Bibliography

Strategic Thinking and Sustainable Funding

Beagrie, Neal, Julia Chruszcz, and Brian Lavoie. 2008. *Keeping Research Data Safe: a cost model and guidance for UK Universities.* Retrieved from http://www.jisc.ac.uk/publications/documents/keepingresearchdatasafe.aspx.

This report presents a framework for understanding the costs and potential benefits related to the preservation of research data, with more in-depth analysis of models presented in case studies of four UK institutions. Start-up (accessioning and ingest) and "first-mover innovation" costs are significant but the case studies suggest that costs typically decline over time; the report recommends the consideration of federated structures and shared services in order to achieve efficiencies and economies of scale.

Blue Ribbon Task Force on Sustainable Digital Preservation and Access. 2008. Sustaining the Digital Investment: Issues and Challenges of Economically Sustainable Digital Preservation. Retrieved from http://brtf.sdsc.edu/.

A wide-ranging examination of available financial models and compilation of expert testimonies, the BRTF interim report presents "a detailed definition of what is meant by economically sustainable digital preservation activities." One of the fundamental lessons drawn is "the decision on whether or not to invest in digital preservation is not a completely separate decision, but more akin to a parameter within a broader decision" to commit to ongoing access to a particular digital resource. In making that commitment, an organization either has to release resources to enable preservation, or find a way to grow its budget to do so.

Maron, Nancy L., K. Kirby Smith and Matthew Loy. 2009. *Sustaining Digital Resources: An On-the-Ground view of Projects Today.* Retrieved from http://www.ithaka.org/ithaka-s-r/strategy/ithaka-case-studies-in-sustainability

This report presents the financial models, and more importantly, the decision-making processes that are needed for sustaining digital initiatives by looking at twelve specific cases. Business planning and revenue generation is a critical aspect of digital initiatives that is sometimes overlooked in relation to the administrative, content, and technology aspects. The case studies demonstrate the need to look at a wide range of revenue sources as well as means for lowering direct costs and the importance of entrepreneurial leadership for ensuring sustainability of digital resources created and/or maintained by an institution: "Covering operating costs is necessary but hardly sufficient: a project must not only meet the financial criteria

required to cover these costs, but must also demonstrate ongoing development of the resource itself."

University of California Library Planning & Action Initiative Executive Working Group. 1996. *The University of California Digital Library: A Framework for Planning and Strategic Initiatives.* **Retrieved from http://www.slp.ucop.edu/lpai_new/ucdl/.**

In 1994, the University Librarians proposed a UC Digital Library planning effort, with a time horizon for planning extending to 2000. The Ad Hoc Task Force created in response to that proposal recommended the establishment of a more rigorous planning process, which was then charged to the Digital Library Executive Working Group. The Executive Working Group issued this "plan," or framework and set of potential strategies, out of which arose the CDL and some of the guiding principles for digital library development that remain useful as a reference today.

User Needs

Head, Alison J. and Michael B. Eisenberg. 2009. *How College Students Seek Information in the Digital Age.* **Project Information Literacy Project Report. Retrieved from http://projectinfolit.org/pdfs/PIL_Fall2009_Year1Report_12_2009.pdf**

This most recent report from a national research study on information practices of "early adults" finds that students use "tried and true" methods for locating resources and conducting research that rarely include seeking librarian help.

Palmer, Carole L., Lauren C. Teffeau and Carrie M. Pirmann. 2009. *Scholarly Information Practices in the Online Environment: Themes from the Literature and Implications for Library Service Development.* **Report commissioned by OCLC Research. Retrieved from www.oclc.org/programs/publications/reports/2009-02.pdf**

A review of the literature that identifies source materials used by researchers in various disciplines and the core activities or "primitives" scholars engage in when conducting research and utilizing electronic information. The report suggests that libraries need to play a more integral role by providing services that support such activities. Services cited as opportunities for libraries to address scholars' needs include: improved discovery of foreign language materials and language translation services for non-specialists; tools for browsing and exploring e-texts; tools for collecting, storing, and sharing resources; and tools to facilitate mark-up, editing, and annotation of e-texts. Libraries may consider how to prioritize development of such services by evaluating which would "advance the conduct of research, either by

simplifying difficult tasks or by supporting new kinds of analysis," or those which would provide economies of scale.

Research Information Network. 2008. *To share or not to share: Publication and quality assurance of research data outputs.* Retrieved from **http://www.rin.ac.uk/data-publication**

The UK's Research Information Network (RIN) report examines researchers' attitudes towards sharing data, identifies significance and relative longevity of research datasets in the different disciplines, and analyzes barriers to making datasets accessible and usable to others. General findings drawn from eight research areas conclude that "many datasets of potential value to other researchers and users – particularly those arising from small-scale projects – are not managed effectively or made readily-accessible and re-usable" in large part because few researchers have the expertise or resources to make them readily accessible and usable by others. The report also underscores the opportunity for institutions to provide export support in addressing data management and publication needs.

University of Minnesota Libraries. 2006. *Multi-Dimensional Framework for Academic Support: Final Report.* Submitted to the Andrew W. Mellon Foundation. Retrieved from **http://purl.umn.edu/5540**

The University of Minnesota Libraries conducted an extensive assessment of researchers' needs in the humanities and social sciences in an effort to develop an infrastructure to support scholarship at the university. Using the notion of scholarly primitives to analyze researchers' behaviors and needs, the study derives potential tools and services that could be developed and offered by the libraries. Among the findings, the UMN Libraries cited the desire of scholars for innovative ways to organize and manage their personal research materials; the need for improved methods of keeping abreast of their field; and the challenge of discovering and using archival materials. It would not be a stretch to generalize findings on researcher's behaviors and needs from the study to those at any major research university. The "Multi-Dimensional Framework for Academic Support" provides a snapshot of one university's effort to identify and prioritize library services for current and emerging needs of researchers.

Integration of Digital Initiative Activities

Cornell University Library. 2003. Moving Theory into Practice: Digital Imaging Tutorial. Retrieved from **http://www.library.cornell.edu/preservation/tutorial/index.html**

A handbook for digitization of cultural heritage materials, this online tutorial offers a starting point for understanding the processes and technologies involved in the "digitization chain."

Federal Agencies Digitization Guidelines Initiative – Still Image Working Group. 2000. *Digitization Activities.* **Retrieved from http://digitizationguidelines.gov/**

This document defines activities relating to the digitization of original cultural materials, and outlines general steps for planning and management of this process—useful for developing a workflow from content selection through delivery. The broader federal initiative from which this planning document is a product is worth examining and tracking.

Smithsonian Institution. 2009. *Smithsonian Web and New Media Strategy, Version 1.0.* **Retrieved from http://smithsonian-webstrategy.wikispaces.com/Strategy+-+Table+of+Contents**

A result of a pan-institutional strategic planning process, this document outlines a plan of action for the Smithsonian to work more collaboratively across their over 55 institutions to focus on the Smithsonian Digital Experience by sharing tool development and content, while retaining the individuality of each institution.