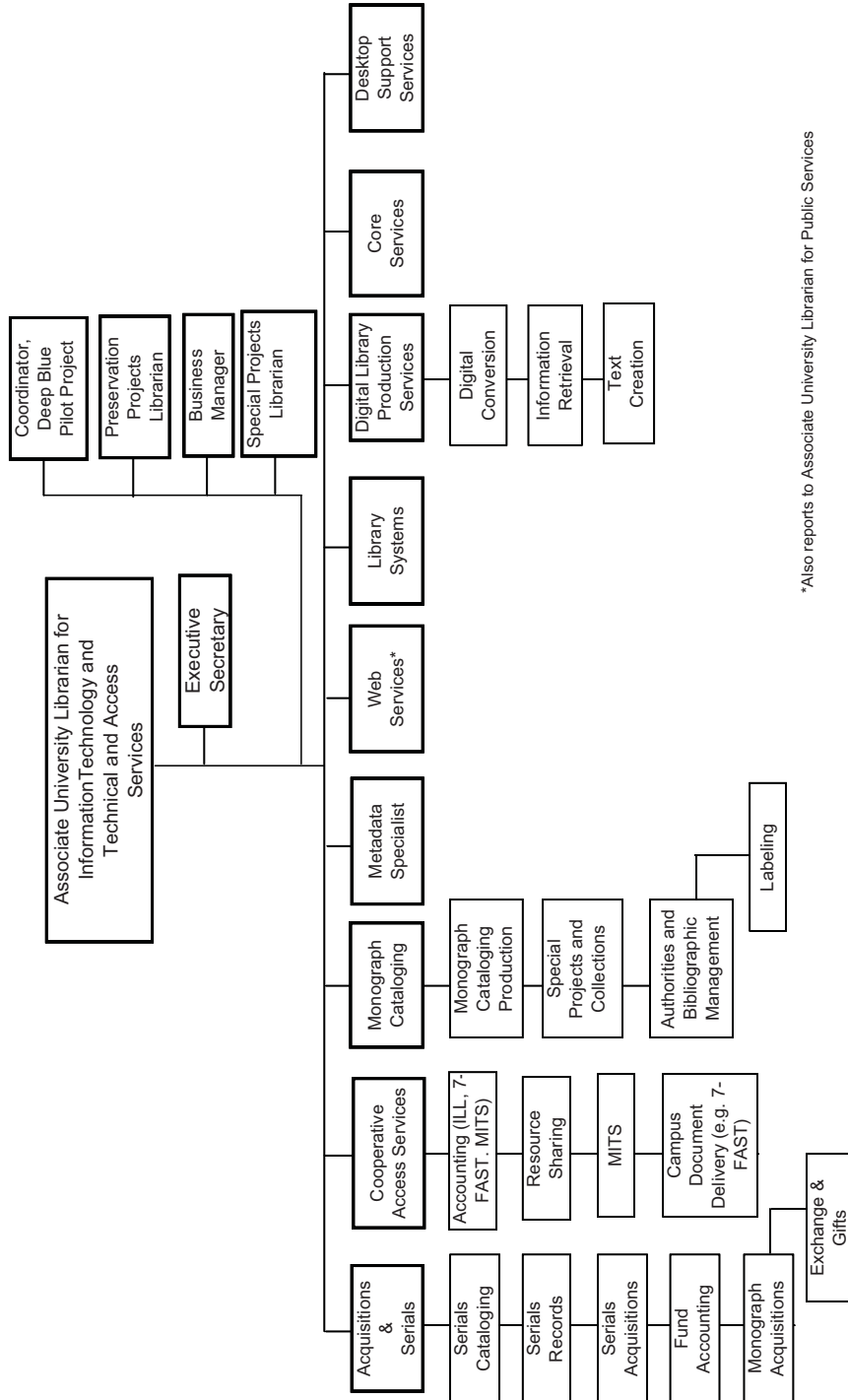
# University Libraries Organizational Chart



September 27, 2005



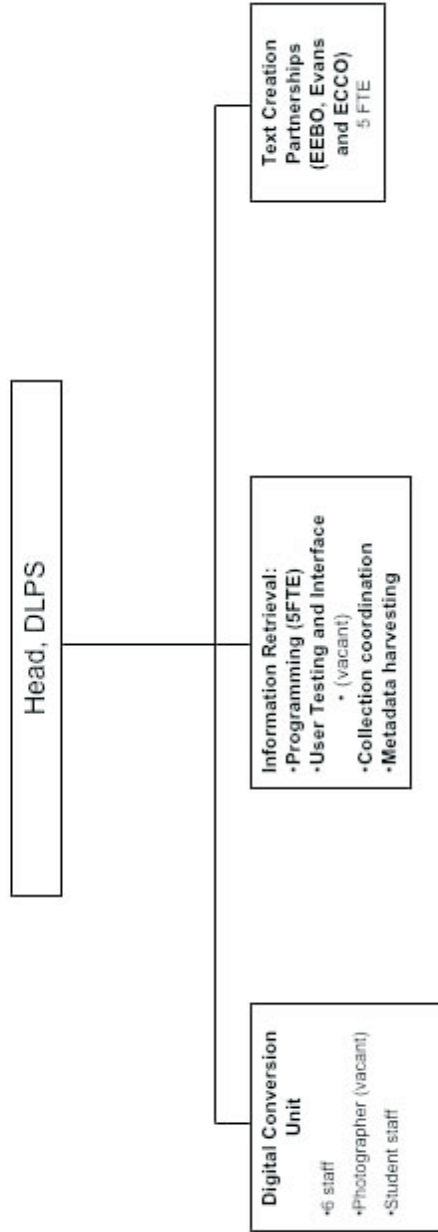
University Library  
Information Technology  
Technical and Access Services



\*Also reports to Associate University Librarian for Public Services

February 10, 2006

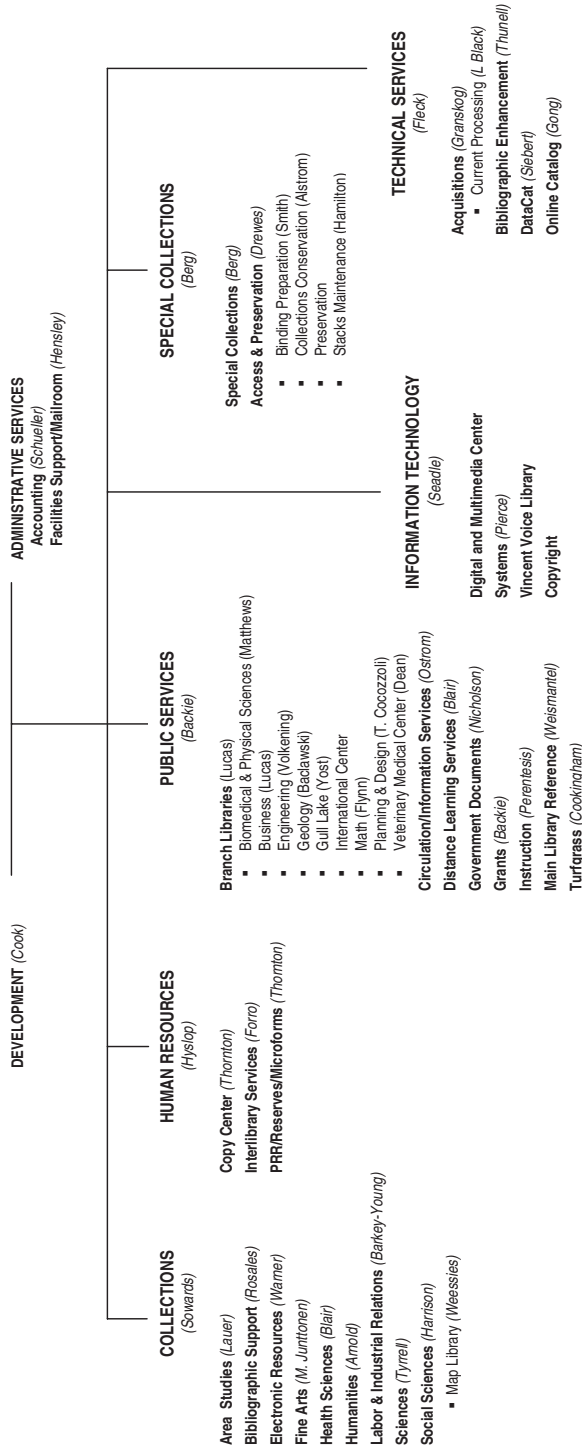
# Digital Library Production Service The University of Michigan

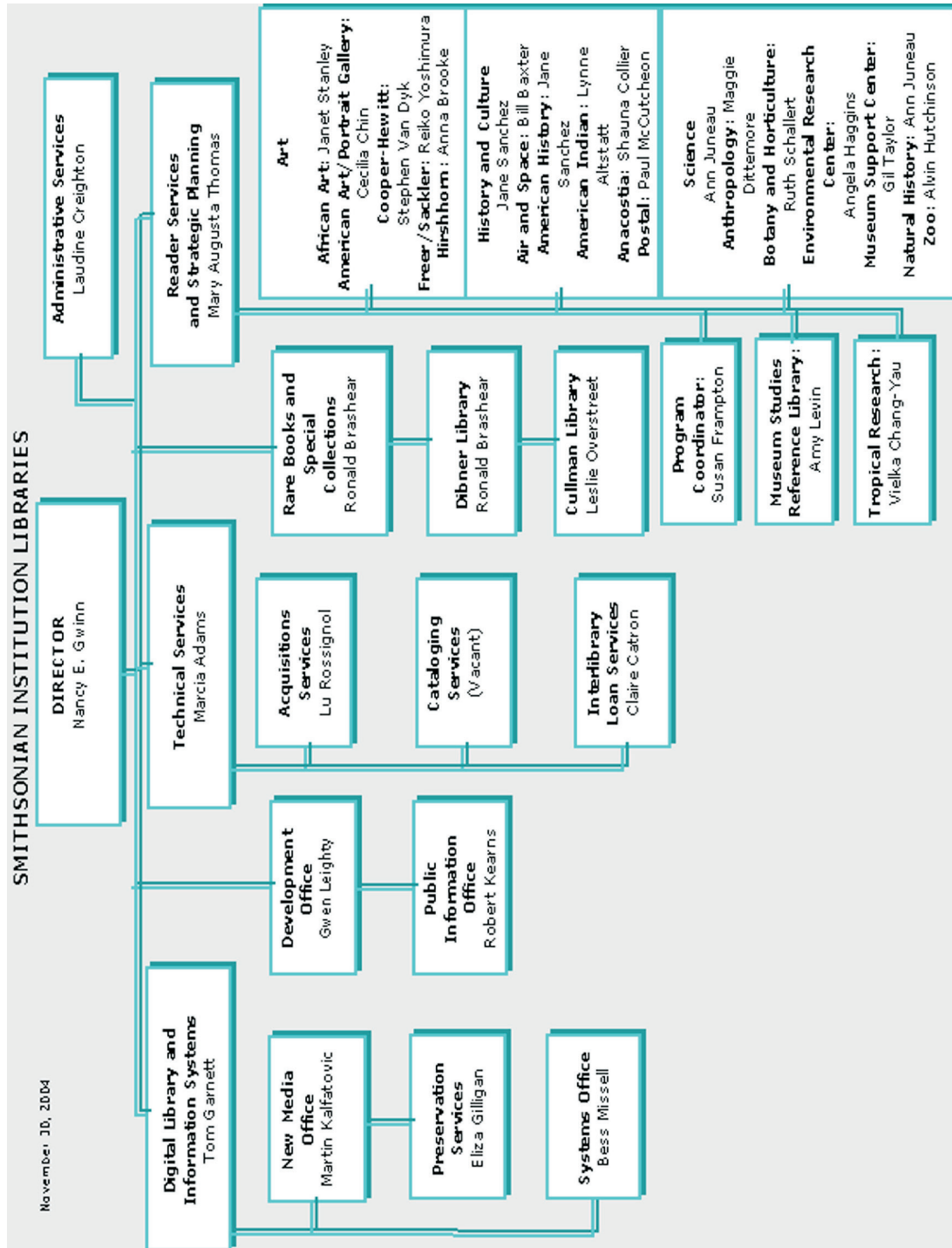


July 2005

MICHIGAN STATE UNIVERSITY LIBRARIES ORGANIZATION  
March 2005

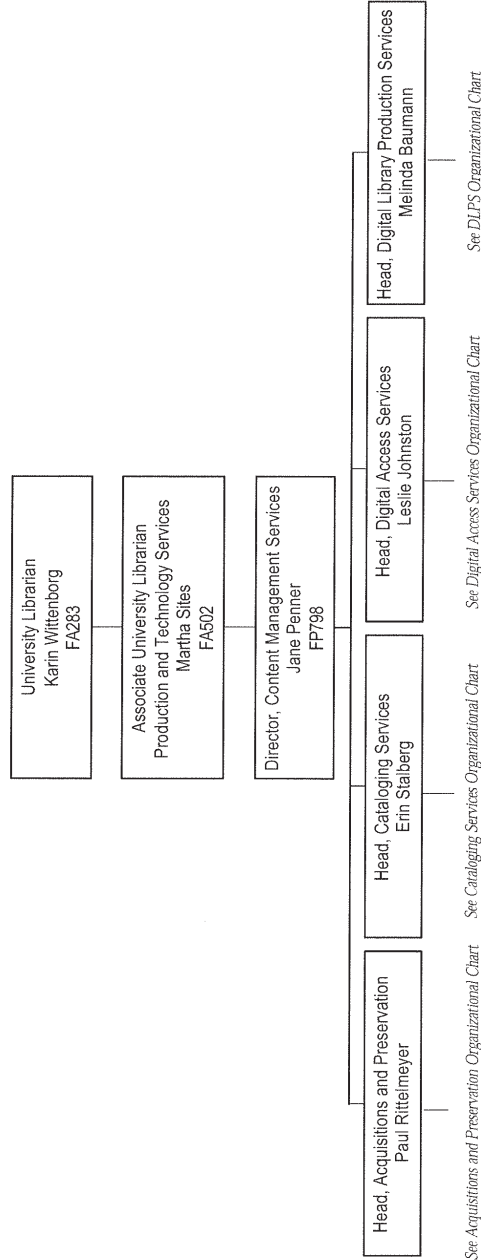
DIRECTOR OF LIBRARIES  
(Haka)



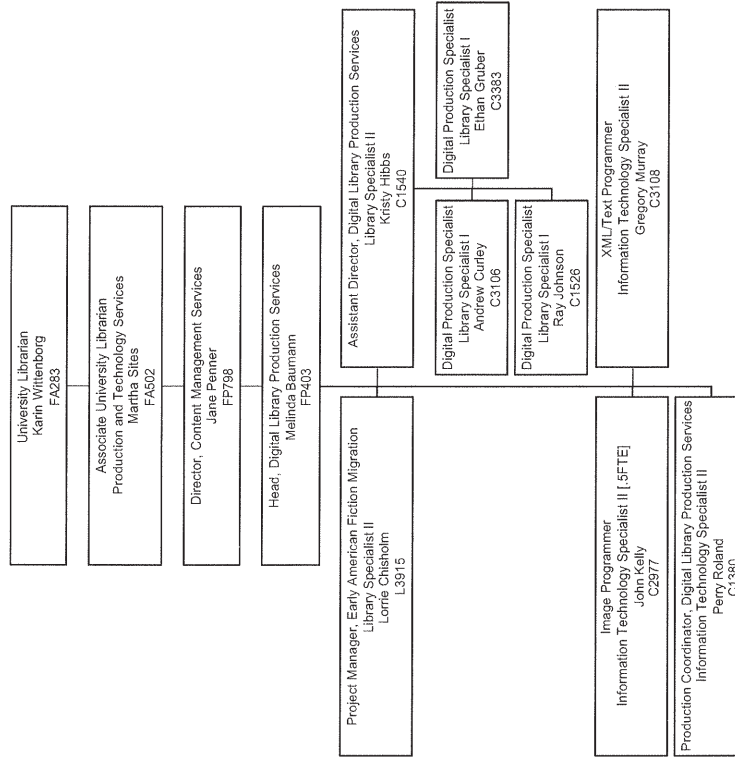


## Content Management Services

*Last Updated: 6 December 2005*



**Digital Library Production Services**  
*Last Updated: 12 April 2006*



## Mission Statements

*center for digital initiatives*

**brown university library**

Jump to a Collection... ▾



(From Perry Visits Japan)

Formed in 2001 as the production arm of the Library's Digital Services Department, the **Center for Digital Initiatives** focuses its efforts in several key areas:

- Production of digital materials for use in scholarship and teaching efforts at Brown.
- Digitization of "signature collections" from Brown's world renowned Special Collections.
- Development of databases, programs, and applications to enhance access to and use of these materials.
- Consultative services for Library and academic units undertaking digital projects.

**Contact Information:**

Center for Digital Initiatives  
Box A, Brown University  
Providence, RI 02912  
(401) 863-2817  
[cdi@brown.edu](mailto:cdi@brown.edu)

[home](#) [collections](#) [faculty projects](#) [databases](#) [documentation](#) [staff](#) [library](#)

LAST MODIFIED: February 22, 2006  
© 2003, Brown University Library. All rights reserved.



 search

[UBdigit home](#) | [browse UBdigit](#) | [advanced search UBdigit](#) | [my preferences](#) | [my favorites](#) | [help](#) | [login](#)

### Keyword search UBdigit

 go

Use an asterisk \* for truncation when searching. Example: *music\** will get music, musical, musician, etc.

### Propose a new UBdigit collection

#### UBdigit People

 Go

#### UBdigit Policies

 Go

#### UBdigit Contributor Tools

 Go

#### UBdigit Presentations

### Browse UBdigit by subject

## About UBdigit

### Mission/Vision

UBdigit is a developing interdisciplinary multimedia database that supports the research and instructional needs of the UB community. UBdigit provides a robust, persistent repository for UB's archival, research and teaching collections in digital form. UBdigit is committed to providing digital assets and accompanying metadata records in a standards-based and Web-accessible environment.

### Scope

UBdigit provides a campus-wide gateway to UB's diverse inventory of legacy and teaching collections, as well as objects useful for clinical and professional practice. Initially, UBdigit will focus on still images, but anticipates future support of a variety of digital media formats, including audio, video, kinetic images, animation, virtual reality, interactive sequences and multimedia constructs. UBdigit will include collections of digital assets and associated metadata contributed by UB libraries, archives, academic department and faculty collections. UBdigit collections are accessible over the Web and are intended solely for educational uses.

### History

DIGIT was first conceived as a campus-wide digital asset management system in spring 2000. Interested faculty and staff were convened by the Educational Technology Center to explore the feasibility and desirability of a campus-wide repository for digital assets. A census and needs assessment survey was distributed to all faculty; survey results provided a needs-based argument for future exploration of a campus model.

The DIGIT Planning Committee formed three discovery groups, Infrastructure, Standards, and Policies, each charged with developing a framework for building a UB repository. Preliminary documents included a data dictionary, policy and scope documentation, and infrastructure requirements.

The DIGIT group conducted an intensive product evaluation considering common criteria for data management, underlying database structure, end-user functionality, interoperability, support, scalability, and costs. The evaluation group recommended the adoption of CONTENTdm for our central asset management system. We licensed the OCLC-hosted solution for our testbed project, followed by an upgraded local licensed installation. Following BETA testing, we launched UBdigit, our production environment, fall 2004.

The University Libraries and the Educational Technology Center administer UBdigit with support from a multidisciplinary membership of faculty and staff (see UBdigit People). Contributions to UBdigit are vetted by the UBdigit Review Board.

Last Update: 05/26/2006

University Libraries

©2004-2005 University at Buffalo | [about](#) | [conditions of use](#) | [contact us](#) |

[^ to top ^](#)

[UBdigit home](#) | [browse UBdigit](#) | [advanced search UBdigit](#) |

[my preferences](#) | [my favorites](#) | [help](#) | [login](#)



[Home](#) > [About the Digital Library of Georgia](#) > [Mission](#)

## Mission

The Digital Library of Georgia is a GALILEO initiative based at the University of Georgia Libraries that collaborates with Georgia's Libraries, archives, museums, and other institutions of education and culture to provide access to key information resources on Georgia history, culture, and life. This primary mission is accomplished through the ongoing development, maintenance, and preservation of digital collections and online digital library resources. The Digital Library of Georgia also provides digital library, photographic, and micrographic services, and supports the instruction, research, and service missions of GALILEO and the University System of Georgia through collaboration with university faculty, students, and staff, and through participation on local and national levels in the development of digital library standards, practice, and technology. The Digital Library facilitates cooperative ventures with other organizations and provides leadership for cooperative digital initiatives throughout the state.

The Digital Library of Georgia at the University of Georgia Libraries has three functional units:

### Digital Library of Georgia Production Center

The Digital Library of Georgia Production Center supports the mission and goals of the Digital Library of Georgia by developing, maintaining, and preserving collections of digital content in collaboration with staff from partner institutions, University of Georgia Libraries, and GALILEO. Its work includes metadata, text encoding, and development of supplemental content. The DLG Production Center also includes the ongoing Georgia Government Publications initiative to digitize all publications created by Georgia state agencies.

### Photographic Services

Photographic Services supports the mission of the Digital Library of Georgia and the University Libraries by working closely with the Digital Library of Georgia Production Center to provide digital imaging services for Digital Library of Georgia projects. Photographic Services also provides quality photographic and digital imaging services to patrons of the University of Georgia Libraries special collections libraries and University students, faculty, and staff.

### Micrographic Services/Georgia Newspaper Project

Micrographic Services supports the mission of the Digital Library of Georgia and the University Libraries by preserving collections of materials related to the history and culture of Georgia for ongoing access and providing micrographic reproduction services to Library patrons and University students, faculty, and staff. Micrographic Services has primary responsibility for the Georgia Newspaper Project, part of the United States Newspaper Program. The Georgia Newspaper Project films 200 current newspapers on an ongoing basis, and it provides microfilm to libraries, organizations, and individuals across the state. In operation since 1953, the Georgia Newspaper Project has filmed Georgia newspapers dating from the 18th century to the present, and from every county in Georgia that publishes a newspaper.

## Digital Services and Development Unit research

[images](#) [resources](#) [new projects](#) [research](#) [news & events](#) [people](#) [digital media resource center](#)

### mission

### projects

### publications

### future plans

### sponsors



The **Digital Imaging Initiative** was established in 1994 with the initial mission of examining the potential of providing digital access to the [University of Illinois Library](#)'s collections, and to perform research with collections and users to determine the best methods for doing so. The unit, now known at the [Digital Services and Development Unit](#), became a more formal part of the University Library's structure in 2005. Library users are demanding greater access to digital information to support instruction and research. The fundamental mission of the unit remains providing digital access to University Library collections and enabling the preservation, access to, and promotion of collections. The Library is at a juncture where the central role for digital library development and digitization of collections becomes development of more integrated services rather than isolated projects.

The overall goals of the Digital Services and Development Unit (DSD) continue to be:

- Making accessible through digitization fragile and under-utilized Library resources and special collections;
- Developing and implementing digital preservation best practices for preserving Library digital content;
- Promoting and supporting the availability and integration of Library digital content into learning and scholarly activities on the Illinois campus and throughout the scholarly community;
- Conducting digital library research that advances the creation and use of these resources.

The goals of the program are to be met by the following objectives:

- Providing a leadership role within the Library to implement institutional access and long-term preservation and mass storage strategy for digital content;
- Establishing best practices for digitizing various classes of visual and textual materials;
- Creating and preserving "master" (archival) images of digitized materials; Creating and preserving "access" (lower resolution) images for Library users;
- Working in tandem with Technical Services and Preservation units to develop best practices for the creation and production of various metadata schemas;
- Creating metadata to enable user access to and preservation of digitized materials;
- Identifying new technologies and services to provide better access to and preservation of digital collections and resources;
- Coordinating, Library-wide, the development of grant proposals to support digitization activities;
- Developing multimedia databases that deliver visual resources and other media in innovative ways;
- Enabling the Library's transition from experimental and developmental digital library technologies to mainstream Library services;
- Providing opportunities to future librarians (GSLIS students) to obtain experience with digitization projects and development activities;
- Providing cost-recovery digitization services not provided elsewhere on campus for Library and campus-wide collections.



---

## Digital Library Services

---

<b>Home</b>	
<b>Mission</b>	<b>Mission</b> The University of Iowa Libraries' Digital Library Services department facilitates the creation, use, and preservation of digital content by offering a wide array of resources and services to faculty, academic departments, centers and institutes, and librarians in support of teaching, learning, research, scholarship, and creative activities.
<b>Services</b>	
<b>Guiding Principles</b>	
<b>Strategic Goals</b>	Digital Library Services works in close cooperation with other campus units including Information Technology Services in order to coordinate efforts, reduce duplicate infrastructure, and maximize efficient and effective use of campus technology resources. The department provides outreach and leadership for digital initiatives throughout the state and participates locally and nationally in the development of digital library standards and best practices.
<b>Project Selection Criteria</b>	
<b>Staff Profiles and Contact Info</b>	
<b>DLS Blog</b>	

Contact: [lib-digital@uiowa.edu](mailto:lib-digital@uiowa.edu)

# UM Digital Library Production Service

university of michigan

[Home](#) [About DLPS](#) [Collections](#) [Reports & Publications](#) [Documentation](#)

## About DLPS

[Core units](#)  
[Who's who in DLPS](#)

### History and mission

The Digital Library Production Service is one of several units that comprise the University Library's Digital Library Initiatives division. It is funded by the Library (with some support from a variety of external sources, including grants and revenue), and works with other University Library units to provide its services.

The Digital Library Production Service grew out of the Digital Library Program at the University of Michigan. The unit was formed in 1996 in response to a felt need for production level (twenty four hour a day, seven days a week) support for digital library resources. DLPS exists to provide ongoing development and support of digital library content and to provide a clearly articulated framework for production support and future project activity. The DLPS is responsible for the operation and maintenance of existing and new collections, including SGML text collections, journal images, museum images, and numeric/spatial data collections.

More technically, the DLPS is responsible for:

- Data loading
- Indexing
- System management for digital library projects
- Application maintenance
- Application development
- Document/Data structure assessment
- Design and development of near term architecture for campus digital libraries
- Contracted services to manage digital collections created or owned by campus units
- Access services to other institutions, individuals, and organizations
- Digital preservation reformatting

DLPS was originally jointly funded by the [University Library](#), the [Information Technology Division](#), the [Media Union](#), and the [School of Information](#).

Send comments and questions to [UMDL Help](#)



[Catalog](#) [E-Resources](#) [Services & Requests](#) [Help](#) [Hours](#) [About Us](#) [Branches](#) [Giving](#)



Digital & Multimedia Center

- [Digital Collections](#)
- [Multimedia Collection](#)
- [Projects and Grants](#)
- [Copyright Permissions](#)
- [Services](#)
- [About the Unit](#)
- [Vincent Voice Library](#)

Updated: 05/10/04  
[comments@lib.msu.edu](mailto:comments@lib.msu.edu)

The Digital & Multimedia Center of the Michigan State University Libraries serves both the MSU community and the world-wide academic community through digitization projects that preserve scholarly resources and make them more widely available. The G. Robert Vincent Voice Library is the largest academic voice library in the nation. It houses taped utterances (speeches, performances, lectures, interviews, broadcasts, etc) by over 50,000 persons from all walks of life recorded over 100 years.

Featured Collection:



# DISC

## Digital Imaging Services Center

045 E.S. Bird Library  
 Lower Level  
 222 Waverly Avenue  
 Syracuse, NY 13244  
 (315) 443-1398  
[disc@syr.edu](mailto:disc@syr.edu)

**HOURS**  
 Fall 2006  
 August 28 - December 15

Monday - Friday  
 9 a.m. - 5 p.m.

Appointments are encouraged!

**DISC EXCEPTIONS:**  
 Friday, November 10:  
 CLOSED 2 p.m. - 4:30 p.m.

Please see the E.S. Bird Library [Hours & Exceptions](#), in addition to our exceptions above.

Occasionally, there will be changes to our regular schedule. Whenever possible, we will post such changes in advance in the exceptions area above and on the wall outside of the DISC on the lower level of E.S. Bird Library.

The mission of the Digital Imaging Services Center (DISC) is to:

- produce images, text, and other material in widely accessible digital formats to support the teaching, learning, and research activities of the University community
- provide effective consultation and referral services for copyright and metadata related to digital images produced through the DISC.

See our [Services](#) page for detailed information on our full-service scanning and printing capabilities.

### Contact

Digital Imaging Services Center (DISC) | Room 045, Lower Level, E.S. Bird Library  
 Phone (315) 443-1398 | Fax: (315) 443-2060 | Email: [disc@syr.edu](mailto:disc@syr.edu)  
[DISC Staff](#)

© 2005 Syracuse University Library, 222 Waverly Avenue, Syracuse, NY 13244 (315) 443-2093

Departments | Employment | Facilities | Hours | Locations | News | Policies | Publications | Staff  
 Ask Us | Circulation | Digital Imaging | Instruction | InterLibrary Loan | ISDP Services | Reserves | Service Request Forms  
 Access My Account | Find Articles | Find Books | Remote Access | Reference Desks | Visitors Guide | Workshops & Tours  
 SUMMIT Catalog | Databases | E-Journals | MyLibrary | Subject Guides | Reference Shelf | Course Materials | Other Catalogs

contact us | search | home | site map  
 Send Comments to Web Administrator

Last modified: November 06, 2006 02:23 PM

http://library.syr.edu /information/digital\_services/disc/index.html

Home | General Info | Services | Research & Development | Metadata | Reports | Questions? | Virgo

Digital Initiatives: Services

UNIVERSITY of VIRGINIA LIBRARY 

## Digital Library Production Services (DLPS)

Digital Library Production Services (DLPS) was founded in 2001, and is charged with building a sustainable digital core collection in a cost-effective, efficient manner. The department, part of Library Content Management Services, is an integral part of the operations of the Library, but is not a public service unit. DLPS digitizes text, slides, photographs, microform, and maps, and will soon investigate the requirements for statistical data, analog audio/visual, and other materials.

The mission for DLPS is to lead the efforts to amass a comprehensive digital collection befitting a world-class institution of higher learning. This digital collection will have a unified point of access and state-of-the-art capabilities for search, display, and user customization. Extant digital materials will be migrated into the Digital Library at the same time that new materials are created, purchased, and integrated. DLPS is a central service, and the scope and scale of their mission requires careful consideration of long-term needs.

DLPS is located on the first floor of Alderman Library. DLPS does not accommodate direct-to-user digitizing services; DLPS only provides central digitizing services for the Library.

Review the DLPS [Parameters for Digitizing Text](#).

Review an updated list of our [Completed Texts](#)

Melinda Baumann, Director, [baumann@virginia.edu](mailto:baumann@virginia.edu)

Digital Initiatives  
University of Virginia  
PO Box 400112  
Charlottesville, VA 22904-4112

[Digital Initiatives Home](#) • [UVa Library Home](#)

[Search the Library Site](#) • [UVa Home](#)

Maintained by: [dl@virginia.edu](mailto:dl@virginia.edu)

Last Modified: Friday, March 18, 2005

© The Rector and Visitors of the [University of Virginia](#)



## Position Descriptions

University of Chicago Library

Title: Preservation Reformatting Librarian  
Department: Preservation Department  
Division: Special Collections Research Center  
Reports to: Preservation Librarian

**Preservation Reformatting Summary**

Preservation Reformatting, within the Preservation Department, encompasses the entire range of activities to review and convert library materials in a variety of formats to more stable and useable formats. This work is in support of the Library's mission to preserve and provide continued access to materials for the long-term.

The Preservation Reformatting Librarian is responsible for planning and managing the two aspects of Preservation Reformatting: Digital Reformatting Services and Replacement. Digital Reformatting Services converts library collections to digital formats. The goal is to systematically add content from the Library's collections to the digital resources available to users by digitally reformatting books and other materials that need to be preserved and made accessible on the Library's public Web site. Library materials from general and special collections are converted according to existing and emerging standards and guidelines, both in-house and by external vendors. Replacement work addresses the preservation needs of brittle and deteriorated items that are identified through use. Preservation options include the purchase of reprints, paper or microfilm replacements, and the preservation reformatting strategy of digitization with file or paper output. The Preservation Reformatting Librarian oversees the staff that search and prepare materials for replacement or conversion and Digital Reformatting Services that performs digital conversion.

The Preservation Reformatting Librarian works closely and collaboratively with the Special Collections Research Center staff on the digitization of special collections materials; with Collection Development librarians on the development of selection guidelines, and decision-making for reformatting and other preservation options; with Cataloging on metadata creation; and with the Digital Library Development Center (DLDC) to support web access, archiving, and overall digital library initiatives.

**Major Duties and Responsibilities**

**Planning & Management: 50%**

- Plan, develop, promote, and manage Preservation Reformatting
- Establish objectives for the Program, set priorities for activities performed in coordination with grant, department, and library goals
- Hire, train and supervise staff

- Oversee the technical aspects of digital conversion including image capture, and the recording of necessary technical and structural metadata, and staff performing quality control for this work
- Manage searching to support decision-making and the preparation of materials for reformatting
- Manage external contracts for conversion services
- Manage workflow needed to meet production benchmarks for program activities
- Ensure quality of work performed and products produced in-house or by external vendors
- Ensure that standards and best practices are used in digital reformatting, including the recording of technical and structural metadata
- Monitor grant and Preservation Reformatting budgets using various University and Library generated fiscal reports and local production figures
- Oversee print master microfilm storage and service

**Collaborative Responsibilities: 25%**

- Work in close collaboration with the Special Collections Research Center on grants, projects and other activities that involve the digitization of special collections materials
- Work closely with Collection Development to develop selection guidelines and procedures for preservation decision-making
- Participate in decision-making about technical and structural metadata needs for retrospectively digitized materials
- Work closely with Cataloging units and others to ensure metadata requirements are being met in the reformatting production work
- Work with the Digital Library Development Center (DLDC) on issues of in-process backup for digital production, server issues related to specialized file formats and archival storage
- Chair or participate in project working groups to monitor and coordinate work on digital projects
- Serve on committees such as the Retrospective Digitization Group addressing technical, management, and presentation and delivery issues towards developing the Library's retrospective digitization program, and the Digital Archiving Group addressing long-term maintenance of digital objects
- Assist as appropriate with broader preservation questions and concerns, especially relating to issues of reformatting and digitization

**Other: 25%**

- Provide leadership in developing web creation and access to Preservation Department public information
- Contribute to grant writing efforts in support of reformatting activities
- Keep informed of developments in the field of reformatting and digital archiving, via published literature and online sources, and through meetings and workshops as appropriate
- Assist with the broader Preservation Program as needed
- Participate in and contribute to national initiatives

8/4/05

**The University of Chicago Library**

**Title:** Digital Conversion Manager  
**Department:** Preservation Department  
**Division:** Special Collections Research Center  
**Reports to:** Preservation Reformatting Librarian

**General summary:** Under the direction of the Preservation Reformatting Librarian, the Digital Conversion Manager is responsible for planning, managing, and documenting the digital conversion of library materials as part of Digital Reformatting Services. Materials for conversion include books and journals, bound and unbound manuscripts, archives, maps, photographs and other formats. The Manager trains and supervises staff to carry out conversion work. The Manager works in close cooperation with staff in the Preservation Department, the Special Collections Research Center, the Digital Library Development Center and other Library staff to accomplish position responsibilities. This involves participation in planning and establishing workflow between departments to accomplish reformatting goals.

**Essential functions:**

**Manages digital conversion: 35%**

- Makes decisions about appropriate specifications for items and collections following established and emerging preservation guidelines for conversion so that files meet standards for digital preservation masters
- Trains and supervises approximately 1 FTE student staff (3 to 4 students) in using databases to log in digital objects, to identify and record anomalies and other information, to scan materials and enter metadata in the databases, to perform quality control and make corrections
- Integrates the work of several ongoing projects and activities so that resources are allocated to meet department goals and objectives
- Ensures appropriate care and handling routines for library materials drawn from special and general collections
- Performs some scanning work, especially for materials that have challenging handling or imaging issues
- Facilitates the rush processing of special items for scanning to ensure deadlines are met

**Digital Imaging: 35%**

- Designs workflows incorporating databases, scripts, and image processing utilities to digitally image library materials; produces high resolution master files

and/or optimally compressed composite files (e.g. PDF, Djvu) for delivery. This work is done using database and imaging software such as MsAccess, Adobe Photoshop, Adobe Acrobat, various open source softwares such as UnixUtils ImageMagick and libTIFF tools, and scripts and utilities produced in house

- Identifies useful hardware and imaging equipment to solve problems posed by materials; integrates new hardware into production flow
- Provides basic technical support for all imaging and processing equipment
- Identifies useful commercial and open source image processing software, such as tools for image troubleshooting, image cleanup (such as automatic centering or deskewing) or automatic PDF assembly. Integrates software into production flow.
- Writes, documents and maintains scripts and small image processing utilities using open source tools and programming libraries such as libTIFF or ImageMagick using appropriate programming or scripting languages (C, Perl, awk, etc.). Interfaces various software components
- Assists with the creation of technical specifications for vendor files, audits and processes vendor files, insuring that they integrate smoothly into our workflows

**Planning, setting, and monitoring digital reformatting goals and priorities: 10%**

- Sets, documents and monitors annual goals and priorities in consultation with the Preservation Reformatting Librarian
- Monitors and documents staff resources for project and programmatic work within annual budget allocations; contributes to cost analysis and annual production projections
- Participates in planning to provide reformatting services for library patrons
- Records and compiles statistics documenting activities; creates annual statistical and other reports

**Documentation: 10%**

- Provides technical and procedural documentation for training digital conversion staff
- Writes technical and methodological information for staff and public project Web sites
- Assists the work of staff outside the Preservation Department who are doing preservation quality reformatting by providing technical and methodological expertise

**Emerging Technologies and Standards: 10%**

- Identifies and tests new imaging and other software and analyzes their applicability for the Library's digitization activities, especially in the areas of image capture, text conversion and batch processing
- Identifies, tests and recommends new hardware and software solutions to manage files and actions on files; does this within the Library's operating systems guidelines
- Keeps abreast of digital initiatives, emerging standards, projects and activities on national and international levels especially as they relate to the digital conversion of materials from the Library's collection

**Qualifications:**

- Bachelor of Arts Degree
- Background in photography, digital imaging technologies, or equivalent
- Expertise with color calibration and color management systems
- Demonstrated expertise in the creation and management of digital information including image capture, quality control, scanning hardware and software, digital file formats, and compression schemes
- Experience in writing, documenting and maintaining scripts and image-processing utilities using tools and libraries such as c42pdf, libTIFF, tiffinfo, tiffdump, and ImageMagick, utilities such as sed and grep, in appropriate programming or scripting languages, e.g., C, C++, Java, Perl, Tcl, awk
- Thorough knowledge of digital image formats, especially TIFF
- Strong organizational skills, including the ability to establish priorities and achieve goals
- Ability to plan and direct workflow in a production setting
- Demonstrated experience managing a process from design to completion
- Ability to initiate and adapt to change, analyze and solve problems, and be flexible
- Excellent written and oral communication skills
- Demonstrated skill working independently and accurately
- Sensitivity to the handling issues of a wide variety of library materials
- Demonstrated competence in microcomputer skills including Windows NT/XP and Mac OS X, Microsoft Office, Adobe Photoshop and other digital imaging software, including those that operate in a command line environment

**Preferred:**

- Experience in library, museum or commercial imaging environment
- Demonstrated supervisory experience

(Oct. 3, 2005fml)

**UNIVERSITY OF CONNECTICUT LIBRARIES**

## Job Description

**AREA:** Collections Services

**TITLE:** Preservation Librarian

**LEVEL:** University Librarian III or IV

**JOB SUMMARY**

Reporting to the Director for Collections Services, the Preservation Librarian has primary responsibility for the Libraries' system-wide preservation program, including leading and coordinating a digital preservation program for the Libraries; overseeing a digital conversion program for library collections; coordinating the operational components of the Libraries' preservation program; implementing national preservation standards for library materials in all formats; establishing and monitoring environmental standards for the preservation of library collections; preparing and negotiating contracts for preservation services; preparing and communicating emergency response procedures for the Libraries' collections; developing educational programs on preservation issues for staff and users of library resources; writing and managing grants for the preservation program; preparing reports on preservation activities for the Libraries; participating in national preservation efforts including the development of national preservation standards.

**ROLES AND RESPONSIBILITIES**

1. *Lead and coordinate digital preservation efforts for the Libraries that will assure enduring access to the full content of digital resources over time.* In collaboration with key players throughout the organization, develop and coordinate efforts to establish guidelines and procedures for each stage of lifecycle management including preservation strategies, selection for long-term retention, conversion, metadata creation and management, storage, and access arrangements for the Libraries' digital resources including digital collections created by the Libraries, reformatted by the Libraries, and licensed by the Libraries. Maintain awareness of preservation copyright issues.
2. *Oversee a digital conversion program for library collections.* In collaboration with bibliographers, subject specialists, archivists, and curators library-wide, plan and implement digital conversion projects that preserve and improve access to the University's library and archival collections. Develop technical specifications for archiving, quality control, and security of digital conversion projects. Develop digital production strategies in collaboration with other library service units and commercial vendors.

3. *Serve as Team Leader for Preservation.* Coordinate the operational components of the Libraries' comprehensive preservation program including 1) Digital Conversion; 2) Preservation Reformatting; 3) Materials Processing for security and collections management; 4) Commercial Binding; 5) Conservation and Collections Care. Hire and evaluate preservation staff. Coordinate annual goal-setting and the establishing of priorities for preservation activities.
4. *Implement nationally accepted preservation standards for library materials in all formats.* Establish and monitor environmental standards (e.g. temperature, humidity control, light levels, storage) for the preservation of library materials in all formats.
5. *Prepare and negotiate contracts for preservation services such as commercial binding, preservation reformatting, disaster recovery services, and mass deacidification.*
6. *Prepare and communicate emergency response procedures for the Libraries' collections.* Update the Libraries' disaster plans on an ongoing basis, verifying the services of specialized commercial preservation suppliers and service providers. Identify for library staff procedures for proper handling, protection, and treatment of materials during emergencies and disasters.
7. *Develop educational programs on preservation issues for staff and users of library resources.*
8. *Write and manage grants for the Preservation program.* Work with bibliographers, subject specialists, curators and other staff to identify collections for preservation and reformatting grants. Serve as project manager for those grants. Write and manage preservation-related portions of grants prepared for other units of the Libraries.
9. *Prepare reports and gather statistics on preservation activities for the Libraries.*
10. *Participate in national preservation efforts including the development of national preservation standards.*
11. *Participate in Area and team planning meetings, and in the development and implementation of Area and team priorities, policies, and procedures.*
12. *This position carries with it the potential for participating in the Libraries' Academic Liaison Program.*
13. *Participate in the general programs of the library, contribute to the life of the university, and engage in appropriate professional activities.*
14. *Other duties as assigned.*



**QUALIFICATIONS:*****Required***

- Graduate degree in library science from an American Library Association-accredited program.
- Minimum five years experience in a comprehensive preservation program at a research library or comparable professional experience.
- Knowledge of national preservation standards and current trends in preservation, including digital preservation efforts and the preservation of non-print formats.
- Understanding of copyright issues as they apply to preservation reformatting.
- Knowledge of new technologies and their application in the preservation arena, including imaging and digitizing technologies.
- Strong interpersonal skills, including the ability to work successfully with faculty, staff, students, and the general public.
- Strong organizational skills, including the ability to establish priorities and achieve goals; to train, supervise, motivate, and evaluate staff; to encourage team work and staff development; to plan, organize, and direct workflow.
- Ability to plan and manage long-term projects, to develop and manage budgets, and to apply spreadsheet and database management software.
- Excellent written, oral, analytic, and presentation skills.
- Demonstrated ability to work independently; to exercise judgment and individual initiative; to be flexible in a dynamic work setting of shifting priorities; and to function in a team based environment.

***Desired***

- Certification in preservation administration.
- Knowledge of preservation reformatting standards and technologies, cataloging principles and issues, and commercial products and services related to digital imaging and conversion.
- Record of contributions in the field of digital library development.
- High level of interest in the field of preservation as evidenced by continuing education or by related independent activities or research.
- Proven record in grant writing and fund procurement.

**UNIVERSITY OF CONNECTICUT LIBRARIES**

Job Description

**AREA:** Collections Services

**TITLE:** Digital Reformatting Librarian

**LEVEL:** University Librarian (level TBD)

**JOB SUMMARY**

Reporting to the Preservation Librarian, the Digital Reformatting Librarian is responsible for managing digital reformatting operations that preserve and improve access to the University of Connecticut's library and archival collections in all information formats (analog, audio, video). The incumbent collaborates with various staff throughout the Libraries and with commercial vendors to develop and implement ongoing digital reformatting services including developing technical specifications for file formats, image enhancement, compression types, file naming structures, the creation of derivatives, options for screen display, security mechanisms, quality control procedures, and requirements for archiving electronic files.

**ROLES AND RESPONSIBILITIES:**

- 1. Develop and manage the library's ongoing digital reformatting program and participate in the ongoing evaluation and revision of the program to meet the strategic goals of the library and the university. This may include developing measures for the effectiveness of the program, and setting specific goals for achieving improvements.*
- 2. Establish clear parameters for ongoing digital reformatting of print, manuscript, and non-print materials including audio, video, and electronic data. Collaborate with various staff throughout the Libraries including bibliographers, liaisons, curators to identify appropriate materials for reformatting and with technical staff as appropriate to develop technical specifications.*
- 3. Develop strategies and manage activities to ensure enduring access to digitally reformatted materials including equipment obsolescence and data loss, media integrity, format obsolescence, and information fidelity.*
- 4. Execute reformatting plans by establishing requirements and standards for digital preservation reformatting, scheduling titles and collections for reformatting, and contracting for preparation and reformatting of selected materials. Assure effective access to reformatted materials over time.*

5. *Establish standards to actively manage data security including back-ups and distributed storage of multiple copies of reformatted items.*
6. *Establish an access management system for enduring access to reformatted materials through a preservation framework including format migration and emulation.*
7. *Ensure adherence to copyright requirements for digital reformatting.*
8. *Ensure that digital reformatting projects are well conceived and executed on time and on budget. Work closely with stakeholders during all phases of a project, from conception through completion.*
9. *Locate vendors, prepare Requests for Information, Requests for Proposals, and contracts for reformatting efforts in all formats.*
10. *Contribute to the preparation of grant proposals and the management of grant-funded reformatting projects.*
11. *Ensure compliance with national professional standards in the safe handling of collection materials identified for reformatting. Serve as liaison to conservation staff for physical preparation of materials.*
12. *Work with other areas of the Libraries in the development, planning, and execution of all grants and special projects related to digital reformatting. Serve as liaison between Preservation and other digital stakeholders in the coordination of joint reformatting projects.*
13. *Create and record technical details on format, structure, and use of digitally reformatted material. Serve as liaison to cataloging staff to ensure adherence to national standards for bibliographic control and metadata standards of reformatted materials.*
14. *Monitor budgets, record and compile statistics and other written reports and documentation.*
15. *Participate in national digital preservation efforts including the development of national digital reformatting and digital archiving standards and best practice.*
16. *Participate in Area and team planning meetings, and in the development and implementation of Area and team priorities, policies, and procedures.*
17. *This position carries with it the potential for participating in the Libraries' Academic Liaison Program and reference services.*
18. *Participate in the general programs of the library, contribute to the life of the university, and engage in appropriate professional activities.*
19. *Other duties as assigned.*

## QUALIFICATIONS

### *Required*

- Graduate degree in library science from an American Library Association-accredited program.
- Two years experience using technology to deliver digital content in an academic or research library or archive.
- Broad knowledge of current digital reformatting and digital conversion trends including issues relating to the application of metadata to digital objects.
- Knowledge of digital reformatting and digital conversion policies and technical procedures including cost factors and productivity issues.
- Knowledge of database management, bibliographic control procedures, and emerging metadata standards.
- Knowledge of copyright issues as they relate to digital reformatting.
- Ability to organize work independently, to exercise individual initiative, to be flexible in a dynamic work setting of shifting priorities, and to function in a team-based environment.
- Ability to work in a continuously evolving automated environment and to keep current with standard practices, procedures, and policies.
- Excellent analytical and problem-solving skills.
- Excellent written and oral communication skills.
- Ability to maintain production levels.
- Ability to plan, organize and maintain documentation.

### *Preferred*

- Preservation experience in an academic or research library or archives.
- Experience with grant writing and fund procurement.
- Record of contributions in the field of digital library development.
- Working knowledge of a range of computing platforms, image capture, and storage environments.

**The University of Kansas Libraries**  
**POSITION DESCRIPTION**  
**Scholarly Digital Initiatives Librarian**

**POSITION TITLE:**

Scholarly Digital Initiatives Librarian

**BASIC FUNCTION:**

Under the supervision of the Coordinator of Digital Content Development, the Scholarly Digital Initiatives Librarian is responsible for a variety of technical and user-support activities associated with creating and making accessible scholarly information in a digital format in support of the research and teaching programs of the University.

**RESPONSIBILITIES:****Digital Content Development**

Provides consultation and user-assistance in the Digital Media Lab: provides support for production and editing hardware, software, and peripherals for image, media, and text files, analyzes projects and proposals, recommends appropriate workflow and standards, assists in researching and developing grant applications; for assigned projects, provides project management services including analysis of requirements, timelines, and milestones, tracking and reporting project progress, assessing and evaluating project success.

Provides administrative support for the KU ScholarWorks digital repository; helps to establish communities and collections, contributes to “value-added” services such as analog-to-digital conversion or submissions on behalf of authors, makes presentations to faculty groups on the services and rationale associated with KU ScholarWorks.

Specifies appropriate metadata and content formats based on understanding of scholarly applications, local digital architecture, and prevailing standards; develops strategies for creating metadata for digital projects and participate in metadata creation; recommends or provides input on methods for transforming data from one format to another (for example from a spreadsheet to a relational database or XML)

Supervises student employees in digital project projection.

**Library and University Service**

Participates on library and Information Services committees, working groups, and task forces, as assigned or appropriate

Participates on university committees, working groups, and task forces, as appropriate

**Professional Development**

Reads professional literature and adapts innovative approaches to digital library services

Participates in professional workshops, seminars, and conferences

Conducts research for publication and/or presentation at conferences sponsored by professional or scholarly societies

**Other**

Other duties as assigned

\_\_\_\_\_  
Coordinator of Digital Content Development Date

\_\_\_\_\_  
Assistant Dean for Scholarly Communication Date

Statement of Responsibilities  
University of Kansas Libraries

**Effective Date:** 1 January 2006

**Working Title:** Digital Imaging Librarian

**Reports to:** Assistant Dean of Libraries for Scholarly Communication

**Professional Responsibilities (80-90% Activity)**

- Serves as the digital library program's primary resource for imaging/multi-media standards. Maintains awareness of national and international trends and standards in image and compression formats and appropriate applications for various formats and standards; recommends local policies and standards.
- Serves as the digital library program's primary resource for digitization workflow. Consults with university personnel to define efficient and effective workflow (including quality assurance) for specific projects and production activities; trains staff as needed.
- Oversees the Digital Production Lab (currently located in Spencer Research Library) in support of high-quality digitization for University projects. Maintains equipment and recommends acquisition of new equipment to meet digital library needs. Trains and oversees appropriate personnel in proper use of lab equipment.
- Coordinates and oversees content-related aspects of assigned digital library projects, including:
  - Developing detailed scope, time frame and budget information;
  - Developing and coordinating project workflow; scheduling of project task assignments; assuring that key milestones are met
  - Coordinating project activities with key related staff as appropriate
  - Monitoring quality control of project output
  - Facilitating communication with project stakeholders on project progress and issues
  - Supervisory responsibility for digitization staff, as appropriate
  - Coordinating appropriate assessment and outreach activities at the project's conclusion.
- Participates in planning and prioritization for digital content development, including selection of intellectual resources to be digitized / accessed, the strategies that will be used to promote access to them, the means by which they will be presented, and methods for deployment.
- Contributes to development of information architecture and policy for the digital library program, including content development, storage, preservation, delivery, and presentation.
- Participates in preparation of grant applications both as a consultant to other units and as an initiator and primary writer.
- Provides instruction to staff and users in planning, development, management or use of digital projects.

- Participates in the Libraries' reference program for an assigned number of hours per week (Tier II)
- Performs projects and other duties as assigned.

**Research and Service (10-20% Activity)**

*Contributes to the profession's collective knowledge by engaging in scholarly research activity. Research may involve the publication of articles, books, book reviews, grant-supported inquiry, or editorial work (see **Discipline Expectations for Librarians at KU, June 1998**).*

*Engages in service to the Libraries, the University and to professional organizations by participating in committee work, projects, and other contributory achievements.*

---

***Supervisor and librarian each signs, dates, and retains a copy of the document. The original may be forwarded to the Library Administrative Office for filing in librarian's personnel file (or attached to the FASAR). Revisions may be submitted at any time.***

---

Faculty member's signature/date

---

Supervisor's signature/date



Statement of Responsibilities  
University of Kansas Libraries

**Effective Date:** January 1, 2006

**Working Title:** Coordinator of Digital Content Development

**Reports to:** Assistant Dean of Libraries for Scholarly Communication

**Professional Responsibilities (80-90% Activity)**

- Serves as the digital library program's primary resource in metadata standards including descriptive, administrative, and structural metadata both in terms of national/international developments and local policy and standards. Guides the central cataloging unit in the application and use of non-MARC metadata cataloging standards. Provides ongoing metadata coordination, instruction, analysis, promotion, documentation, and other supporting activities.
- Shares in responsibility for repository creation, conversion of metadata to XML and other formats, and loading into appropriate repositories.
- Serves as functional manager for the KU ScholarWorks digital repository, including responsibility for community administration, overall organization of content, and liaison and training for users.
- Coordinates and oversees content-related aspects of assigned digital library projects, including:
  - Developing detailed scope, time frame and budget information;
  - Developing and coordinating project workflow; scheduling of project task assignments; assuring that key milestones are met
  - Coordinating project activities with key related staff as appropriate
  - Monitoring quality control of project output
  - Facilitating communication with project stakeholders on project progress and issues
  - Supervisory responsibility for digitization staff, as appropriate
  - Coordinating appropriate assessment and outreach activities at the project's conclusion.
- Participates in planning and prioritization for digital content development, including selection of intellectual resources to be digitized / accessed, the strategies that will be used to promote access to them, the means by which they will be presented, and methods for deployment.
- Contributes to development of information architecture and policy for the digital library program, including content development, storage, preservation, delivery, and presentation.
- Participates in preparation of grant applications both as a consultant to other units and as an initiator and primary writer.
- Provides instruction to staff, faculty, and students in planning, development, management, and use of digital projects
- Participates in the Libraries' reference program for an assigned number of hours per week
- Supervisory responsibility for scholarly digital initiatives librarian
- Performs projects and other duties as assigned

**Research and Service (10-20% Activity)**

Contributes to the profession's collective knowledge by engaging in scholarly research activity. Research may involve the publication of articles, books, book reviews, grant-supported inquiry, or editorial work (see **Discipline Expectations for Librarians at KU, June 1998**).

Engages in service to the Libraries, the University and to professional organizations by participating in committee work, projects, and other contributory achievements.



OHIO  
UNIVERSITY

Position Description Questionnaire  
**Administration Non-Faculty Status**

Job Title: Digital Initiatives Coordinator

**Describe the purpose of this position (i.e., why does it exist?)**

Establish the framework, plan, and manage a two-year pilot project by providing coordination and leadership in the management of the Libraries' digitization initiatives. Provide digital access as well as preservation of library materials for the benefit of teaching and research. This position reports to the Dean, and may provide oversight to a digitization unit.

May support an academic unit as Subject Bibliographer.

**I. Position Summary**

List the important duties and responsibilities of this position in order of importance. Use an outline format and begin each statement with an action verb (direct, write, analyze). Give some indication of the frequency you perform each task (i.e., daily, weekly).

Plans and coordinates digitization initiatives; works with library administration, bibliographers, faculty and staff to identify and prioritize projects. Assists in planning and implementing projects to fulfill the mission and goals of the University and the Libraries.

Leads in the Libraries' development of policies, priorities, and best practices for the production, cataloging, management, and preservation of digitized materials.

Serves as a resource for digitization standards and technologies. Provides information, training, and support to library staff involved in digital initiatives.

Collaborates with appropriate internal and external agencies to identify and pursue funding opportunities.

Collaborates at University-wide, local, regional, and national levels to create, disseminate, and archive digital content.

Represents the library on appropriate committees and task groups at national, state and regional levels.

May serve as subject bibliographer for at least one assigned academic area of the university, leading efforts in collection development, library instruction, and promotion of library resources, as well as consulting with faculty and students about their research and information needs, daily.

Serves on appropriate library and university committees and teams. Other duties as assigned

**III. Education**

What is the minimum level of education (formal schooling or special training, certification, license) necessary to prepare a person to perform this job. Give a brief justification as to why this level of education or training is required.

The ALA-accredited Master of Library and/or Information Science; or a masters in a related field, with appropriate related experience.

#### IV. **Experience**

What is the minimum related experience necessary to perform this job at an acceptable level. Give a brief justification as to why this amount of experience is required. Experience should be defined by what is necessary within the profession and what is necessary specific to the position (e.g. 3 years in profession, 1 year as supervisor, etc.)

2 years experience in each of the following: project management/coordination; supervising staff; creating, storing, organizing, and delivering digital content; creation of metadata or traditional cataloging

#### IV. **Skill**

List any skills that are required in the performance of your job. Include special dexterity, counseling, human relations.

Knowledge of digitization processes, standards, and infrastructure

Knowledge of grant writing and management

Demonstrated project management skills; including ability to meet established targets

Demonstrated interpersonal, facilitation, and communication skills

Demonstrated analytical and problem-solving skills

Demonstrated ability to work independently

Demonstrated ability to work efficiently and effectively within teams

#### V. **Decision Making**

A. List the types and complexity of decisions this position requires a person to make.

In the course of the 2-year pilot, the incumbent will be called on to make a many complex decisions. Examples include, but are not limited to:

- *Evaluate options & recommend a coordinated course/plan designed to increase the number and range of digital resources available for researchers*
- *Complete and interpret data from needs assessments*
- *Identify and address needs for library staffing and training*
- *Develop policies and best practices for selection criteria, metadata creation, preservation decisions, etc.*
- *Identify and pursue external funding opportunities for digital projects*

If assigned as bibliographer: decisions will include the development and acquisition of library materials, including the management of allocated acquisitions funds.

B. Discuss existing guidelines and any precedent which govern these decisions. Include to what extent your decisions are reviewed by a higher authority before implementation.

National and international (?) guidelines, standards and best-practices for digitization projects  
OhioLINK guidelines for submissions to the Digital Media Center.  
The University's strategic plan and the Libraries' mission and goals will inform the development of the digitization course/plan.

As bibliographer, selection of library materials is guided by a collection development policy, written in consultation with the faculty of the academic area. Individual selection decisions are generally not subject to review.

C. What is the impact of these decisions? Specify the areas of the University which would be affected.

Provide access to digitized material will support teaching and research of OU faculty; learning and research of OU students; and the president's goal of developing OU into a nationally prominent research institution.

Increase access to and preservation of unique, rare library materials  
Maximize use of limited library human and technical resources

Bibliographer decisions regarding collection development result in the nature and extent of library resources available in a given subject area.

D. To what extent is analytical or creative ability required to solve problems in your position. Give a typical example.

Analysis and creativity are fundamental to this position; each situation will require creativity, flexibility, and initiative.

Analyses of funding resources, skill sets and collections are essential for the development of the plan.

Incumbent will analyze best-practices/standards and recommend their application to meet identified needs.

## VI. **Supervisory Responsibility**

A. If you regularly supervise others, list the names and title of all employees who report directly to you, including full-time, part-time and students.

Although no unit currently exists, this position may eventually supervise at least one classified position and 2-3 student assistants

B. Without duplicating, list the number of employees that report to you indirectly.

C. Describe any responsibility you have for supervising non-university workers (e.g. construction crews, consultants, etc.)

D. List those activities that are part of your supervisory duties (i.e., schedule work, direct, budget).

If a digitization unit is created, this position will manage the unit and staff assigned to the unit, including personnel activities (hiring, scheduling, performance management) as well as

management of equipment and budget. Will contract with outside vendors and service agencies who provide equipment and services (such as off-site digital image production).

**VII. Staff Responsibility**

- A. Indicate the advisory capacity of your position where others must rely upon data you submit, recommendations you make or services you provide.

Provides recommendations, information, support, and training for the library's digital initiatives plan.

If assigned an area of bibliographic responsibility, that academic unit relies upon this position for advice concerning collection development, selection, budget management, and library procedures.

- B. Discuss the impact on the University when your recommendations are followed or services utilized, and when they are not.

A coordinated digital initiative will provide 24/7, world-wide availability of information resources, some of which may be unique and rare cultural materials that are otherwise inaccessible; it will provide a range of high quality, networked resources for the OU community and beyond.

Lack of central coordination impedes the opportunity for the Libraries to efficiently and strategically provide universal access and preservation of important collections.

Delays, poor fund management, and lost opportunities occur when there is no mechanism for decision-making regarding digitization of collections.

- C. If you counsel and advise others, give the nature and frequency.

Position works closely with library administration and other staff engaged in digitization efforts. Frequency: daily.

**VIII. Funds, Property and Other Resources**

- A. Describe, if applicable, the responsibility of this position for decisions that directly affect the financial success of the University through the conservation, protection and effective use of the University's current and potential assets such as operating budget, revenue, expenditures or other financial resources.

Management of the Libraries' digital assets will support the University in achieving the first of the President's overall goals: to become a nationally prominent research university.

As bibliographer, may be responsible for library acquisition funds allocated to area of bibliographic assignment.

- B. What is the total value of that responsibility, in dollars?

The impact of stewardship of the Libraries' collections cannot be easily measured in monetary terms.

It is difficult to evaluate the value of an subject collection. Total acquisition budget that may be managed as part of the bibliographer assignment varies.

**IX. Contact With Others**

- A. Explain the degree to which this position involves the responsibility for personally dealing with individuals outside the direct line of authority; identify faculty, other administrators, civil service or students.

With the exception of a new digitization unit, this will be a staff position, and will serve as advisor and coordinator interacting with a wide range of individuals throughout the Libraries, the university and the profession, depending on the range of a project.

If assigned as a bibliographer, the work of bibliographer involves responsibility with faculty and students in the area of bibliographic responsibility. It also involves responsibility with other library bibliographers as a member of the Bibliographers' Council

- B. Describe the nature of these contacts as it involves tact, diplomacy, controversy, cooperation, persuasion.

The incumbent will ~~work to~~ bring many different individuals and functions of the library together, negotiating with others to work effectively and efficiently. This will be accomplished through use of tact, diplomacy, cooperation, and persuasion.

- C. Indicate by title people most frequently contacted.

Staff involved in digital initiatives  
Heads of Preservation Department and Archives & Special Collections Department  
Systems staff  
Subject bibliographers on the library staff (Bibliographers' Council)  
Dean of University Libraries  
Associate/Assistant Deans of Libraries  
Other Department Heads and Regional Campus Library Directors  
Faculty  
Library Users  
Vendors / Consultants / Service agency representatives

- D. If these contacts are primarily outside the University community, state the nature, frequency and impact upon the University. In all cases, state the method of contact (i.e., personal, written, telephone).

The incumbent will actively participate in state, national and international activities and organizations dedicated to the development and advancement of digital access, locally and globally. Contact will be in person, written (email and paper), and phone.

**GENERAL FACULTY  
POSITION DESCRIPTION  
UNIVERSITY OF VIRGINIA**

**PART I: ORGANIZATIONAL INFORMATION**

POSITION  
NUMBER

Working Title      Head, Digital Library Production Services

Organization      University of Virginia Library

**PART II: POSITION INFORMATION**

PERCENT  
OF TOTAL  
WORKING  
TIME

DESCRIBE FULLY AND CLEARLY THE MOST IMPORTANT WORK FIRST, THEN THE NEXT MOST IMPORTANT IN A SEPARATE PARAGRAPH, AND SO ON. MAKE THE DESCRIPTIONS DEFINITE AND DETAILED TO GIVE A CLEAR PICTURE OF THE WORK. IT IS PARTICULARLY IMPORTANT THAT THE SUPERVISION RECEIVED OR EXERCISED BE CLEARLY EXPLAINED. IT IS ALSO IMPORTANT THAT SUCH TERMS AS "CHECK", "HANDLE", "RESPONSIBLE FOR", "ASSIST" BE EXPLAINED. LIST ANY EQUIPMENT OPERATED OR SPECIAL SKILL USED. ESTIMATE WORKING TIME DEVOTED TO EACH KIND OF WORK DESCRIBED.

- |     |  |
|-----|--|
| 80% | <p>Full managerial responsibility for the centralized digitizing operation for the UVA Library system. Responsible for establishing departmental priorities, the acquiring and allocation of personnel and resources, and long-range departmental planning. Directly supervises 4.5 paraprofessionals; responsible for a total staff of 8.5 paraprofessional staff, and part-time workers and student assistants. Oversees the selection, training and evaluation of staff, as well as other personnel matters.</p> <p>Develops and maintains a productive and cost effective processing operation which is responsive to the needs of other library units and library users. Sets goals, priorities and objectives; establishes and analyzes statistical measurements of productivity. Plans and oversees development of new production formats and workflows based on emerging Library priorities. Assesses departmental readiness for implementing new workflows, and develops implementation plans.</p> <p>Oversees and evaluates all digital collection-building activity that includes creation, migration, and other processes related to production of digital content for a central repository. Sets library-wide policies, procedures, and standards for all digital material produced in-house and outsourced. Sets priorities and deadlines.</p> |
| 10% | <p>Collaborates with Content Management Services (CMS) managers to assess and prioritize digital content slated for the central repository. Collaborates with Collections Group and selectors to determine and prioritize collection-building, budgetary, and service needs. Collaborates with PTS managers to determine the direction and scope of current and future UVA Library Repository projects.</p>  |
| 10% | <p>Participates in library planning as a member of the CMS managerial team, the Production &amp; Technology Services (PTS) Council, Administrative Council, and by working on committees as assigned. Attends training sessions and gives presentations relating to digital collection building and production services. Participates in other professional growth and development activities, some of which may involve travel.</p>   |

---

**PART III: QUALIFICATIONS**

---

PREFERRED KNOWLEDGE, SKILLS, AND ABILITIES FOR AN INDIVIDUAL PERFORMING THIS POSITION:

Demonstrated competence in management, supervision and administration. Practical and theoretical understanding of current and past practices and standards for library collection development and digital production; and knowledge of current and emerging technologies that facilitate these activities. Demonstrated customer service orientation to ensure that access to and organization of collections are user-centered. Skills in organizational leadership, communication, and human resources. Proven ability to write procedures and create appropriate documentation. Ability to work harmoniously with many levels of staff in a rapidly changing environment. Demonstrated commitment to professional growth.

SPECIAL LICENSES, REGISTRATION, OR CERTIFICATION:

EDUCATION OR TRAINING (CITE MAJOR AREA OF STUDY):

Master's degree in library science (preferred) or master's degree in a related field required.

LEVEL AND TYPE OF EXPERIENCE:

Progressively responsible experience in digital production services, preferably in a research library. Demonstrated competence in management and supervision. Experience with hardware and software germane to digital collection building, or ability to acquire such knowledge.

---

**PART IV: SIGNATURES**

---

---

Signature (Current Incumbent)

Print Name

Date

---

Individual Who Will Sign Performance Evaluation



## Policy and Procedure

## Digital Projects and Programs: A Comprehensive Strategy

*Revised September 2004*

This comprehensive strategy provides general guidelines and principles for digital projects and programs that involve the University Libraries at The University of Alabama.

This document will be made available to departments and programs at The University of Alabama and to other institutions and groups who seek to initiate or join a collaborative project or program with the University Libraries. This document will also be made available to the general public and potential funding sources.

### 1. Purpose and Guiding Principles

The purpose of digital projects and programs at the University Libraries is to develop accessible digital collections of materials that support the teaching and research of UA faculty and students, and that, in turn, further the mission of The University of Alabama.

The University Libraries especially welcomes proposals that:

- increase the value of materials by providing new forms of intellectual access to the content of the works,
- create additional research possibilities, such as virtual collaboration among scholars, students, and cultural institutions of all sizes via the World Wide Web,
- physically unite disparate collections of items relating to the history and culture of the state of Alabama,
- highlight materials of unique historical and cultural significance from the University Libraries' collections, and/or
- facilitate teaching and learning at the University of Alabama.

Selection for digitization requires, in most cases, that materials have enduring value and that they form a significant research corpus. Short term projects will be evaluated on the basis of their own merits. To the fullest extent possible, completed digital projects and programs will be available to the general public via the World Wide Web.

### 2. Digitization and Preservation

The University Libraries has a commitment to the preservation of intellectual content for the use of future generations. As part of that commitment, the University Libraries supports the application of digital technologies to extend the useful life of materials at risk. ARL (Association of Research Libraries) has endorsed digitization as an accepted preservation reformatting option for a range of materials. As a member of ARL, the University of Alabama and the University Libraries are committed to adhere to accepted standards and best practices in digital reformatting and to establish institutional policies to maintain digital products for the long term. The choice to use digitization, or any reformatting option, for preservation remains a local decision. (See ARL's "[Recognizing Digitization as a Preservation Reformatting Method](#)")

### 3. Legal Issues: Copyright and Intellectual Property Rights

The University Libraries will conform to U.S. copyright and intellectual property law, and follow best practices of academic research libraries.

The University Libraries will consider digitization of materials which are either in the public domain or for which copyright clearance or written permission for open access on the World Wide Web has been obtained.

Any property rights related to digital collections created by the University Libraries shall be those of The University of Alabama, unless these rights are otherwise protected by The University of Alabama Faculty Handbook, Appendix H, "[Determination of Rights in Copyrightable Materials at The University Of Alabama](#)." The rights holder must specifically authorize secondary or derivative use of digital files or collections. Secondary or derivative use of UA digital files or collections may occur only after appropriate authorization has been requested and received.

#### 4. Bibliographic Integrity and Identification

The University Libraries will follow best practices when cataloging digital works.

The University Libraries will assign pre-existing or create original metadata records for all digital projects.

The University Libraries will consider for digitization complete works or collections as well as component parts.

#### 5. Specifications and Standards

Preparation of specifications for each project will be an integral part of the planning process and will follow best practices and developing standards.

The University Libraries' Digital Program Advisory Committee will review project proposals as to technical feasibility and assess how well a project will integrate with workflow, platforms, and systems in use at the University Libraries or at peer institutions.

#### 6. Project Initiation, Development, and Resource Requirements

The Digital Projects & Programs Checklist should be consulted during the process of project development. (This checklist has been revised and can now be accessed as: [Project Evaluation Criteria](#))

Additional resource issues that need to be addressed during the planning process include:

- Need for systems development
- Security of rare items
- Transcription of items not suited to optical character recognition
- Pre-scanning conservation measures and production of stable preservation quality output products
- Expected demand for extensive services to remote users or expansion of user services
- Use of technologies (including hardware and software) not available through the University Libraries.
- Need for personnel with appropriate skills.

The Digital Program Advisory Committee will review completed proposals. Proposals and recommendations will be forwarded to the Dean of University Libraries for consideration and final decision.

*Note: Modeled on The University of Pittsburgh's "Mission and Guiding Principles of the Digital Research Library"*

[Digital Program  
Project Recommendation Form](#)  
[Project Evaluation Criteria](#)  
[Master List of Digital Projects](#)



[UA Libraries Home](#) | [Campus Libraries](#) | [Contact Us](#) | [Search This Site](#) |

©2004-2006 The University of Alabama  
Last modified: 02/21/06  
Comments about this site to: [webmaster](#)



**Digitization Standards: Non-transmissive Materials**

lower resolution

**Group A**

- Visual presentation only
- Images only
- Use for course study / lecture support
- No pan & zoom needed
- Low-Moderate resolution standards

Examples: World Civ. class lecture, web presentation, PP presentation; slide sets for course reserve.

GROUP A Digitizing Standards		
	MASTER	DISPLAY
Resolution	72 - 150 dpi	72 dpi
Long Dimension	63 - 1500 pixels	63 - 630 pixels
Bit Depth	1 bit bitonal, 8 bit grayscale, 24 bit color	1 bit bitonal, 8 bit grayscale, 24 bit color
File Type	TIFF	JPEG
Compression	None or lossless	Lossy

**Group B**

- Detail desired
- Visual presentation with multiple views (pan & zoom)
- Text capture
- Born-digital surrogates of existing and accessible objects – originals still available for technical upgrade
- Resolution standards usually medium to high

Examples: Image intensive presentations—art history lecture; Images of manuscripts to be displayed with text transcription; maps.

GROUP B Digitizing Standards		
	MASTER	DISPLAY
Resolution	300 - 1200 dpi	72 dpi
Long Dimension	262 - 12K pixels	63 - 630 pixels
Bit Depth	1 bit bitonal, 8 bit grayscale, 24 bit color	1 bit bitonal, 8 bit grayscale, 24 bit color
File Type	TIFF	JPEG
Compression	None or lossless	Lossy

Detail Continuum

**Group C**

- Greatest detail desired
- Images for very detailed analysis (more than group B) and / or images that are digitized for preservation purposes
- Born digital items where access to the original is limited
- Brittle and/or light sensitive archival materials (you may only be able to scan the original once)
- Microprint / microform.
- Highest resolution standards

Examples: lantern slides; brittle manuscript pages; slides digitized for preservation purposes; painting in which detail of brush-strokes is desired.

*higher  
resolution*

<b>GROUP C</b> <i>Digitizing Standards</i>		
	<b>MASTER</b>	<b>DISPLAY</b>
<b>Resolution</b>	1200 - 2500 dpi	300 dpi
<b>Long Dimension</b>	1050 - 25K pixels	262 - 3000 pixels
<b>Bit Depth</b>	1 bit bitonal, 8 bit grayscale, 24 bit color	1 bit bitonal, 8 bit grayscale, 24 bit color
<b>File Type</b>	TIFF	JPEG
<b>Compression</b>	None or lossless	None or lossless

Dimensions used: low end - .875 X 1.75 inches; high end - 8 X 10 inches.

PRINT RESOLUTION: Standard for each group

\* Display image standard for GROUP A & GROUP B; high resolution provided via URL

\*\* Thumbnail images are generated by CONTENT



**Digitization Standards: Transparent Materials**

These standards apply to transparent film originals such as 35mm slides of previously printed materials and negatives. We assume that these materials are being digitized primarily for in-class presentation, and therefore recommend only the highest digital capture resolutions. We further recommend a series of pre-production scans at multiple levels within the specified ranges to accommodate differences among scanning hardware devices and to establish uniform digital capture standards for the project.

Lower resolution

**Group A: not recommended**

**Group B**

- Detail desired
- Text capture
- Born-digital surrogates of existing and accessible objects – originals still available for technical upgrade
- Digitization of previously printed materials
- Resolution standards usually medium to high

Examples: Image intensive presentations—art history lecture; Images of manuscripts to be displayed with text transcription; maps.

<b>GROUP B</b> <i>Digitizing Standards for transparent materials</i>		
	<b>MASTER</b>	<b>DISPLAY</b>
<b>Resolution</b>	600 - 1200 dpi	72 dpi
<b>Long Dimension</b>	262 - 12K pixels	63 - 630 pixels
<b>Bit Depth</b>	1 bit bitonal, 8 bit grayscale, 24 bit color	1 bit bitonal, 8 bit grayscale, 24 bit color
<b>File Type</b>	TIFF (LZW)	JPEG
<b>Compression</b>	lossless	Lossy

**Group C**

- Greatest detail desired
- Images for very detailed analysis and / or images that are digitized for preservation purposes
- Born digital items where access to the original is limited
- Brittle and/or light sensitive archival materials (you may only be able to scan the original once)
- Microprint / microform.
- Highest resolution standards

Examples: lantern slides; brittle manuscript pages; slides digitized for preservation purposes; painting in which detail of brush-strokes is desired.

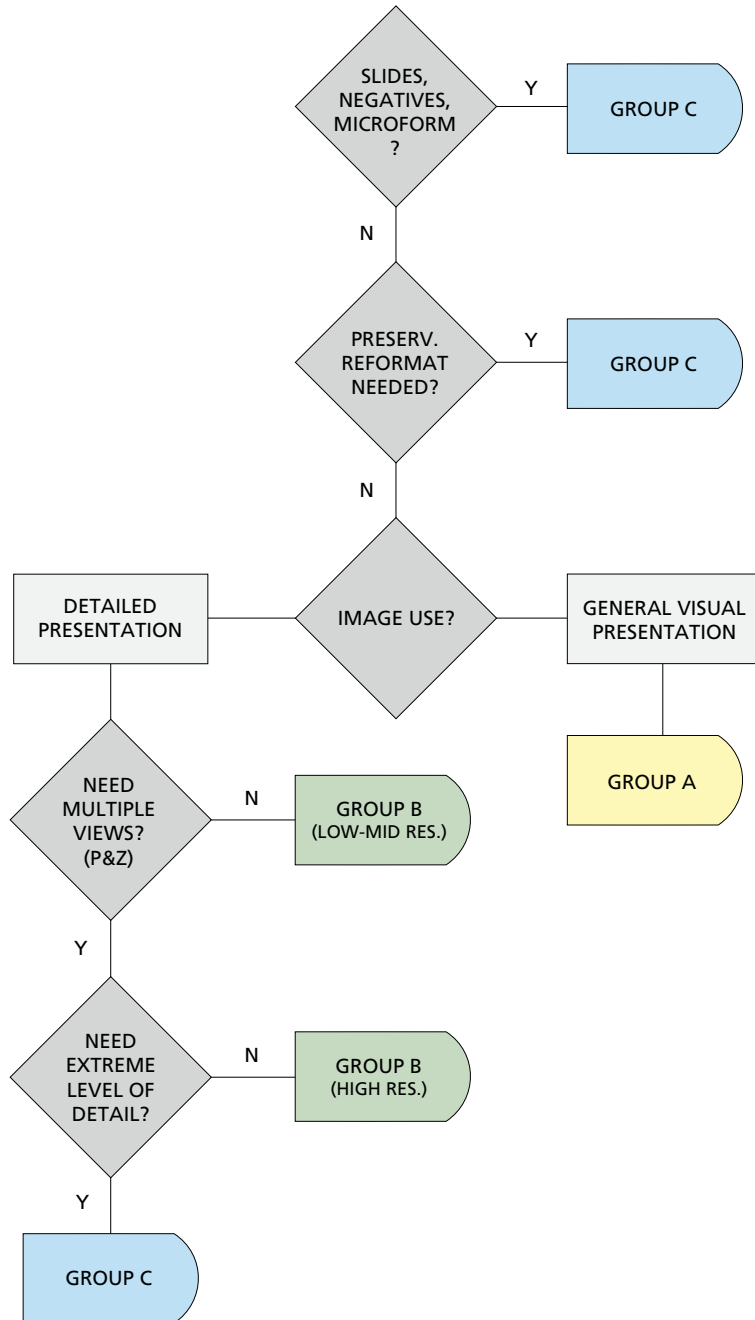
Detail Continuum

*higher resolution* ↓

<b>GROUP C</b> <i>Digitizing Standards for transparent materials</i>		
	<b>MASTER</b>	<b>DISPLAY</b>
<b>Resolution</b>	1200 - 2500 dpi	300 dpi
<b>Long Dimension</b>	1050 - 25K pixels	262 - 3000 pixels
<b>Bit Depth</b>	1 bit bitonal, 8 bit grayscale, 24 bit color	1 bit bitonal, 8 bit grayscale, 24 bit color
<b>File Type</b>	TIFF (LZW)	JPEG
<b>Compression</b>	lossless	None or lossless



### UBdigit Digitization Decision Tree







## Policy Statement on Cost Recovery for Grant-funded Partnership Projects with Digital Collections at the UConn Libraries

Drafted by the Digital Collections Facilitation Team – Approved by Leadership Council on June 4, 2003.

---

---

### Background

The Libraries seek to make its expertise and services available to projects that enhance its mission and its collections. While seeking to partner with university departments and external institutions on bringing digital collections to the Web, it is important to recognize that there are costs for the Libraries associated with these collections. We recognize that there is little value in creating a model of charging back to university departments for personnel and fixed-cost expenditures such as software maintenance and hardware amortization. However, the contributions of the Libraries must be reflected in grant application budgets and in working with institutions external to the university.

### Policy

The Libraries bear real costs in the development and maintenance of digital projects. In particular, there are three costs that need to be considered:

1. Personnel: a percentage of someone's time for maintenance of the interface and software components for upgrades, etc.
2. Server support: cost for maintenance of the software, server, and amortized cost of server replacement
3. Data storage/delivery: cost for the amount of disk space consumed as a measure of the project's size. There are no delivery costs (e.g. per megabyte delivered by the system). There are also no costs associated with the indexing structures.

As of the time this document was last revised, those costs include the following:

1. \$780 for 1% of staff FTE per year (24 hours/yr); which should include the maintenance of the underlying system and application developer time for interface development, consulting, etc.
2. \$100 per year for a portion of software and server maintenance and hardware upgrade costs
3. \$50 per gigabyte of information loaded into the system

In recognition of partnerships with other university departments, the University Libraries does not assess the personnel costs associated with projects except in extreme circumstances. When drafting budgets for grants departments are expected to include all library costs as part of the grant.



## Policy Statement on Description & Access for Digital Collections at the UConn Libraries

UConn

Drafted by the Digital Collections Facilitation Team – Approved by Leadership Council on June 4, 2003.

---

---

### Background

In accordance with the University Libraries' ["Digital Collections Strategic Plan"](#) (March 2002), the digital collections program will strive to "describe digital collections in accordance with established metadata, cataloging, and other standards to promote interoperability and provide effective universal access to resources." The ability to accomplish this description and access goal was partially realized with the purchase of Endeavor Information System's digital library product, ENCompass, in fall 2002. The ENCompass for Digital Collections (EDC) module specifically enables the University Libraries to more fully integrate access to owned, licensed, and locally developed resources while simultaneously providing a comprehensive tool for the standardization of descriptive, technical, and preservation metadata.

### Policy

The digital collections program must continually evolve in response to emerging national and international standards and grow in concert with access technologies purchased, adopted, and supported by the University Libraries. Therefore, the DCFT advocates that, where appropriate and applicable, existing and future locally-developed digital collections should be integrated into the ENCompass system. In addition, effective spring 2003, the DCFT will only endorse delivery of standards-based digital collections using XML or prevailing technologies that are compatible with ENCompass.



UNIVERSITY OF CONNECTICUT LIBRARIES  
DIGITAL COLLECTIONS PARTNERSHIP PROPOSAL

Date Submitted:

Staff Member Requesting Partnership: [Name of Principal Investigator/Project Manager at UCL]

Partner(s) Names/Titles/Organizations:

[Principal Investigator at UCL], [Job Title], UConn Libraries (UCL)  
[Principal Investigator at Partner Institution], [Job Title], Institution (Acronym if applicable)  
[Principal Investigator at Partner Institution], [Job Title], Institution (Acronym if applicable)

1. Describe the partnership/project including (attach any relevant documents):
  - Define the goals, activities, expectations, and products
  - Its relationship to library and university goals
  - An implementation plan explaining the responsibilities of the partners
  - The resources required (staff, funding, equipment) and how these will be provided
  - A project timeline including dates for start-up, evaluation, and closure or continuation
  - If a product is created, who owns the product
  
2. Briefly describe the impact of the partnership on each library area that is affected by the proposal.
  
3. If the project is to be sustained after the initial effort is complete, indicate how it will be maintained.

Leadership Council's Decision:

- \_\_\_\_\_ Partnership Approved
- \_\_\_\_\_ Partnership Disapproved
- \_\_\_\_\_ Partnership Proposal Returned for Further Review

Area Head Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Guidelines for Submitting Progress Reports on Digital Collections Projects at the University of Connecticut Libraries

Drafted by Heidi N. Abbey, Digital Collections Librarian ❖ Revised

### Introduction and Purpose

Progress reports on digital collections projects are instrumental in measuring the success of the Libraries' digital initiatives to date. They also serve as a practical exercise for digital project managers, consolidating critical information about a given project that can subsequently enable and encourage the effective exchange of good practice among library staff. According to the "Lund Principles" of benchmarking digitization policies (Lund, Sweden, 4 April 2001), there are a number of key themes that can be identified and used as indicators of good practice, including the following:

1. **Management** (objectives, milestones, workplan, timetable, implementation plan, meetings);
2. **Human Resources** (staff resources used, skills identified and/or acquired via training);
3. **Funding** (public/private investments in digitization; strategies for attracting private funding; costs for digitization and long-term maintenance);
4. **Productivity** (intellectual property rights investigated and copyright secured, licensing agreements drafted and approved, partnership documents created and approved, conversion, metadata created, volume of digitized content, website design and development; automated and manual feedback mechanisms created);
5. **Impact** (usability, improvements in access to materials, preservation of original objects, encouragement of Internet use, marketing and promotion of digital resources);
6. **Priorities** (criteria needed to direct resources towards digitizing materials); and
7. **Technical Aspects** (information architecture created or licensed, identification and/or use of appropriate technologies to suit digitization).

The seven themes listed above and questions listed below should be considered as starting points for digital project managers when thinking about and compiling monthly progress reports. Digital project managers should address the seven broad themes and are encouraged to include both qualitative (subjective) and quantitative (objective) data in the reports whenever possible and appropriate.

### Suggested Contents for Progress Reports

1. **Management**  
What objectives did you have for a given month? Quarter? Year? Did you achieve them? If yes, please elaborate. If no, why not?  
What milestones did you reach?  
Did you create any new workplans? Timetables? Implementation plans?  
What meetings did you attend? How many? Were they effective forms for communication?
2. **Human Resources**  
How much of your time (in hours, days, or % of total work time) did you devote to working on your digital collections project?  
How much time (in hours, days, or % of total work time) did other project collaborators (please specify the individual) devote to working on your digital collections project?

Have you attended any training sessions (workshops, institutes, etc.) directly related to your digital collections project?

Have you acquired any new, significant skills?

Did you acquire these new skills on your own? Via workshops or special training sessions?

Consulting with experts?

### 3. Funding

Do you have adequate funding to complete your digital collections project?

Have you applied for and/or received any grants?

Have you identified strategies for attracting private funding?

What costs have you incurred in creating your digital collections project? What was purchased?

### 4. Productivity

Have you investigated intellectual property rights for your project?

Have you secured copyright for the materials to be digitized?

Did you complete a license agreement with an outside party?

Did you complete a partnership document with an outside party?

Have you converted any materials into digital format? If so, how many items? Images? Pages of text? Did you outsource this work? To whom? How long did it take?

Have you created any metadata? If so, what type? How much?

Have you created any databases? If so, what software did you use? How will the database be delivered to the Web?

Do you have a website for your digital collections project? Dedicated URL? Written content for the website? If not, have you taken steps to see that a website is created?

Have you developed mechanisms for compiling user feedback? Analog statistics? Interactive feedback form online? Focus groups? One-on-one interviews with users?

### 5. Impact

Can you measure the usability of your digital collections project? In other words, have you received feedback from users about how easily your digital collection can be searched, how easily content can be printed out, etc.?

Can you quantify improvements in user access to materials because of your digital collection?

Have you altered your work plan or objectives based upon user feedback?

Have original materials been better preserved/conserved as a result of your digital collection?

Has a collection been processed as a result of your digital collection?

If your digital collection is online, how many users have visited your website? On a given day?

During a given week? Month? How long do users view your digital collection? What comments have you received from users? Positive or negative?

How much marketing or promotion of your digital collection have you accomplished? In what forms (meetings, workshops; local, regional or national conferences; UConn Libraries website, [UConn Libraries Newsletter](#), [UConn Advance](#), local newspaper, print brochure, etc.)? Have these promotional efforts made an impact upon usage?

Who or what organizations are linking to your digital collections project online?

### 6. Priorities

What information architecture do you need to create your digital collections project?

What level of communication have you developed to manage your project?

What policies have you created surrounding the development of your project?

Have you established policies for the preservation of original objects, content selection criteria, development of new services, or wider digitization potential?

**7. Technical Aspects**

Have you identified all of the technologies that will be needed to deliver your digital collection online? If so, what are they? If not, how are you addressing the technical aspects of your project?

Do you have an information architecture plan?

Do you have a schematic of the technology solutions that will be integrated so that your digital collection is made available online?

Is the data you have generated being backed-up on a regular basis?

Have you addressed the short-term preservation of your digital project? In house? Offsite?

Have you addressed the long-term preservation of your digital project? In house? Offsite?

# About Us

[Hardware & Software](#) [Process](#) [MetaData](#) [Image Capture Specifications](#)

## Purpose

This document is designed to document the philosophy and decisions that have been made regarding image capture procedures for archival images. It is important to maintain a high level of image quality across projects and over time. By documenting our decisions we hope to decrease the likelihood of rescanning fragile archival materials. It is also important to choose digital object formats that are likely to stand the test of time for long term preservation of the Purdue Libraries archival resources.

### Scope

- Scanning and file format recommendations for:
  - Photographs, maps, graphic and text materials
  - Document hardware description
  - Document software description
  - Quality control, file naming, scanner and monitor calibration, targets and color bars, storing images, and recording and verification of CD-ROMs

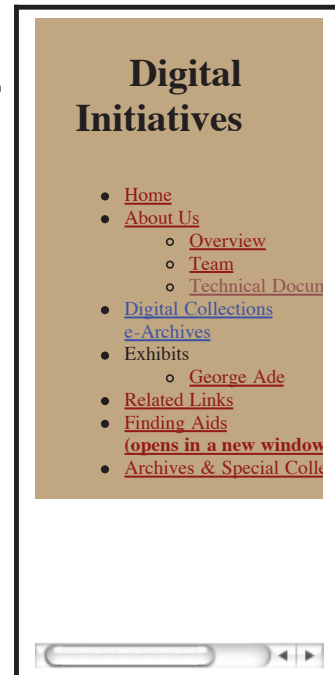
### General Principles

- Scan at the highest resolution for the type of original material
- Scan at the highest quality the first time to prevent re-handling of delicate materials.
- Create an archival copy of the images on high quality CD-ROM media.
- Provide online access copies using NAS storage.
- Create access copies stored on stable CD-ROM media.
- Create meaningful metadata for image files or collections.
- Monitor technology shift and copy to media as needed.
- Document a migration strategy for maintaining access to all of our digital resources.
- Scan original or first generation item wherever possible.
- Minimize on-going costs in favor of one-time expenditures.

## Toolkit

The Digital Initiatives Team has endeavored to create a hardware/software architecture that efficiently handles the large files that will be generated by the project. By appropriately sizing our tools it is expected that labor costs will be minimized.

### Computers



The Libraries has purchased three Dell Precision 670 computers that are dedicated solely to the digital initiatives project. These machines are designed to handle the expected file sizes with ease. We anticipate that many images may exceed 22 megabytes per image. With the need to manipulate such files in Random Access memory (RAM) the project has purchased two dual processor computers with four gigabytes of RAM. Each machine will be equipped with two 20" flat panel displays, two 500 gigabyte hard drives, high-speed FireWire (IEEE 1394) connection and CD/DVD RW drives.

## Scanners

Two Epson 10000XL Expression Photo Scanners with Silverfast scanning software have been purchased. The Epson machines have the capability of capturing 2400 dpi (optical resolution) on a 12.2" by 17.2" flat bed. The team believes that this will handle the vast majority of the materials that are to be scanned. The scanners are equipped with FireWire connections for speedy data communications with the computers. While the scanner is capable of scanning at a color depth of 48 bits, the team is planning on scanning at color depth of 24 bits. The Epson 10000XL is reported to have an optical density of 3.8 Dmax, thus insuring rich detail capture. SilverFast scanner software comes with the scanner. Testing with SilverFast indicates that scanning times may be significantly reduced when compared to using the Epson software.

## Printer

A single Epson printer was purchased. The printer is used to supply users with high quality prints from our collection. The prints are expected to be fade resistant for 100 to 200 years. It also comes equipped with high speed FireWire data connection, ensuring the rapid transfer of data from the computer to printer.

## Hardware and Software Specifications

### Server

Dell PowerEdge  
2 x Intel 300 GHz Xenon Processor  
2 GB of RAM  
4 x 300GB SCSI Hard Drives

### Server Software

CONTENTdm 4.1

### Workstations (3)

Dell Precision 670  
2 x Intel 300 GHz Xeon, 2MB L2 cache  
4 GB DDR2 SDRAM  
2 x Dell UltraSharp 2005 widescreen panel display (20")  
nVidia Quadro FX3400 dual DVI output  
2 x 500 GB SATA hard drives  
IEEE 1394a controller on-board  
3.5" floppy drive  
16X DVD drive  
16X DVD+-RW drive

### Scanners (2)

Epson 10000XL Expression Photo Scanner w/Silverfast  
Specifications



- large-format scanning (12.2" x 17.2")
- Includes 12.2" x 16.5" transparency adapter
- Powerful LaserSoft Imaging™ SilverFast® Ai 6 software
- image resolution - 2400 x 4800 dpi
- 48-bit color
- 3.8 Dmax for precision reproductions
- Hi-Speed USB 2.0 and FireWire® (IEEE 1394) connectivity

### The Bookeye scanner is coming soon!

#### Bookeye 3 color scanner



#### Some Features.

For a start, instead of a CCD that moves behind the lens, it is the other way round. The lens moves in front of the CCD. That has some serious advantages! Not only is the better, centre part of the lens used, there is no drop-off of quality near the edges of the large A1 scan.

Next, there is a constant pefocus device that follows just ahead of the path of the scan. That means that no matter how much the original is at different levels, it is always in perfect focus!

#### Technical Data

- Voltage: 100 - 240 V
- Frequency: 50 - 60 Hz
- Power supply: 50 VA standby / 150 VA operating
- Lamps: LUXEON white LED (light strip: approx. 5000 Lux)

#### Dimensions/weight:

- Width: 35.43" not including lamp arms
- Width: 57.48" including lamp arms
- Height: 47.25"
- Depth: 30.31"
- Weight: Approx. 130 lbs. not including packaging

#### Scanning

- Resolution: genuine 400 dpi on A1
- Colour depth: 36 bit internal / 24 bit external

- Interface: 1000 MBit TPC/IP, Scan2Net
- Software: BCS-2®
- Format: A1 25" x 35.4"

The principle of document imaging that preserves the original condition of historic books, valuable documents, bound originals, colored drawings and maps has been optimized and refined in the new generation of Bookeye® overhead scanners.

Bookeye3® was developed and produced in Germany. It unites a state-of-the-art scan lens, high-quality CCD image sensors and white LED light - clustered in a mobile light strip that follows the scan.

Bookeye3® satisfies the most individual of requirements. This scanning solution optimally equips you for the digitization of 95 % of all types of originals.

### Features

- Precise LINOS (Rodenstock) scan lens
- High-resolution CCD image sensors
- Mobile light strip with high power white LED
- Integrated motor-driven book cradle with 100 mm range
- Originals up to A1 format
- Spine widths up to 3.9"
- Telescopic rail system for the infinite adjustment of the book cradle plates
- Wood surface for the scanning of delicate originals

### Printer

Epson Stylus Photo R1800 Printer

- 8-color Epson UltraChrome Hi-Gloss™ pigment inkset for archival-quality glossy and matte photos
- Fade-resistant photos lasting up to 100-200 years
- Output photos up to 13"-wide
- Speeds through a 11" x 14" photo in under 2 minutes
- Creates borderless photos in seven popular sizes
- Prints directly on ink jet printable CDs/DVDs
- Built-in fast connectivity with Hi-Speed USB 2.0 and FireWire®

### Software

Photoshop CS has been purchased for the necessary image editing and manipulation. Additionally Monaco's EZcolor program has been acquired to use in color quality control. The team chose to acquire the OPTIX colorimeter to enhance the color management capability.

### Storage

The Digital Initiatives Team plans on using redundant storage systems to ensure availability of the digital objects. Each object will be stored on high quality gold/silver anodized CD-ROM for archival purposes. Additionally, copies will be stored off-site using network accessible storage (NAS) and a third copy will be kept on access

quality CD-ROMs. The archive copies on CD-ROM and NAS will be in uncompressed TIF format. The access copies will be high quality JPEG images. Those images are used for creating hard copy reproductions upon request. On-line copies will be available publicly as JPEG 2000 images.



## File Naming Convention

Files are named based on their location within the collection's finding aid. Each file begins with the person's last name followed by a 'b' for box followed by the box number, then an 'f' for folder followed by the folder number and then an 'i' followed by the item number. E.g. earhart-b1f10i5. In the case of corporate names an abbreviation will be used. For example, the Purdue University Retirees Association would be pura-b1f10i5. All letters should be in lower case.

## Technology re-assessment

Sustainability requires that media and servers be reevaluated on a regular basis to ensure that the objects are still accessible. 5 ¼ floppy inch drives do not exist today. As stewards of archival objects it is essential to ensure the viability of those objects over time.

# Intellectual Property Concerns

Watermarks fall into two categories; visible and invisible. Neither type prevents a user from downloading the image for non-authorized use. Visible watermarks simply add visible text or image showing the ownership of the object. Invisible watermarks are embedded in the file. If a file is posted online at a resolution of 300 dpi a user could copy it down and change it to 72 dpi. In doing so it is possible to render the invisible water mark useless. The use of watermarks enables Purdue University to identify its intellectual property.



# Metadata

Metadata falls into 4 different categories.

Descriptive Metadata	Descriptors that describe the intellectual content of the object.
Administrative Metadata	Data that describes ownership and rights management for the object.
Structural Metadata	Data that describes the relations between several objects.
Technical Metadata	Data that describes the structure of the object such as resolution, pixel dimensions,

compression, file size.



## Image Capture Specifications

Last Revised: May 9, 2005

	MASTER	PHOTOGRAPHIC/RESEARCH COPY	ACCESS COPY	THUMBNAIL
DESCRIPTION	Unedited high quality original scans that can serve as surrogates for the original artifacts	Also known as the duplication copy or the "use master." These scans will be made available to researchers who request high quality duplicates for publication, research, or display purposes	Copy used for delivering image via the web; should be acceptable quality for most research purposes	Very small copy used for browsing; presented with bibliographic record
RESOLUTION (PPI/ PPI)	600 (with a minimum of 3000 pixels on the longest edge)  (oversized may be 400)  Text images, scanned in color or grayscale will be scanned at 300 PPI. Pixel dimensions are dependent on the size of the original.	300	72	72
COMPRESSION	Uncompressed	Yes	Yes	Yes
FILE FORMAT	TIFF*	JPG*	JPG2000*	JPG*
SIZE	100% of original (up to 11" X 17")	100% of original	600 pixels on long side	100-200 pixels on long side  (They will either be

				one consistent size or a % of the master copy, depending on size of originals)
BIT DEPTH	24 bit color**	24 bit color**	24 bit color**	24 bit color**
SECURITY	Digital signature	Invisible watermark with transaction code when sending electronically	Visible watermark (nonintrusive) and Invisible watermark	N/A
STORAGE MEDIA	Gold CDs (master & backup copies)  & Server	Server	Server	Server
NOTES	Unedited & uncompressed; rarely used copy; very large file size	Users must sign a permissions form specifying their intended use of the image and adhering to the Libraries copyright and publication policies and procedures	Should fit on standard monitor; reasonable file size	Should display quickly and give the user a general idea of the overall image

\*Multipage documents may be stored in PDF format

\*\*For black and white textual items, 1bit or 8 bit may be used

Scanning from negatives when possible is essential. In most cases, negatives are not available so it is important to use a first generation print. The team has chosen to scan all images as color in order to preserve the object as accurately as possible.

Although many formats for multi-resolution objects are available, the team chose JPEG2000. This is an open standard format and not proprietary. It uses a non-proprietary compression scheme providing extremely fast delivery times.

## Quality Control

### Dynamic range

A highly significant factor affecting image quality is the Tonal Dynamic Range – the color space that an image occupies between pure white (255) and pure black (0). Professional TWAIN drivers and image editors such as Photoshop can display tonal dynamic range. Reviewing histograms at the time of scanning is essential to maintain high quality scans.

### Clipping & Spiking

Clipping and spiking appear when black and white points are not set on TRUE black and white. Spiking on the ends of the histogram usually indicates clipping. The image itself may exhibit blockage and pixelization in the

shadows and blowouts in the highlights.

## Color management

Color management can be one of the most difficult parts of the digitization process. Each piece of hardware in the chain from scan to digital object can introduce biases. The team has acquired Monaco EZcolor and intends to use it to manage the system color space during the project.

# Project Manual

The Digits team has assembled a project manual that encompasses the workflow in preparing and displaying documents for the digital collections. As the manuals are completed we will add links to them.

[Scanning Guidelines](#)

[Instructions for Calibrating Monitors](#)

[Instructions for Calibrating Scanners](#)

[Quality Control Procedures](#)

[CD Burning Procedures](#)

[File Load Preparation Procedures](#)

# Works Cited

Kenney, Anne R. and Rieger, Oya Y. *Moving Theory into Practice: Digital Imaging for Libraries and Archives*, Mountain View, California, Research Libraries Group, 2000

Technical Guidelines for Digitizing Archival Materials for Electronic Access: Creation of Production Master Files – Raster Images, <http://www.archives.gov/research/arc/techguide-raster-june2004.pdf>

Inside the CDL, Digital Library Building Blocks, <http://www.cdlib.org/inside/diglib/>

Digitization Guidelines for Creating Digital Still Images, Alexander Turnbull Library, National Library of New Zealand, <http://www.natlib.govt.nz/files/nldraftdign.pdf>

Guides to Quality in Visual Resource Imaging <http://www.rlg.org/visguides/>.

Technical Advisory Service for Images, <http://www.tasi.ac.uk>



**Syracuse University Library  
Digital Library Project Proposal**

Name \_\_\_\_\_ Date \_\_\_\_\_

Department \_\_\_\_\_ Email \_\_\_\_\_ Phone \_\_\_\_\_

Project title (suggested) \_\_\_\_\_

**Signatures:**

Department Head \_\_\_\_\_ AUL \_\_\_\_\_

**Submission Procedures:**

This proposal requests detailed information on all aspects of the project. Talk with your supervisor, department head, AUL or interested others about the project and its merits.

1. Complete the Criteria Checklist, followed by the Project Proposal form, considering all aspects of the project. Feel free to contact the DLDS Director, Project Manager, or Imaging Librarian for assistance with this process.
2. Secure the signatures of your department head and appropriate AUL.

**Project description and justification:** include statement of importance of project to SUL community and beyond and links to library/university mission and goals.

**Intended audience and potential use:** whom will the project serve and how?

**Physical description:** please describe materials to be digitized, including type and number of items and condition.

**Intellectual property status of material:** please comment on any copyright considerations related to digitization and online availability of these materials. For example, note whether the content is out of copyright (published prior to 1923) or if SUL has been given permission to digitize.

**Metadata/Cataloging:** please indicate whether cataloging exist for these items; list any known cataloging or metadata requirements. Consult with the IMSS (Cataloging or Digital and Electronic Resource Management Services), if necessary.

**Preservation concerns:** indicate whether treatment might be needed prior to digitizing. Consult with Access and Preservation Services, if necessary.

**Budgetary contribution:** indicate whether budgetary support exists for this project and how the department might contribute in terms of budget or staffing.

**Timeline:** describe any preferred start and end dates or other deadlines.

**Collaborative partnerships:** list faculty or other project supporters.

**Standards:** describe metadata or technical standards envisioned for the project, if known.

**Assessment:** indicate measures that might be used in evaluating the impact of the project.

Please provide any additional information that might help inform the initial proposal review, including letters of support, links to any special event, thoughts on project organization.





## DLPS Text Digitizing Services

### for Selectors, Special Collections, RMDS, Preservation, and Patrons

Digital Library Production Services provides text digitizing services for the Library for the purpose of collection-building. We ask that you observe the following parameters when making your request:

#### *Keyboarding Services*

##### Texts:

- Should be in English or other non-Cyrillic European languages
- Should have been published in 18th-21st century or have a common, easily-readable typeface
- Should be of one of the following genres: Prose, poetry, plays, dictionaries, encyclopedias, letters, diaries.
- Texts will first have page images created by DLPS, and are therefore also subject to all parameters under *Page Imaging Services*.
- Further, the page images created (bitonal or color) will be available alongside the searchable text in the Digital Library delivery interface.
- Manuscripts, if handwritten, must be transcribed before DLPS can accept them.
- Few special characters in the texts can be examined or fixed.
- Texts, when finished, will parse against the [DLPS DTD](#).

#### *Page Imaging Services*

- Book bindings must be able to be opened to at least 120° (to be scanned on DLPS equipment). Further, Special Collections material will be scanned in DLPS at the discretion of the Head of Collections Services. If request is denied, other arrangements may be possible through Rare Materials Digitizing Service (RMDS).
- 600dpi bitonal TIFF page images with 600dpi color TIFF figure images will be created for selector and patron requests.
- 600dpi color or greyscale TIFF page images will be created for Special Collections, RMDS, and Preservation materials.
- Color and greyscale TIFFs will have standard jpeg derivatives created for use in the Digital Library delivery interface.
- Color and greyscale page images may or may not have searchable text in the Digital Library delivery interface.
- Bitonal page images will always have searchable text in the Digital Library delivery interface.
- Only whole books or typed manuscripts will be digitized; no sections, parts, or articles.
- A VIRGO or OCLC record for the text must exist (for TEI header creation).

#### *Additional Parameters for Digitizing Out-of-Print Texts Published After 1923 (texts not in the public domain)*

- Permission to digitize an out-of-print text may be granted by the publisher. A requestor should write to the publisher (sample letter provided) to request permission to digitize. If no response is received after 4 weeks, the requestor should follow up with a second letter to the publisher indicating the assumption that permission is granted, after which DLPS will proceed with digitizing.
- If the text is out of print, AND the publisher is out of business, AND the author is deceased, DLPS will proceed with digitizing.
- The requestor must be willing to do all research and provide all required documentation to DLPS before digitization can begin.
- Unless universal access is expressly granted by the publisher, all texts published after 1923 and digitized by DLPS will be restricted to on-Grounds use.

#### *General Guidelines*

- All requests will be queued; DLPS cannot accommodate Rush Requests.
- All texts must be approved by the Library selector for that subject area.
- DLPS does prep for delivery via the standard Digital Library text interface; no tailored services are available.
- The Electronic Text Center may be able to provide specialized services such as enhanced markup or the building of new tools and interfaces, but should be contacted separately.
- All works will be made available to at least the UVA community, but preferably without any access restrictions.
- The Library will archive the text and make the content available as long as is reasonably possible, providing the text can be migrated to new technologies as necessary. Migration may affect the look, feel, and functionality of the text.
- Copies of all text and image files will be burned to CD or DVD for requestors (if desired).

Exceptions will be made at the discretion of the [Director](#) of Digital Library Production Services.

## UNIVERSITY OF VIRGINIA

<http://www.lib.virginia.edu/digital/services/textparameters.html>

DLPS is located on the first floor of Alderman Library. DLPS does not accommodate direct-to-user digitizing services; DLPS only provides central digitizing services for the Library.

Review an updated list of our [Completed and In-Progress Texts](#)

Digital Initiatives  
University of Virginia  
PO Box 400112  
Charlottesville, VA 22904-4112

[Digital Initiatives Home](#) • [UVa Library Home](#)

[Search the Library Site](#) • [UVa Home](#)

Maintained by: [dl@virginia.edu](mailto:dl@virginia.edu)

Last Modified: Tuesday, April 27, 2004

© The Rector and Visitors of the [University of Virginia](#)

## Selection Criteria

## Project Evaluation Criteria

As stated in its charge, the Digital Program Advisory Committee will evaluate all proposals. To submit a proposal, please complete and submit the Project Recommendation Form (<http://www.lib.ua.edu/forms/dpac-recomm.htm>). More information about the University of Alabama Libraries' digital program is available at Digital Projects at The University of Alabama Libraries (<http://www.lib.ua.edu/dpac/>).

Proposals will be evaluated on value, sustainability, viability, and scalability. The following criteria are designed to assess strengths and weaknesses and to provide an analytical approach to this evaluation

### Required Criteria (9)

- The project will provide significant support for UA's mission of teaching, learning, research, and service.
- The project will increase the research value of materials by providing new forms of intellectual access.
- The project's intrinsic value will ensure continuing use by a significant audience(s) within and /or beyond the UA community.
- The project will meet recognized standards for digital capture, metadata, and data storage.
- The materials are in public domain, a copyright clearance has been obtained, written permission for open access on the World Wide Web has been obtained, or the items are "orphan works".
- The project will be completed with available funding.
- The project will have the potential to generate funding through grants, gifts, or other fund sources.
- The project will foster a partnership(s) which may include campus departments or initiatives at the state, regional, national, or international levels.
- The project will be completed in a timely manner and without adversely affecting other projects or other library priorities.

### Preferred Criteria (4)

- The project will unite via the Web disparate collections.
- The project will extend the life of materials at risk by providing access to digital surrogates.
- The project will be of interest and value to various publics.
- The project will expand our expertise or technical infrastructure.

Approved by Libraries Management Council and Dean's Council July 12, 2005

[Digital Program](#)  
[Digital Projects Overview](#)  
[Project Recommendation Form](#)  
[Master List of Digital Projects](#)



*center for digital initiatives***brown university library****DIGITAL PROJECTS SELECTION CHECKLIST**

As you begin discussing your potential project with a member of the Scholarly Resources Department, we ask that you review this document and place check marks next to the appropriate statements.

**Rights**

The Library prefers permission to distribute the digitized material to all users, but if necessary can limit access to a specific class.

- source materials are in public domain, or
- owned by Brown University, or
- copyright holder is willing to confer distribution rights, or
- co-creators of this project are Brown University members and are willing to transfer rights to the Brown University Library, or
- use of the material for my class can be justified under Fair Use Guidelines

**Non-Duplication**

The Library will not digitize an object for which a digital surrogate already exists and can be reasonably obtained.

- there is no identical or similar digital product that can reasonably meet the expressed needs

**Please note: If the first two areas (Rights and Non-Duplication) cannot be checked, the proposed project probably cannot go forward. Please consult with your department's librarian if you not sure.**

**Value**

Does the intellectual quality of the source material warrant the level of access made possible by providing digital access? Many factors contribute, but certainly they include intellectual content, historic, and physical value:

- project would have significance to other Brown University areas of excellence
- materials would compliment existing collection strengths
- rareness or uniqueness of source materials or content
- source materials or content have high artifactual or associational value
- important for the understanding of the relevant subject area
- broad or deep coverage of the relevant subject area
- potential for enduring value in digital form
- have potential to develop into larger grant opportunities
- have sufficient subject or discipline knowledge and expertise for project development

**Enhancement of intellectual access**

Will digital access enhance the intellectual value of the material and add significantly to its potential to enlighten?

- \_\_\_ enhancement of intellectual control through creation of new finding aids, links to bibliographic records, and development of indices and other tools
- \_\_\_ ability to search widely, manipulate images and text, and study disparate images in new contexts
- \_\_\_ improved quality of image, e.g., through improved legibility of faded or stained documents

**Demand**

Are scholars now consulting the proposed source materials? Are the materials being used as much as they might be? Or is current access to the proposed materials so difficult that digitization will create a new audience, more active scholarship, or new kinds of teaching?

To justify the effort and expense, there should be a reasonable expectation that the product will have immediate utility for members of the academic community and/or other appropriate audiences:

- \_\_\_ would provide support for current high priority activities or areas of interest
- \_\_\_ likely to be of long term use within the academic community
- \_\_\_ there is an active, current, good-sized audience for the materials
- \_\_\_ there is advocacy for the project from the University community
- \_\_\_ likely to generate new types of use or significantly increased use of existing resources

**Collaborative across collections**

Will the combination or aggregation of original sources greatly increase their value? Are related materials so widely dispersed that they cannot be studied in context?

- \_\_\_ part of a collection split among a number of institutions that could be united online as a virtual collection
- \_\_\_ contribution to development of a "critical mass" of digital materials in a subject area
- \_\_\_ flexible integration and synthesis of a variety of formats, or of related materials scattered among many locations
- \_\_\_ strengthen or enhance an existing resource

**Preservation aspects**

Is the long-term preservation of deteriorated materials a project goal? While digitization does not in itself constitute preservation, there are preservation aspects to be considered, both in terms of the original materials and in terms of the files which will be created.

Providing surrogates

- \_\_\_ significant reduction in handling of fragile materials
- \_\_\_ access to materials that cannot otherwise be easily used
- \_\_\_ protection of materials at high risk of theft or mutilation

Safe digitization

- \_\_\_ condition of originals allows them to be digitized safely
- \_\_\_ condition of originals requires conservation/rehousing for safe digitization; funding must be secured for this work
- \_\_\_ possibility of scanning photographic intermediaries instead of the originals

**Intellectual access**

Potential projects should be evaluated as to whether appropriate intellectual control can be provided for the original materials and the digital versions:

- \_\_\_ degree to which the materials are organized/arranged in a way suited to online use
- \_\_\_ cataloging, processing and related organizational work already accomplished or to be accomplished as part of the project
- \_\_\_ staff and resources to support creation of appropriate metadata relating to document identification, technical capture information, provenance, and easy navigation within the information resource

Adapted from the University of Arizona's Digital Library Initiatives Group Digital Project Development Checklist  
(<http://digital.library.arizona.edu/documents/development/checklist.rtf>)

 search

[UBdigit home](#) | [browse UBdigit](#) | [advanced search UBdigit](#) |

[my preferences](#) | [my favorites](#) | [help](#) | [login](#)

### Keyword search UBdigit

 go

Use an asterisk \* for truncation when searching.  
Example: *music\** will get music, musical, musician, etc.

### Propose a new UBdigit collection

#### UBdigit People

 Select Go

#### UBdigit Policies

 Select Go

#### UBdigit Contributor Tools

 Select Go

#### UBdigit Presentations

 Select

### Browse UBdigit by subject

## UBdigit Collection Development Statement

Contributor proposals are solicited, vetted and prioritized for production by the UBdigit Review Board. UBdigit collections are provided primarily to support the research and instructional needs of the UB community. UBdigit collections are built from UB's diverse inventory of legacy and teaching collections for purposes of instruction, scholarship, and archival preservation. UBdigit collections are accessible over the Web and are intended solely for educational uses.

### UBdigit Review Board review criteria elements:

- Proposed collection meets the research or teaching needs of the University
- Proposed collection meets the research or teaching needs of the scholarly community at large
- Proposed collection responds to a demand for needed resources
- Proposed collection provides expanded access and preservation for fragile or valuable legacy collections
- Proposed collection represents a unique contribution/addition/augmentation to digital materials available to the University and scholarly community through proprietary resources or the Internet
- Proposed collection extends the multidisciplinary scope of UBdigit
- Size of proposed collection can be accommodated in the UBdigit infrastructure
- Collection contributor demonstrates lawful right to expose proposed collection via UBdigit
- Collection contributor demonstrates authorization to allocate resources to the development of metadata and digital assets for the purposes of description and access through UBdigit
- Collection contributor demonstrates readiness to prepare metadata records for each item in the collection in compliance with UBdigit metadata standards
- Collection contributor demonstrates readiness to prepare digital assets in compliance with UBdigit digitization standards

### Proposal requirements:

- [UBdigit Contributor Collection Proposal form](#)
- [UBdigit Contributor authorization form](#)
- [UBdigit Contributor copyright release statement](#)

Proposals are considered by the UBdigit Review Board when all contributor forms have been received.

Last Update: 10/13/2005

University Libraries

©2004-2005 University at Buffalo | [about](#) | [conditions of use](#) | [contact us](#) |

[^ to top ^](#)

[UBdigit home](#) | [browse UBdigit](#) | [advanced search UBdigit](#) |

[my preferences](#) | [my favorites](#) | [help](#) | [login](#)





## “Idea Sheet” & “Selection Worksheet” for Library Staff UConn Libraries’ Digital Collections Program

Drafted by the Digital Collections Facilitation Team (DCFT) Last Revised: October 2004

### Background

This document is intended to serve as the basis for a newly devised, streamlined approach to developing local digital collections at the University of Connecticut Libraries. In Part I, the “Idea Sheet,” staff members (also known as PIs or Principal Investigators) are encouraged to briefly identify ideas for a digital collection and begin initial conversations with their area head for administrative support. Once completed, this form should be submitted to the DCFT for initial review. Part II, the “Selection Worksheet,” should be completed by the DCFT working in conjunction with each PI. This section of the project proposal document addresses the specific costs, funding sources, and administrative endorsement of the project. Once both parts are completed, the DCFT will work with staff to fully develop a detailed project proposal, including technology specifications, detailed costs, and if applicable, a project management plan with timetable and evaluation plans.

### Part I: “Idea Sheet” (To Be Completed by PI)

1. **Project Goals & Audience:** What new resource do you want to develop and why? Who are the primary and secondary audiences for this resource?
  
2. **Significance of the Proposed Digital Collection (Please check all that apply):**
  - Facilitates access to new, unique, and/or rare research materials/information/data
  - Meets demonstrated faculty and student information needs, or the needs of other identified user communities and constituencies, and will be utilized by a user population significant enough to justify its creation or migration into a digital format
  - Supports the University of Connecticut’s education and/or research programs
  - Supports the University of Connecticut’s mission to the citizens of the state of Connecticut
  - Establishes an educational partnership between the University Libraries and other organizations
  
3. **Brief Description of the Collection:** What will the resource contain, such as formats, the number and size of objects, etc.?

4. **Intellectual Property Rights & Risk Management:** Who owns the materials in the resource? Are they in the public domain and owned by the University of Connecticut Libraries? If the University of Connecticut does not own the materials, can they be licensed? Will the project require a formal partnership with the University Libraries?

5. Submitted By: (Name of Staff Member)  
(Job Title)  
AS (Library Area)

6. Date Submitted to the DCFT for Initial Review: 8/4/06

---

**DCFT Comments & Next Steps**

Comments On Part I:

Additional Meetings with PI Needed for Clarification?  
Project Proposal Approved for Further Investigation?  
Project To Be Incorporated into ENCompass?

Yes       No  
 Yes       No  
 Yes       No       Maybe

Proposal To Be Further Investigated:     Spring                       Summer                       Fall

If proposal is not approved for further investigation and development, provide details below:

**Part II: “Selection Worksheet” (To Be Jointly Completed by PI and DCFT)**

1. **Project Name:**

2. **Intellectual Property Rights & Risk Management Documentation (Please check all that apply):**

- Partnership Proposal and Agreement with the University Libraries
- License Agreement with the University of Connecticut and Licensor
- Memorandum of Understanding between Parties
- Materials are in the public domain

3. **Internal & External Estimated Development Costs (Please check all that apply):**

Internal Resources Needed (Total Hours for Project)	Additional Comments
<input type="checkbox"/> Liaison’s Time _____ hrs.	_____
<input type="checkbox"/> DCFT’s Time _____ hrs.	_____
<input type="checkbox"/> ITS Staff Time _____ hrs.	_____
Total Estimated Resource Hours: _____	_____
<b>External Resources Needed (Estimated Costs for Project)</b>	
<input type="checkbox"/> Digital Photography or Scanning \$_____	_____
<input type="checkbox"/> OCR or Encoding \$_____	_____
<input type="checkbox"/> Data/format Migration \$_____	_____
<input type="checkbox"/> Other IT Development \$_____	_____
Specify Type _____	_____
<input type="checkbox"/> Strategies for Preservation \$_____	_____
<input type="checkbox"/> Hardware \$_____	_____
<input type="checkbox"/> Software \$_____	_____
Total Estimated Costs for External Resources: \$_____	_____
<b>List of Potential Vendors for Outsourcing (If Applicable)</b>	
_____	_____
_____	_____
_____	_____

4. **Estimated Funding Sources (Please check all that apply):**

- Liaison budget(s) in the amount of \$\_\_\_\_\_
- Discretionary fund from bibliographer \_\_\_\_\_ in the amount of \$\_\_\_\_\_
- DCFT fiscal year funding in the amount of \$\_\_\_\_\_
- External grant from \_\_\_\_\_ in the amount of \$\_\_\_\_\_
- Strategic funds from Leadership Council in the amount of \$\_\_\_\_\_
- Other funding source \_\_\_\_\_ in the amount of \$\_\_\_\_\_

5. **Administrative Support & Endorsement (Please check all that apply).**

- Area Head for \_\_\_\_\_ . Date: \_\_\_\_\_ Signature: \_\_\_\_\_
- Area Head for \_\_\_\_\_ . Date: \_\_\_\_\_ Signature: \_\_\_\_\_
- Bibliographer for \_\_\_\_\_ . Date: \_\_\_\_\_ Signature: \_\_\_\_\_

**UNIVERSITY OF CONNECTICUT**

---

- Faculty/Staff in the \_\_\_\_\_ Department/School/College/Institute. Date: \_\_\_\_\_  
Name: \_\_\_\_\_ Signature: \_\_\_\_\_
- Other (Please specify): \_\_\_\_\_.



Cornell University  
Library

[Cornell University Library](#)

- [Search Cornell](#)

## Selecting Traditional Library Materials for Digitization

Report of the CUL Task Force on Digitization

---

### I. Introduction

In April 2004 a Task Force on Digitization was charged to recommend a policy for selecting traditional library materials for digitization. Providing increased access to digital information resources has occupied a prominent place in Library planning documents for some time. The Task Force approached its charge as part of this ongoing program (see, for example, CUL Goals and Objectives 2002-2007 I.3B, “select materials for digitization” and the Selection and Content section of the Report of the Digital Preservation Policy Working Group [www.library.cornell.edu/preservation/IMLS/image\\_deposit\\_guidelines.pdf](http://www.library.cornell.edu/preservation/IMLS/image_deposit_guidelines.pdf)). This report offers rationale and strategies for deciding which materials the Library should digitize, and in what order it should digitize them.

### II. Charge

The Task Force on Digitization was asked to:

- Create a set of guidelines for evaluating the content of “traditional” (defined as ink-on-paper) materials as candidates for digitization, holding copyright in abeyance.
- Consider whether the essence of these guidelines could be encapsulated in a form that would allow their application without significant (professional) selector intervention.
- Consider the fate of the paper originals. Are there categories of documents that may safely be withdrawn from library shelves after they are digitized?
- Make recommendations, in the form of a prioritized list, as to which criteria CUL should make a conscious and coordinated effort to emphasize.

### III. Assumptions

The following assumptions and definitions guided our work:

- *What is content?* Content is information in context. It includes all of what is intrinsic in a document—its ideas, organization, and physical presentation.
- *Why digitize?* For the purpose of this report, digitization is a tool for increasing access to information; we do not address the important issues of digital preservation.
- *Why select?* In addition to the inevitably finite nature of resources, which dictates setting priorities, some print materials may be unsuitable for digitization because of their format, condition, or other characteristics.
- *Why preserve originals?* Library digitization must not sacrifice historically significant materials nor deny researchers the ability to study ways in which information was originally presented.
- *What technologies will be used to digitize?* Digitization will be accomplished with the use of multiple scanning and photographic technologies. These evolving technologies will minimize, but not necessarily eliminate, destruction of originals.
- *Why exclude copyright?* The focus of this report is digitization based upon content. Legal (and technical) issues can then be considered as a second step in the selection process.

### IV. Selection Criteria

Selection for digitization requires many of the same evaluative deliberations that guide traditional collection development decisions. The selection of published materials for the stacks, or of paper materials for preservation microfilming, for example, require an assessment of value, utility, demand, condition, and collection relevance. The Task Force concluded that these same criteria should drive selection of traditional materials for digitization at Cornell. These values are well reflected in Cornell University Library’s Goals and Objectives 2002-2007 I.3B: “select materials for digitization on the basis of their potential for broad utility, unique value of materials converted, reflection of core strengths of Cornell’s holdings, and opportunities for building distinctive aggregations through national and international collaborations...”

At the same time, however, we were charged to develop guidelines for implementing digitization without this deliberative process in place, *i.e.* without professional selector intervention. Hence our selection criteria recommendations are presented below in two different sections:

- A. Project Criteria. Criteria to help determine how to prioritize collections or intellectual groupings of materials for targeted digitization, applied by library staff, consulting subject experts.
- B. Production Criteria. Procedures governing automated, or production digitization that would proceed systematically by non-selector driven criteria, such as by library shelf location, or upon demand by faculty or researcher request.

In establishing both sets of selection criteria, we drew extensively on the work of other research institutions and policy groups (see Appendix 1 for a bibliography).

#### IV.A. Selection Criteria for Project Digitization

Cornell Library's experiences with a variety of digital projects over the past decade—*e.g.* math books, Southeast Asian traveler's accounts, 19<sup>th</sup> century American books and serials, core agricultural literature—are that selection for digitization is driven by a program whose purpose is to widely distribute materials that enhance scholarship and learning. The Task Force found it difficult to conceive of digitization, even mass digitization, of traditional materials without first establishing programmatic parameters that take value and utility into account. We also agreed that such programmatic parameters would need to be developed by collaborative teams of professionals, project by project, even though project implementation might be delegated to non-professional staff.

The following list represents the Task Force's recommended criteria for project-based digitization:

##### 1 Value

- Collections of unique materials or subjects of supreme strength at Cornell
- Materials that provide exceptionally broad or deep coverage of a subject or theme
- Materials not well represented in other digital collections or projects
- Collections that provide potential for generating revenue for CUL (per Goal I.3B)
- Collections that offer potential to attract development opportunities

##### 2 Utility

- Demonstrated or potential demand
- Responsive to Cornell research and teaching needs
- Responsive to regional, national, or global research and teaching needs

##### 3 Access

- Provides value-added enhancements such as search capabilities, text manipulation, interpretive commentary, or bibliographic apparatus
- Offers synthesized virtual collection, linking geographically dispersed originals
- Provides surrogate access to fragile originals for preservation purposes

##### 4 Innovation

- Provides opportunity for building innovative relationships among institutions
- Provides opportunity to forge new delivery models, metadata standards, technological advantages, entrepreneurial models, or modes of scholarly communication

##### 5 Continuity

- Considers the inventory of Cornell's current digital holdings and projects in preparation and builds on them, where possible

##### Prioritization:

We concluded that all targeted digitization projects should demonstrate at least some elements of items 1 & 2: Value and Utility. But that of the hundreds of possible projects that would meet this test, the strongest projects—and those deserving highest priority—will also feature elements of 3 and/or 4: Access & Innovation.

#### IV B. Production Criteria for Systematic Digitization

The Task Force struggled to conceptualize how production digitization could take place safely and logically without professional or curatorial participation. We imagined two scenarios under which this kind of digitization might take place: on-demand by faculty or researchers; or systematic, mass digitization of the stacks. The Task Force concluded that production digitization without significant selector intervention might be undertaken under the following production parameters:

- Assumes digitization of non-unique, or non-rare stack materials only
- Assumes no destruction of originals without special collections review
- Requires professional staff to outline “negative” criteria in advance (*e.g.* item incomplete, illegible, too fragile, copyright restricted)
- Production must include training program in the safe handling and preservation of library materials

#### V. Withdrawal of Paper Originals

The Task Force was charged to consider whether there are categories of materials that may be justifiably withdrawn after digitization. Once again, we determined that answers would generally require definition on a project basis. Some collections, such as newspapers from Third World area collections, may require little more scrutiny than identifying their location in the stacks. Other topics, such as American history for example, are comprised of volumes of historic artifactual importance and would require careful, item level inspection.

Circumstances that may warrant withdraw of paper originals are:

1. Duplicate Copies: more than one original held by Cornell Library
2. Loss of content imminent (*e.g.* brittle paper)
3. Items that survive in large numbers and that carry no demonstrable evidential, aesthetic, associative, or other physical value (Appendix no. 6-7)

#### VI. Appendix: Bibliography

##### Digitization Policies and Guidelines

1. Columbia University Libraries Criteria for Digital Imaging <http://www.columbia.edu/cu/libraries/digital/criteria.html>
2. University of California Selection Criteria for Digitization <http://www.library.ucsb.edu/ucpag/digselec.html>
3. The Library of Congress. Selection Criteria for Preservation Digital Reformatting <http://lcweb.loc.gov/preserv/prd/presdig/pressselection.html>
4. National Library of Australia. Digitisation Policy <http://www.nla.gov.au/policy/digitisation.html>
5. Dan Hazen, Jeffrey Horrell, and Jan Merrill-Oldham. Selecting Research Collections for Digitization. <http://www.clir.org/pubs/reports/hazen/pub74.html>
6. Council on Library and Information Resources (CLIR). Task Force on the Artifact in Library Collections: <http://www.clir.org/activities/details/task.html>
7. Cornell University Library Department of Preservation and Conservation. Conservation Treatment: Library Materials to be Retained in the Collection in Original Format. <http://www.clir.org/pubs/reports/pub103/appendix3.html>

##### Task Force Membership:

David Block (chair)  
Mihoko Hosoi  
Terry Kristensen  
Katherine Reagan  
Steve Rockey  
Linda Stewart

[Back to Collection Development Policies Page](#)



<http://www.library.cornell.edu/colldev/digitalselection.html>

Revised and updated, 2/23/05  
Send changes to [Fred Muratori](#)

## Selection Criteria

Materials proposed for digitization will be considered by the Digital Collections Council using the following criteria.

### I. INTELLECTUAL VALUE

1. **Research value.** What is the subject focus of the material? Will the collections be used for research by Duke faculty and students, or by researchers outside Duke, or both? Is there research interest in the material across the disciplines? Is there a particular undergraduate research interest in the material? What value is added by providing this material in digital form?
2. **Pedagogical value.** What use will the material receive in digitized form? Will it be used in the undergraduate classroom? For K-12/community use?
3. **Relationship to other collections.** Does the material add to areas of historical strength in digital or traditional collections at Duke? Is the material unique to Duke? How does it relate to digital and traditional resources available elsewhere, particularly in TRLN? How does it relate to possible future digitization projects? Does digitization of the material have the potential to attract new collections to Duke?

### II. FEASIBILITY

1. **Copyright issues.** Is the material under copyright? Does Duke hold copyright, or can permissions be obtained with reasonable effort?
2. **Scope of the project.** How much labor is required (scanning, creating metadata, etc.) to complete the project? Is the material heavily text- or image-based? Are appropriate equipment and staffing currently available in the DPC?
3. **Preservation issues.** What is the condition of the original? How many conservator hours would be required to prepare it for digitization? Do originals require special handling due to fragility or other issues? Would digitization require modification of the object (disbinding, separating, encapsulating)? Once digitized, could access to fragile source materials be closed, thus further protecting them?
4. **Urgency/time factor.** Why digitize now? Is there an immediate curricular need for the material? Is grant funding currently available? Is the original material in heavy demand, and/or in danger of disintegrating?
5. **Additional/outside funding opportunities.** Is there possible grant funding available to digitize the material, or is there another potential funding source?

### III. ACCESS

1. **Metadata.** Is existing metadata adequate for making the material useful in digitized form? If not, what is the plan to create metadata? What is the sponsor's commitment to creating metadata? Is special expertise required (foreign language, for example)? Has the sponsor extensively reviewed the proposed material on an item-by-item level?
2. **Supporting Material.** Is faculty expertise or documentation available to support access? Will there be other access points for the materials, in addition to the DOC?
3. **Equipment and technical requirements.** Does the library have the means to deliver the digital objects in the most effective way for users and in a way that is most appropriate for the content? Does the library have adequate technical resources to troubleshoot, test, maintain, and otherwise support the tools and infrastructure that make the digital collection available?

The DCC should consider the criteria in Category I first and foremost, before addressing issues of feasibility and access. Materials which score well on intellectual value will be placed on a list of DCC desirable projects. Because some of the most intellectually valuable materials may not be digitized immediately because of access or feasibility problems, the DCC should then make recommendations for equipment purchases, temporary hires, or pursuing of grant funding, for example, in order to make digitization possible.

13 April 2006

Last modified September 15, 2006 3:03:18 PM EDT  
<http://library.duke.edu/about/collections/dcc/selection.html>  
Copyright © 2006 [Duke University Libraries](#)



## Collection Development Policy

### Digitized Collections

The Digital Library of Georgia, working together with Georgia's libraries, archives, museums, and other institutions of cultural heritage, provides access to the cultural and historical resources of the state of Georgia through ongoing development, maintenance, and preservation of online digital collections and resources. Original formats included may be text-based, including manuscripts, letters, diaries, and published works such as books and pamphlets, photographs, maps, art, artifacts, audio and video, graphic materials including architectural plans and drawings, and microfilm.

The [Audience of the Digital Library of Georgia](#) consists of five segments: Casual User, Student/K-12/Lifelong Learner, Information Seeker/Hobbyist, Scholar/Researcher, Government/Business Community.

Collections, materials, or items may be nominated for digitization by any interested party using the [Digital Library of Georgia Digitization Nomination Form](#).

Collections nominated for digitization and/or inclusion in the Digital Library of Georgia will be judged based on the following criteria.

- **Mission.** Proposed materials or collections must conform to the mission of the Digital Library of Georgia and be related to the culture and history of the state of Georgia.
- **Restrictions.** Materials that are restricted by the donor or other owner will not be digitized unless permission can be obtained.
- **Copyright.** Materials that are clearly in the public domain will be given priority for digitization. Where public domain status is questionable, a decision will be made on a case by case basis. When materials are under copyright restrictions, they will not be digitized unless permission is obtained.
- **Documentation/Description.** Materials or collections that are completely or partially described, captioned, labeled, processed, or cataloged will be given priority for digitization. Other instances will be handled on a case by case basis depending on factors such as the type and depth of description required, need for research, etc.
- **Accessibility.** Materials that are hard to access due to preservation concerns or are only available to a limited audience due to security restrictions will be given priority for digitization.
- **Use.** Materials that are heavily used by researchers, other patrons, or staff will be given greater priority for digitization.
- **Diversity.** Materials that represent the cultural, political, social, geographic, and/or economic diversity of the state of Georgia will be given priority.
- **Value.** Materials that have high research, artifactual, or evidential value and/or are of particular interest to a key audience will have high priority for digitization.
- **Potential for Added Value.** Materials for which access will be substantially improved by digitization and which have a high potential for added value in the digital environment will be given priority. Examples of added value that the materials may lend themselves to include:
  - Creation and/or addition of supplemental resources to allow users to better understand, navigate, and use the collection
  - Linkages between materials
  - Virtual collections of materials based around a creator, topic, subject, or similar theme
  - New metadata, description, and finding aids in electronic form
  - The ability to search through the creation of electronic text
  - New ways to use or analyze the originals
- **Duplication of Effort.** Materials that are publicly available in digital form elsewhere at a level of quality that meets the needs of the audience of the Digital Library of Georgia will not be digitized. Note that the DLG Portal Service may link to items related to the mission of the Digital Library of Georgia.
- **Cooperative Potential.** If the materials have the potential to be related to others held by different repositories or organizations, including materials already digitized or being considered for digitization, the priority for digitization is higher if it is likely that a cooperative or multi-collection digitization initiative may result.
- **Availability of Local or Additional Resources.** Following on cooperative potential, if a repository or other organization can provide support in the form of staff time, equipment, or funding - especially at a local basis - to digitize materials to the standards required by the Digital Library of Georgia those collections may be given greater priority to take advantage of these opportunities.
- **Technology.** Materials for which appropriate technology, processes, and best practices already exist for digitization will generally have priority. Projects that explore or require implementation of new technologies will be considered depending on the availability of resources and funding.

[top](#)

## DLG Portal Service

The DLG Portal Service links historical and cultural collections digitized by the DLG and held locally in GALILEO with digital collections, materials, sites, items or similar resources held by cultural and/or other non-profit organizations throughout the state and elsewhere by means of a selective portal service. The core of the portal service is a metadata catalog containing descriptive information about each resource.

The DLG Portal Service will record metadata about and link to sites meeting the following criteria:

- Provides digitized resources for collections representing Georgia's history and culture
- Makes the resource available at no cost
- Has a plan for ongoing sustainability and maintenance
- Respects copyright by ensuring that materials are in the public domain or cleared for public distribution
- Priority will be given to sites containing cultural materials digitized in accordance with standard best practices for digital imaging recommended by the Digital Library of Georgia

### Ownership

The Digital Library of Georgia does not claim ownership of digital objects linked to from the DLG Portal Service. Ownership remains with the originating site. Note that collections digitized and mounted by the Digital Library of Georgia and GALILEO are linked to from the DLG Portal Service in the same way as other participating sites. Metadata created by the Digital Library of Georgia and included in the DLG Portal Service remains the property of the Digital Library of Georgia, but may be freely copied and shared as long as credit is given.

### Accuracy

Responsibility for accuracy of data, facts, and information presented rests with the institution providing the digital resource. The Digital Library of Georgia does not warrant any information on the sites linked to by the portal. The Digital Library of Georgia recommends that all sites have a means of collection information regarding the content accuracy and a policy for site review and revision.

### Accessibility

The DLG Portal Service strives to comply with accessibility standards developed as part of the Web Access Initiative of the World Wide Web Consortium available at <http://www.w3.org/WAI/>. However, the Digital Library of Georgia does not guarantee that sites linked to by the DLG Portal will comply with these accessibility standards.

### Removal Policy

A site may be removed from the DLG Portal at the discretion of the Digital Library of Georgia for one or more of the following:

- Site is not consistently available and reliable
- Inaccurate data, facts, or information
- Proven violation of copyright
- Site or content is no longer available for free to the public

July, 2001  
Revised Sept. 2004

[top](#)



## Digital Library Services

<b>Home</b>	<b>Project Selection Criteria</b>
<b>Mission</b>	Projects and other digital initiatives are evaluated for how well they help to fulfill the University's mission of teaching, research, and service. Consideration must be given to current curriculum needs, faculty research interests, research trends in the various
<b>Services</b>	subject areas, and the strengths and weaknesses of the University Libraries' overall
<b>Guiding Principles</b>	collections. In addition, the inherently shared nature of digital library collections requires consideration of
<b>Strategic Goals</b>	larger constituencies including scholars at other institutions and the general public and acknowledgement of
<b>Project Selection Criteria</b>	existing and prospective projects already being undertaken by other institutions, consortia, and commercial publishers.
<b>Staff Profiles and Contact Info</b>	The following criteria will be considered when evaluating potential projects:
<b>DLS Blog</b>	<ol style="list-style-type: none"> <li>1. Does the resource enhance existing <b>library collections</b>?</li> <li>2. Will the availability of the resource meet a need for increased <b>access</b> to the material?</li> <li>3. Does the project meet a <b>preservation</b> need?</li> <li>4. Are the materials already digitized and in need of classification and <b>bibliographic control</b>?</li> <li>5. Does the content have <b>intellectual value</b> as a scholarly resource?</li> <li>6. Are the materials <b>unique</b> in scope or coverage?</li> <li>7. Is the project <b>distinct</b> from other projects likely to be undertaken by commercial publishers or other institutions?</li> <li>8. Does the project take advantage of the <b>expertise</b> of specific faculty or library staff?</li> </ol>

Contact: [lib-digital@uiowa.edu](mailto:lib-digital@uiowa.edu)

Syracuse University Library  
Digital Library Project Proposal – Step 1  
Criteria Checklist

Name \_\_\_\_\_ Date \_\_\_\_\_

Department \_\_\_\_\_ Email \_\_\_\_\_ Phone \_\_\_\_\_

Project title (suggested) \_\_\_\_\_

The following criteria will assist SUL staff in developing and evaluating digital library project proposals, help in prioritizing DL activities, and establish a strong rationale when requesting support from internal or external sources. The criteria, organized by broad category, will help document the merits of project proposals and promote an analytical approach to project selection. Criteria are not listed in order of importance; depending on the project, some will be more important and others may not apply.

**Instructions:** please check all statements that apply to your project proposal and submit a completed checklist with the DL Project Proposal form.

**Mission:**

- The project addresses one or more of the Library’s strategic goals.
- The project provides measurable support for SU’s teaching and research efforts.
- The project will promote SU Library in a manner that may generate further digital library projects and funding.
- The project has local or regional importance
- The project represents an effort that is unique to SU.
- The project moves library services in a direction consistent with the Library's strategic directions.

**Rights:**

- Source materials are in the public domain.
- SU owns or has intellectual property rights to the content.
- Copyright holder will transfer applicable rights to SUL.
- Use of material can be justified under fair use and SUL can control access.

**Collaboration/Relationships:**

- The project has library, faculty, CMS, or other advocates.
- The project creates or enhances a collaborative partnership.

**Value:**

- The project will compliment existing collection strengths, become part of an existing virtual collection, or contribute to the development of a critical mass of digital materials in a subject area.
- Current use of source material indicates potential of enduring value in digital form.
- Source materials have value as artifacts.
- The project addresses material that is unique or rare.
- The project addresses material that is deteriorating.
- The project provides integration of a variety of formats or related material scattered among a number of locations.
- The project is likely to generate new or increased use of the material.

- Digitization will create new or expanded modes of teaching.

**Use/Demand:**

- The project will receive sustained use by an identifiable audience.
- The project has the potential to increase the usefulness of and/or enhance access to the material, e.g., through new search capabilities, links to other materials, the ability to manipulate images and text, or study material in new ways.
- The project will provide support for high priority activities or areas of interest.
- Source materials are being used in their current form.
- The project is likely to generate new or increased use of the material.
- Digitization will create new modes of teaching.

**Intellectual access:**

- Source material has a coherent organizational scheme.
- Cataloging and/or descriptive metadata work is complete.
- Project will require descriptive cataloging/metadata work.

**Resources/funding:**

- The project can be completed with available funding resources.
- The project can be completed using existing staff resources.
- The Library has sufficient staff and resources to support programming, user interface design, or other technology intensive tasks.
- The project has the potential to generate funding through grants, donors, or other external fund sources.
- The project has the potential to save money over the long term, e.g., by eliminating the need to acquire resources, freeing up staff time, etc.

**Technical feasibility:**

- The digital version can sufficiently represent the full content of the original.
- Access and authentication can be provided using current institutionally supported technologies.
- The Library has sufficient knowledge and expertise required for project development and ongoing maintenance.
- The project will capitalize on existing technical infrastructure and capabilities.
- The project will adhere to or contribute to the development of national digital library standards.
- The project has potential to expand our technical knowledge and expertise.

**Preservation:**

- Project will result in a reduction in handling of fragile material.
- Project provides access to materials that cannot otherwise be easily used.
- Project protects materials at high risk of theft or mutilation.
- Condition of materials allows them to be safely digitized.
- Condition of originals requires conservation.
- Possibility of scanning photographic intermediaries rather than originals.



## Framework for Digitization

### Guidelines for digital collection building at the University of Virginia Library

This document outlines a framework within which Digital Library Production Services (DLPS) will digitize items in the University Library collection. The Collections Group has been involved in the development of this framework.

#### Assumptions:

- This framework applies to all types of digital objects (currently: texts, images; eventually: video, audio, etc.), though the emphasis may be different for different types of materials.
- DLPS is developing multiple tiers of digitization. For example, the text workflow may include texts which are keyboarded (double-typed and marked-up in TEI/XML by a vendor; highly accurate for searching, but expensive and time-consuming to process); text with OCR (texts with minimal mark-up; not as accurate for searching, but relatively inexpensive and quick to do); and page-images (digital photocopies of each book page for viewing but not searching).
- Limited resources (staffing, equipment, etc.) put constraints on the amount of work that can be accomplished, as well as the speed, but as workflows are reviewed and become more efficient, and technology is updated, volume and speed will increase.
- Project proposals or grant opportunities will be assessed against these guidelines, and current library priorities.

#### Three Categories (not ranked):

- **Special collections and other materials unique to UVa**  
This category includes UVa historical documents: the Catalog, the Cavalier Daily, BOV minutes, Cork & Curls, etc., as well as pre-1923 items about UVa (classed in LD 5660-LD 5689). Additionally, unique and rare items in the Small Special Collections Library would be digitized. Decisions will be driven by user requests to Rare Materials Digital Services (RMDS), items chosen by selectors, items which have been exhibited, and circulation history.
- **User-driven digitization**  
This category includes items needed for curricular use (e.g. Art & Architectures images); pre-1923 items with high circulation; and possibly reserves or Toolkit scanning requests (pre-1923 or public domain).
- **Preservation**  
This category includes items for which the physical object requires preservation, and which also have had recent circulation. Digital reformatting may be the primary preservation method, or it may be a by-product of physical preservation. Examples: A brittle book may be replaced by a preservation photocopy, which also results in page images; audio and video tapes may be reformatted onto newer media (DVD) and the digital files added to the repository. Preservation texts in English with modern fonts would be digitized using OCR.

May 20, 2005

Digital Initiatives  
University of Virginia  
PO Box 400112  
Charlottesville, VA 22904-4112

[Digital Initiatives Home](#) • [UVa Library Home](#)

[Search the Library Site](#) • [UVa Home](#)

Maintained by: [dl@virginia.edu](mailto:dl@virginia.edu)

Last Modified: Wednesday, July 27, 2005

© The Rector and Visitors of the [University of Virginia](#)

Assessment

## Usability Services

**Welcome to the Sheridan Libraries' Usability Services web site. Usability Services are part of the Library Digital Programs unit. Researchers, customers and staff interested in our usability evaluation efforts can review these pages and ask questions of usability staff members by using the forum.**

### What is usability?

The goal of usability evaluation is to determine what can be done to make an interface efficient, satisfying, and easy to use, to learn, and to remember. Usability evaluation involves selecting some of the various methods designed to glean this information and applying them iteratively, from the early stages of a system's development through its active use. These methods may include surveys, focus groups, scenario-based think-aloud tests, contextual inquiry, card-sorting, link-naming, and heuristic evaluation. The Library Digital Programs employ experience in using a range of methods to evaluate library interfaces and related web sites in offering usability services for other academic interfaces.

### Clients

The Library Digital Programs offer usability services to the Krieger School of Arts and Sciences, the Whiting School of Engineering, and the School of Professional Studies in Business and Education. We have worked with the Engineering and Applied Science Programs for Professionals to hold a series of focus groups, in order to inform their web site redesign process. We have conducted scenario-based think-aloud tests during the redesign of the Krieger School web site.

We have also conducted usability evaluations for other organizations. We worked with the [Collaborative Digitization Program \[http://www.cdpheritage.org/\]](http://www.cdpheritage.org/) to evaluate the usability of Colorado's Historic Newspaper Collection. We made observations at a workshop for teachers, and we held scenario-based think-aloud tests with teachers and university students. We conducted scenario-based think-aloud tests for [ARTstor \[http://www.cdpheritage.org/\]](http://www.cdpheritage.org/), a digital image library project of the Andrew W. Mellon Foundation. We worked with [Project Muse \[http://www.cdpheritage.org/\]](http://www.cdpheritage.org/) to conduct scenario-based think-aloud tests, link-naming, and a heuristic evaluation.

We have collaborated with other units within the Sheridan Libraries to evaluate the usability of various web sites. We have held scenario-based think-aloud tests for the library homepage and the library catalog interface. We have worked with Special Collections to conduct an online survey of the [Roman de la Rose \[http://www.cdpheritage.org/\]](http://www.cdpheritage.org/) site, as well as to conduct focus groups and scenario-based think aloud tests to evaluate the usability of the [Sheet Music Consortium \[http://www.cdpheritage.org/\]](http://www.cdpheritage.org/).

## Usability Evaluation Methods

### Surveys

A questionnaire is posted online for some period of time to gather feedback from users or the potential audience of a system. Questions may focus on how they currently use the system and what functionality would they like the system to have in the future.

### Focus groups



A focus group typically involves a moderator, a note-taker, and 6-10 participants. Guided by a set of questions, the facilitator moderates a discussion about the system, while the note-taker and perhaps a tape recorder keep track of the conversation. Topics may include: how the participants currently use the system, what other systems they use instead, and what they would like the system to be able to do in the future.

### **Scenario-based think-aloud tests**

A scenario-based think-aloud test session involves a participant, a facilitator, and a note-taker. The facilitator presents a series of scenarios to the participant. The participant uses the system to complete the tasks presented in the scenarios while "thinking aloud," that is, while providing comments on what he is doing. The note-taker and the facilitator keep track of these comments as well as the participant's actions and the system's responses. Several test sessions are held in order to observe the experiences of different users.

### **Contextual inquiry**

An observer watches the participant working with the system in the context of his or her typical work environment. The observer may ask some questions at the end of the session, but the most important aspect is observation of real use of the system in the work environment.

### **Card-sorting**

A facilitator presents a set of cards to the participant. Each card contains a brief description of one page in the system. The participant sorts the cards into groups and labels each group. The facilitator compiles the results from several participants and conducts a cluster analysis in order to see which cards tend to be grouped together most frequently. This information is applied to the organization of pages and links.

### **Link-naming**


This is a two-stage method. In the first stage, the facilitator presents a set of page names to the participant and asks what she would expect to see if she clicked on links by those names. In the second stage, the facilitator presents descriptions of the pages or the pages themselves and asks what the participant would call the links to those pages. The facilitator can recommend new link names for the terms that were frequently misunderstood or renamed by participants.

### **Heuristic evaluation**

In a heuristic evaluation, a usability specialist inspects a web site to determine if it meets general guidelines for usability and accessibility, such as consistency in navigation, clarity in language, and flexibility in the pace of interaction.

---

contact, search | home A-Z INDEX



**SYRACUSE UNIVERSITY**

# LIBRARY

? ASK US!

---

[ABOUT US](#) | [SERVICES](#) | [HELP](#) | [RESEARCH TOOLS](#)

[DISC Home](#)

# DISC

## Digital Imaging Services Center

### Customer Survey

Please take a few moments to complete the following survey.  
Deadline: February 15, 2006

**1.) Please indicate your affiliation:**

ESF or  SU

Undergraduate

Graduate

Faculty

Staff

Program or Department:

**2.) Approximately how many times have you used the DISC in the:**

2005 Fall Semester	2005 Spring Semester	2004 Fall Semester
<input type="radio"/> Never <input type="radio"/> Once <input type="radio"/> 2-5 times <input type="radio"/> 6 or more times <input type="checkbox"/> Other: <input style="width: 100px;" type="text"/>	<input type="radio"/> Never <input type="radio"/> Once <input type="radio"/> 2-5 times <input type="radio"/> 6 or more times <input type="checkbox"/> Other: <input style="width: 100px;" type="text"/>	<input type="radio"/> Never <input type="radio"/> Once <input type="radio"/> 2-5 times <input type="radio"/> 6 or more times <input type="checkbox"/> Other: <input style="width: 100px;" type="text"/>

**3.) How did you learn about the DISC?**

**Check all that apply.**

Friend/classmate

Library publication

Library web site

Professor/Instructor/Teaching Assistant

Librarian

Other:

**4.) Please indicate the DISC services you have used:**

Check all that apply.

- Large Format Scanning
- Flatbed Scanning
- Slide Scanning
- Large Format Printing
- Tabloid Size Printing (up to 11"x17")
- Letter Size Printing (up to 8.5" x 11")
- Image adjustment/enhancement
- Other:

**5.) Using a scale of 1 (negative) to 5 (positive), please indicate your satisfaction with:**

**a.) the quality of your scans:**

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 - Very Unsatisfactory	2 - Unsatisfactory	3 - Neutral	4 - Satisfactory	5 - Very Satisfactory

**b.) the quality of your prints:**

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 - Very Unsatisfactory	2 - Unsatisfactory	3 - Neutral	4 - Satisfactory	5 - Very Satisfactory

**c.) your ability to schedule appointments:**

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 - Very Unsatisfactory	2 - Unsatisfactory	3 - Neutral	4 - Satisfactory	5 - Very Satisfactory

**d.) the level of customer service provided by the DISC staff:**

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 - Very Unsatisfactory	2 - Unsatisfactory	3 - Neutral	4 - Satisfactory	5 - Very Satisfactory

**e.) the ability of the DISC staff to meet specified deadlines:**

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 - Very Unsatisfactory	2 - Unsatisfactory	3 - Neutral	4 - Satisfactory	5 - Very Satisfactory

**6.) Please rate the DISC's overall performance:**

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 - Very Unsatisfactory	2 - Unsatisfactory	3 - Neutral	4 - Satisfactory	5 - Very Satisfactory

7.) Please elaborate on any of the questions above or share your thoughts on how we might improve our existing services. Let us know if there are other services you would like us to offer in the future.

Here is your chance...

8.) I will use the DISC in the future.

1 - Strongly disagree

2 - Disagree

3 - Unsure

4 - Agree

5 - Strongly agree

Welcome to The Bragging Section!

We would love to hear your success stories related to material you have created or printed using the DISC.

Have you won an award?

Received an A on a project?

Created a well-received gift?

Mastered a new technique?

With your permission, we'll post your story to our Wall of Fame in the DISC! If you're shy, we promise we won't share the story with anyone else but learning about your successes will definitely make our day!

Tell us about your successes!

- I give the DISC staff permission to post my story on the DISC Wall of Fame (A.K.A. our bulletin board :-). (Remember to sign your story. No identifiable information is otherwise collected through this survey.)
- I give the DISC staff permission to post my story on the DISC Wall of Fame ANONYMOUSLY.
- I DO NOT give the DISC staff permission to post my story anywhere. I simply shared it to make your day.

Submit Survey

Clear

Thank You!

The DISC Staff: Suzanne, Penelope, Sarah, and Kim

© 2005 Syracuse University Library, 222 Waverly Avenue, Syracuse, NY 13244 (315) 443-2093

Departments | Employment | Facilities | Hours | Locations | News | Policies | Publications | Staff  
Ask Us | Circulation | Digital Imaging | Instruction | InterLibrary Loan | ISDP Services | Reserves | Service Request Forms  
Access My Account | Find Articles | Find Books | Remote Access | Reference Desks | Visitors Guide | Workshops & Tours  
SUMMIT Catalog | Databases | E-Journals | MyLibrary | Subject Guides | Reference Shelf | Course Materials | Other Catalogs

contact us | search | home | site map  
Send Comments to Web Administrator

Last modified: February 09, 2006 06:54 PM

http://library.syr.edu /information/digital\_services/disc/feedback/survey.html



---

## **SELECTED RESOURCES**



## DOCUMENTS

---

### Books

Andrews, Judith, and Derek Law, Eds. *Digital Libraries: Policy, Planning and Practice*. Burlington, VT: Ashgate Publishing Company, 2004.

Deegan, Marilyn, and Simon Tanner. *Digital Futures: Strategies for the Information Age*. New York: Neal-Schuman Publishers, 2002.

Greenstein, Daniel, and Suzanne E. Thorin. *The Digital Library: A Biography*. 2<sup>nd</sup> ed. Washington, DC: Digital Library Federation, Council on Library and Information Resources, 2002.

Hillmann, Diane I., and Elaine L. Westbrooks. *Metadata in Practice*. Chicago: American Library Association, 2004.

Hughes, Lorna M. *Digitizing Collections: Strategic Issues for the Information Manager*. London: Facet Publishing, 2004.

Intner, Sheila S., Susan S. Lazinger, and Jean Weihs. *Metadata and Its Impact on Libraries*. Westport, CT: Libraries Unlimited, 2006.

Koelling, Jill Marie. *Digital Imaging: A Practical Approach*. Walnut Creek: AltaMira Press, 2004.

Marcum, Deanna B., Ed. *Development of Digital Libraries: An American Perspective*. Westport, CT: Greenwood Press, 2001.

Pace, Andrew K. *The Ultimate Digital Library: Where the New Information Players Meet*. Chicago: American Library Association, 2003.

Smith, Abby. *Why Digitize?* Washington, DC: Council on Library and Information Resources, 1999.

*Status of Technology and Digitization in the Nation's Museums and Libraries*. Washington, DC: Institute of Museum and Library Services, 2006. <http://purl.access.gpo.gov/GPO/LPS72381>.

Verheul, Ingeborg. *Networking for Digital Preservation: Current Practice in 15 National Libraries*. München: K.G. Saur, 2006.

Witten, Ian H., and David Bainbridge. *How to Build a Digital Library*. Boston: Morgan Kaufmann Publishers, 2003.

### **Journal Articles**

Borgman, Christine L., Laura J. Smart, and Kelli A. Millwood. "Comparing Faculty Information Seeking in Teaching and Research: Implications for the Design of Digital Libraries." *Journal of the American Society for Information Science and Technology* 56, no. 6 (April 2005): 636–57.

Breeding, Marshall. "Building a Digital Library of Television News." *Computers in Libraries* 23, no. 6 (June 2003): 47–49.

Candee, Catherine H. "The California Digital Library and the eScholarship Program." *Journal of Library Administration* 35, no. 1/2 (2001): 37–59.

Dean, John F. "Digital Imaging and Conservation: Model Guidelines." *Library Trends* 52, no. 1 (Summer 2003): 133–137.

Eden, Brad. "Getting Started With Library Digitization Projects: Funding Your First (And Subsequent) Digital Projects." *The Bottom Line* 14, no. 2 (2001): 53–55.

French, Beverlee. "The Economics and Management of Digital Resources in a Multi-Campus, Multi-Library University: The Shared Digital Collection." *Collection Management* 28, no. 1/2 (2003): 45–54.

French, Patricia Sheldahl, Rebecca Culbertson, and Hsiung Lai-Ying. "One For Nine: The Shared Cataloging Program of the California Digital Library." *Serials Review* 28, no. 2 (2002): 4–12.

Huwe, Terence K. "Social Sciences E-Prints Come of Age: The California Digital Library's Working Paper Repository." *Online* 26, no. 5 (September/October 2002): 38–42.

Jantz, Ronald C. "Technological Discontinuities in the Library: Digital Projects That Illustrate New Opportunities for the Librarian and the Library." *IFLA Journal* 27, no. 2 (2001): 74–77.

Johns, Cecily. "Collection Management Strategies in a Digital Environment." *Collection Management* 28, no. 1/2 (2003): 37–43.



- Johns, Cecily. "The Economics and Management of Digital Resources in a Multi-Campus, Multi-Library University: Introduction." *Collection Management* 28, no. 1/2 (2003): 33–35.
- Lamolinara, Guy. "The National Digital Library at 10: Library Extends its Reach Worldwide." *Library of Congress Information Bulletin* 63, no. 10 (October 2004): 195–201.
- Lim, Adriene. "Collaborative Digitization Projects: Opportunities to Enhance Teaching and Learning." *Information Technology and Libraries* 22, no. 2 (June 2003): 75–78.
- Marcum, Deanna B. "The DODL, the NDIIIP, and the Copyright Conundrum." *Portal* 4, no. 3 (July 2004): 321–30.
- Mathias, Eileen. "Anatomy of a Digitization Project." *Library Journal* 129, no. 1 (January 2004): S2–7.
- Mihalega, Anna Maria, and Edward A. Galloway. "Your Collection is Online and the Honeymoon's Over: Now What?" *Computers in Libraries* 23, no. 6 (June 2003): 26–29.
- Reeves, David. "One Big Picture—12,000 Little Pictures: The Auckland Art Gallery Collection Management and Access Programme." *The Electronic Library* 21, no. 3 (2003): 208–13.
- Smith, Abby. "Strategies for Building Digitized Collections." *Microform & Imaging Review* 31, no. 1 (Winter 2002): 8–30.
- Stewart, M. Claire, and H. Frank Cervone. "Building a New Infrastructure for Digital Media: Northwestern University Library." *Information Technology and Libraries* 22, no. 2 (June 2003): 69–74.
- Vondracek, Ruth. "Going Beyond Selection." *NetConnect* (Summer 2003): 20–21.

### **Web Sites about Digitization Activities**

- Boston College. "Boston College Libraries: Digital Library."  
[http://www.bc.edu/bc\\_org/avp/ulib/staff/digilib/dlab/dlab.html](http://www.bc.edu/bc_org/avp/ulib/staff/digilib/dlab/dlab.html)
- Brown University. "Faculty Projects."  
<http://dl.lib.brown.edu/repository/projects.php>
- University of Florida. "The Digital Library Center."  
<http://www.uflib.ufl.edu/digital/>
- University of Kansas. "Digital Initiatives."  
<http://kudiglib.ku.edu/>

University of Michigan. "Digital Library Production Services."  
<http://www.umdl.umich.edu/pubs/ref.html>

New York University. "The Digital Library Team."  
<http://library.nyu.edu/diglib/>

The Pennsylvania State University. "Digitized Collections at Penn State."  
<http://apps.libraries.psu.edu/digital/>

The Pennsylvania State University. "Digital Projects Services and Information."  
<http://apps.libraries.psu.edu/digital/tools/>

Note: All URLs accessed August 21, 2006.

# S P E C K I T T I T L E L I S T

SP294	Managing Digitization Activities	SP243	TL 8: Users with Disabilities	SP184	ILL Trends/Access
SP293	External Review for Promo & Tenure	SP242	Library Storage Facilities	SP183	Provision of Comp Print Cap
SP292	Institutional Repositories	SP241	Gifts and Exchange Function	SP182	Academic Status for Libns
SP291	Spatial Data Collections & Services	SP240	Marketing and PR Activities	SP181	Perf Appr of Collect Dev Libn
SP290	Access Services	SP239	Mentoring Programs in ARL	SP180	Flexible Work Arrangemts
SP289	Managing Large Projects	SP238	ARL GIS Literacy Project	SP179	Access Services Org & Mgt
SP288	Scanning Services for Library Users	SP237	Managing Food and Drink	SP178	Insuring Lib Colls & Bldgs
SP287	Instructional Improvement Programs	SP236	TL 7: E-Theses/Dissertations	SP177	Salary Setting Policies
SP286	Collab for Dist Learn Info Lit Instr	SP235	Collaborative Coll Management	SP176	Svcs for Persons w/Disabilities
SP285	Lib Svcs in Non-Library Spaces	SP234	TL 6: Distance Learning	SP175	Scholarly Info Centrs
SP284	Security in Special Collections	SP233	ARL in Extension/Outreach	SP174	Expert Systems
SP283	Grant Coordination	SP232	Use of Teams in ARL	SP173	Staff Recognition Awards
SP282	Managing Electronic Resources	SP231	Cust Service Programs in ARL	SP172	Information Desks
SP281	The Information Commons	SP230	Affirmative Action in ARL	SP171	Training of Tech Svc Staff
SP280	Library User Surveys	SP229	Evaluating Acad Libr Dirs	SP170	Organization Charts
SP279	Evaluating Library Instruction	SP228	TL 5: Preserving Digital Info	SP169	Mgt of CD-ROM
SP278	Library Patron Privacy	SP227	Org of Doc Coll & Svcs	SP168	Student Employment
SP277	Lib Pub Acc Workstation Auth	SP226	TL 4: After the User Survey	SP167	Minority Recruitment
SP276	Recruitment and Retention	SP225	Partnerships Program	SP166	Materials Budgets
SP275	Laptop Computer Services	SP224	Staff Training & Development	SP165	Cultural Diversity
SP274	Data Mining & Warehousing	SP223	TL 3: Electronic Scholarly Pubn	SP164	Remote Storage
SP273	Chat Reference	SP222	Electronic Resource Sharing	SP163	Affirmative Action
SP272	Insuring & Valuing Res Lib Coll	SP221	Evol & Status of Approval Plans	SP162	Audiovisual Policies
SP271	Lib Systems Office Organization	SP220	Internet Training	SP161	Travel Policies
SP270	Core Competencies	SP219	TL 2: Geographic Info Systems	SP160	Preservation Org & Staff
SP269	Integrating Preserv Activities	SP218	Info Technology Policies	SP159	Admin of Lib Computer Files
SP268	Reference Statistics	SP217	TL 1: Electronic Reserves	SP158	Strategic Plans
SP267	User Authentication	SP216	Role of Libs in Distance Ed	SP157	Fee-based Services
SP266	Staffing the Library Website	SP215	Reorg & Restructuring	SP156	Automating Authority Control
SP265	Instructional Support Services	SP214	Digit Tech for Preservation	SP155	Visiting Scholars/Access
SP264	Extended Library Hours	SP213	Tech Svcs Workstations	SP154	Online Biblio Search
SP263	Numeric Data Services	SP212	Non-Librarian Professionals	SP153	Use of Mgt Statistics
SP262	Preservation & Digitization	SP211	Library Systems Office Org	SP152	Brittle Books Program
SP261	Post-Tenure Review	SP210	Strategic Planning	SP151	Qualitative Collect Analysis
SP260	Interview Process	SP209	Library Photocopy Operations	SP150	Bldg Security & Personal Safety
SP259	Fee-based Services	SP208	Effective Library Signage	SP149	Electronic Mail
SP258	Corporate Annual Reports	SP207	Org of Collection Develop	SP148	User Surveys
SP257	MLS Hiring Requirement	SP206	Faculty Organizations	SP147	Serials Control/Deselection
SP256	Changing Roles of Lib Profs	SP205	User Surveys in ARL Libs	SP146	Lib Dev Fund Raising Capabilit
SP255	Branch Libs/Discrete Collectns	SP204	Uses of Doc Delivery Svcs	SP145	Lib Publications Programs
SP254	Managing Printing Services	SP203	Reference Svc Policies	SP144	Building Use Policies
SP253	Networked Info Services	SP202	E-journals/Issues & Trends	SP143	Search Proced Sr LibAdmin
SP252	Supprt Staff Classifictn Studies	SP201	E-journals/Pol & Proced	SP142	Remote Access Online Cats
SP251	Electronic Reference Service	SP200	2001: A Space Reality	SP141	Approval Plans
SP250	TL10: Educating Faculty	SP199	Video Collect & Multimedia	SP140	Performance Appraisal
SP249	Catalogng of Resrces Digitized	SP198	Automating Preserv Mgt	SP139	Performance Eval: Ref Svcs
SP248	Licensing of Electronic Prodcnts	SP197	Benefits/Professional Staff	SP138	University Copyright
SP247	Management of Lib Security	SP196	Quality Improve Programs	SP137	Preservation Guidelines
SP246	Web Page Devel & Managmnt	SP195	Co-op Strategies in Foreign Acqqs	SP136	Managing Copy Cataloging
SP245	Electronic Reserves Operations	SP194	Librarian Job Descriptions	SP135	Job Analysis
SP244	TL 9: Renovation & Reconfigur	SP193	Lib Develop & Fundraising	SP134	Planning Mgt Statistics
		SP192	Unpub Matls/Libs, Fair Use	SP133	Opt Disks: Storage & Access
		SP191	Prov Pub Svcs Remote User	SP132	Library-Scholar Communication
		SP189	Chang Role of Book Repair	SP131	Coll Dev Organization
		SP188	Liaison Svcs in ARL Libs	SP130	Retrospective Conversion
		SP187	Intern, Residency & Fellow	SP129	Organization Charts
		SP186	ILL Trends/Staff & Organ	SP128	Systems File Organization
		SP186	Virtual Library	SP127	Interlibrary Loan
		SP185	System Migration	SP126	Automated Lib Systems

SP125	Tech Svcs Cost Studies	SP083	Approval Plans	SP041	Collection Assessment
SP124	Barcoding of Collections	SP082	Document Delivery Systems	SP040	Skills Training
SP123	Microcomp Software Policies	SP081	Services to the Disabled	SP039	Remote Storage
SP122	End-User Search Svcs	SP080	Specialty Positions	SP038	Collection Dev Policies
SP121	Bibliographic Instruction	SP079	Internships/Job Exchanges	SP037	Theft Detection & Prevent
SP120	Exhibits	SP078	Recruitment-Selection	SP036	Allocation Materials Funds
SP119	Catalog Maintenance Online	SP077	Use of Small Computers	SP035	Preservation of Lib Materials
SP118	Unionization	SP076	Online Biblio Search Svcs	SP034	Determin Indirect Cost Rate
SP117	Gifts & Exchange Function	SP075	Staff Development	SP033	Intergrat Nonprint Media
SP116	Organizing for Preservation	SP074	Fees for Services	SP032	Prep, Present Lib Budget
SP115	Photocopy Services	SP073	External User Services	SP031	Allocation of Resources
SP114	Binding Operations	SP072	Executive Review	SP030	Support Staff, Student Assts
SP113	Preservation Education	SP071	User Surveys: Eval of Lib Svcs	SP029	Systems Function
SP112	Reorg of Tech and Pub Svcs	SP070	Preservation Procedures	SP028	Gifts & Exchange Function
SP111	Cooperative Collection Dev	SP069	Prep Emergencies/Disasters	SP027	Physical Access
SP110	Local Cataloging Policies	SP068	AACR2 Implement Studies	SP026	Bibliographic Access
SP109	Staff Training for Automation	SP067	Affirm Action Programs	SP025	User Statistics and Studies
SP108	Strategic Planning	SP066	Planning Preserv of Lib Mat	SP024	User Surveys
SP107	University Archives	SP065	Retrospective Conversion	SP023	Grievance Policies
SP106	Electronic Mail	SP064	Indirect Cost Rates	SP022	Private Foundations
SP105	Nonbibliographic Dbases	SP063	Collective Bargaining	SP021	Paraprofessionals
SP104	Microcomputers	SP062	Online Biblio Search Svcs	SP020	Managerial Technical Specialists
SP103	Asst/Assoc Dir Position	SP061	Status of Librarians	SP019	Staff Allocations
SP102	Copyright Policies	SP060	Lib Materials Cost Studies	SP018	Staff Development
SP101	User Studies	SP059	Microform Collections	SP017	Library Instruction
SP100	Collection Security	SP058	Goals & Objectives	SP016	Reclassification
SP099	Branch Libraries	SP057	Special Collections	SP015	Goals & Objectives
SP098	Telecommunications	SP056	External Communication	SP014	Performance Review
SP097	Building Renovation	SP055	Internl Com/Staff & Super Role	SP013	Planning Systems
SP096	Online Catalogs	SP054	Internal Com/Policies & Proced	SP012	Acquisition Policies
SP095	Lib Materials Cost Studies	SP053	Performance Appraisal	SP011	Collection Development
SP094	Fund Raising	SP052	Cost Studies & Fiscal Plan	SP010	Leave Policies
SP093	User Instructions for Online Cats	SP051	Professional Development	SP009	Tenure Policies
SP092	Interlibrary Loan	SP050	Fringe Benefits	SP008	Collective Bargaining
SP091	Student Assistants	SP049	Use of Annual Reports	SP007	Personnel Class Schemes
SP090	Integrated Lib Info Systems	SP048	External Fund Raising	SP006	Friends of the Lib Organization
SP089	Tech Svcs Cost Studies	SP047	Automated Cataloging	SP005	Performance Review
SP088	Corporate Use of Research Libs	SP046	Plan Future of Card Catalog	SP004	Affirmative Action
SP087	Collect Descript/Assessment	SP045	Changing Role Personnel Officer	SP003	A Personnel Organization
SP086	Professional Development	SP044	Automated Acquisitions	SP003	Status of Librarians
SP085	Personnel Classification Sys	SP043	Automated Circulation Sys	SP002	Personnel Survey (flyer only)
SP084	Public Svcs Goals & Objectvcs	SP042	Resource Sharing	SP001	Organization Charts

#### **SPEC KIT PRICE INFORMATION**

Individual Kits: \$35 ARL members/\$45 nonmembers, plus shipping and handling.

Individual issues of the Transforming Libraries (TL) subseries: \$28, plus shipping and handling.

#### **SHIPPING & HANDLING**

U.S.: UPS Ground delivery, \$10 per publication.

Canada: UPS Ground delivery, \$15 per publication

International and rush orders: Call or e-mail for quote.

#### **PAYMENT INFORMATION**

Make check or money order payable in U.S. funds to the ASSOCIATION OF RESEARCH LIBRARIES, Federal ID #52-0784198-N. MasterCard and Visa accepted.

**SEND ORDERS TO:** ARL Publications Distribution Center, P.O. Box 531, Annapolis Junction, MD 20701-0531  
phone (301) 362-8196; fax (301) 206-9789; e-mail [pubs@arl.org](mailto:pubs@arl.org)

**ORDER ONLINE AT:** <http://www.arl.org/pubscat/index.html>