



RunCoCo PROJECT PLAN

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| Project Acronym | RunCoCo | | |
| Project Title | RunCoCo: how to Run a Community Collection online | | |
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| Lead Institution | University of Oxford | | |
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| Partner Institutions | N/A | | |
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| Programme Name (and number) | e-Content Programme - Institutional Skills and Strategy (Strand A) | | |
| Programme Manager | Alastair Dunning | | |

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| 0.1 | 2010-01-24 | First complete draft submitted by Project Manager to P.I. |
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RunCoCo Project Plan

Overview of the RunCoCo Project

1. Background

Engagement with the public by major digitisation projects is gaining momentum. From the BBC's *The People's War* and *A History of the World*, and the *Our Wales* initiative by the National Library of Wales, to leading cultural heritage institutions establishing *Flickr* groups (the V&A, Tate Britain, Kew Gardens, etc.).

This project, *RunCoCo: how to Run a Community Collection online*, under the JISC Digitisation and e-Content programme - Institutional Skills and Strategies (Strand A), will address a key issue surrounding digitisation projects, namely the insufficient funding to repeat mass digitisation initiatives. *RunCoCo* will do this by encouraging the formation of 'community collection' projects. In a community collection the cost of digitisation is spread out across the community (education and public sectors) and not borne entirely by the host institution.

Building on the work of *The Great War Archive* project, part of the *First World War Poetry Digital Archive*¹, *RunCoCo* will demonstrate how similar initiatives could be undertaken by other institutions (smaller individual units, libraries, museums, and archives) and also with different target audiences, by:

- disseminating key software tools, methodologies, and work-flows developed under *The Great War Archive* project;
- providing training in how to set-up, run and sustain a community collection digitisation project;
- evaluating the processes and the cost effectiveness of this community collection approach by assessing reaction to (and possible uptake of) the methodology proposed during the project's lifetime, and using an exemplar project in a teaching and learning context as a baseline study.

The underlying premise for this project is the concept of the community collection. This is simply where the public are engaged directly in the digitisation life-cycle by capturing and cataloguing objects they hold or have ready access to, tapping-in to the concept of mass amateur digitisation². This is now possible due to the ubiquitous nature of digitisation equipment (digital cameras, mobile phones, scanners)³, the growing acceptance of user-created content, and the Web acting as a simple collection point. This was demonstrated in *The Great War Archive*, as part of a wider digitisation project - the University of Oxford's *First World War Poetry Digital Archive* funded by the JISC's digitisation programme (Phase 2). The first part of that project was a standard

¹ The *First World War Poetry Digital Archive* <http://www.oucs.ox.ac.uk/ww1lit/> and *The Great War Archive* <http://www.oucs.ox.ac.uk/ww1lit/gwa>. For the final report from this project see the JISC Digitisation programme <http://www.jisc.ac.uk/whatwedo/programmes/digitisation/poets.aspx>.

² In August 2009, the report by Chris Batt Consulting, *Digitisation, Curation and Two-Way Engagement* looked at some of the key strategic issues in creating and curating under the community collection model <http://www.jisc.ac.uk/publications/documents/digicurationfinalreport.aspx>; and at the Pacific Rim Digital Library Alliance (PRDLA) annual meeting in Auckland, New Zealand in November 2009 Rose Holley examined *Crowdsourcing and social engagement: potential, power and freedom for libraries and users* <http://prdla.ucmercedlibrary.info/2009/10/crowdsourcing-and-social-engagement/>.

³ As reported in, for example, the NPD's *Household Penetration Study: Ownership Landscape 2008* http://www.npd.com/press/releases/press_080923a.html.

digitisation enterprise focusing on the capture of rare manuscripts of British poets from the First World War. *The Great War Archive*, however, broke new ground in terms of digitisation. During the 16 weeks of this initiative the public were asked to contribute items they held originating from that war, which they could do in one of two ways:

- via a submission website powered by the *CoCoCo* software (open source system developed by the project and now freely available),
- or through a series of submissions ‘road-shows’ held around the country where people brought their items to the project team who digitised them on the spot.

The Great War Archive demonstrated the public willingness to become part of a University research project, to openly share content and to undertake the work (e.g. scanning, cataloguing) for free that otherwise would have to be done by the central unit. This approach proved cost effective. Calculations indicate that each of the c. 6,500 items submitted through *The Great War Archive* cost around £3.50 to ‘capture’, catalogue, quality assure (QA), and distribute⁴. This is a fraction of the cost compared with standard digitisation processes, of c. £40 per item. The difference mainly results from the host institution not being responsible for the capture and cataloguing costs. Importantly, all of the material submitted was covered by the JISC Model Licence and the HEFCE Licence⁵.

Other community collection models focus less on digitisation. Instead a community is encouraged to add metadata (cataloguing, indexing, ‘tagging’ and ranking), to discuss or to comment on an existing online digital collection. For example the Brooklyn Museum gives users a fun way to interact with their collections online in ‘Tag! You’re It!’ and ‘Freeze Tag’ games. Equally it is important to not think only of community collections in a historical or museum context: ‘Galaxy Zoo’ (astronomy); ‘Google image labeller’ (image collections); ‘Games with a Purpose’ (social sciences and psychology). *RunCoCo* will also look at how institutions harness knowledge from the general public to enrich existing digital collections for research and teaching, some by even “making metadata fun!”⁶.

2. Aims and Objectives

2.1 Aims

The key aim of this new project will be to train other institutions in the experiences of *The Great War Archive* and show them how they can replicate the process for community collections in their own research areas.

2.2 Objectives

The key objectives are:

1. By the end of May 2010 *RunCoCo* will disseminate, (via the project website for example), key software tools, methodologies, and work-flows such as:
 - An open-source system to collect digital objects (*CoCoCo*) which takes the user through simple steps whereby they agree to the licence, catalogue basic details, and submit material. It also provides an administrative interface to allow the project to accept or

⁴ The costing and other strategies and processes behind *The Great War Archive* are explained in detail in an article in EDUCAUSE Quarterly *If You Build It, They Will Scan: Oxford University’s Exploration of Community Collections*, written by the project’s managers Dr Stuart Lee and Kate Lindsay

<http://www.educause.edu/EDUCAUSE+Quarterly/EQVolume322009/EDUCAUSEQuarterlyMagazineVolum/174539>.

⁵ The *First World War Poetry Digital Archive* and *The Great War Archive* were aimed at releasing a wealth of resources to researchers, teachers, students, and the general public to further the promotion of the subject. Anyone is entitled to use that material for educational purposes (meaning for the purpose of education, teaching, distance learning, private study and/or research) but not for commercial purposes (i.e. selling or reselling the material or using it for any commercial gain).

⁶ ‘Making Metadata Fun’ Alastair Dunning, JISC Digitisation blog
<http://digitisation.jiscinvolve.org/2009/11/27/making-metadata-fun/>

- veto material;
 - A work-flow that moves items submitted via *CoCoCo* through quality assurance (QA) to delivery;
 - A communication strategy for targeting key audiences and generating interest in a community collection digitisation project;
 - A set of guidelines (including work-flows, room set-up) for institutions like libraries or archives to run their own digitisation 'road-shows';
2. *RunCoCo* will host a series of four workshops from May-December 2010 to provide training in how to set-up, run and sustain a community collection digitisation project;
 3. From May-December 2010 *RunCoCo* will provide help and support to centres wishing to run their own community collection project;
 4. By December 2010 *RunCoCo* will publish online materials to support the running of community collections after the *RunCoCo* project;
 5. From May-December 2010 *RunCoCo* will oversee an exemplar project in a teaching and learning context (at the English Faculty in Oxford) as a baseline study to allow closer evaluation of the processes and the cost effectiveness of this community collection approach by assessing reaction to (and possible uptake of) the methodology proposed during the project's lifetime;
 6. *RunCoCo* will produce a final report to the JISC in February 2011 reflecting on the possibilities and future developments of community collection digitisation initiatives.

3. Overall Approach

The project plan is based on overlapping flows of work. The main deliverables are the software for other projects to run community collections, the documentation passing on some best practices for community collections, and the training workshops. In addition *RunCoCo* will support the exemplar project to collect items through the community collection. The exemplar project will provide feedback and evaluation of the *CoCoCo* software and the documentation and training.

3.1 Development of the *CoCoCo* software

The development work of the *CoCoCo* software will be undertaken first. In particular the public interface will be completed and the software will output better to standards. To facilitate models of community collections which involve adding knowledge from the public to existing metadata, the *CoCoCo* software will include a user-generated content element allowing for user comments and rating. In May 2010 the software will be released as open source.

3.2 Author all training and dissemination documentation

The training and documentation will be written, along with the guides for the *CoCoCo* software once this is finalised.

3.3 Initial training of exemplar project

Using draft versions of the newly written documentation the team of the exemplar project will be trained from April-May 2010. Their feedback will be captured to further develop the training and documentation.

3.4 Online training and support

Throughout the project *RunCoCo* staff will answer online enquiries from institutions setting up or already running community collections. From May 2010 onwards the team will also assist projects to install the *CoCoCo* software by offering documentation and answering online enquiries. The project will endeavour to foster an online community of interest - using online tools and technologies like a forum, and *Twitter*⁷. This will give the team and the wider community the opportunity to contribute and share knowledge and experience - and provide a means to publicise the release of

⁷ The *First World War Poetry Digital Archive* and *The Great War Archive* made effective use of the micro-blogging site *Twitter* to disseminate news and communicate with other experts and with users <http://twitter.com/ww1lit>.

training materials which might include podcasts which themselves will be broadcast using *iTunes U*⁸.

3.5 Training workshops

In total, four one-day workshops will be organised for *RunCoCo* to train and disseminate best practice on running a community collection initiative. The first workshop will meet the needs of the exemplar project (and other projects based in the University of Oxford) and will take place at the Oxford University Computing Services (OUCS) in May 2010. After feedback from this initial workshop the format and content of the other workshops will be set. These will be held between May - Dec 2010, in Oxford and in other regional venues around the UK, and the planning and organisation for these will be started as soon as the Project Officer can be recruited. In the run up to the workshops we will undertake preliminary communications work to build interest within the public and university sectors.

3.6 Exemplar project

RunCoCo will support the exemplar project based in the English Faculty of the University of Oxford to install the *CoCoCo* software, and the training and documentation will assist their team to set-up their community collection initiative. *RunCoCo* will arrange for the exemplar project to have a website hosted at OUCS for the public interface (and back-end) to the *CoCoCo* software, and the results of the community collection. Focussing on the Anglo-Saxons this exemplar is less likely than *The Great War Archive* to find examples of material ripe for digitisation sitting in people's houses, so the model of public interaction will be an interesting challenge. This exemplar will provide clear feedback to the *RunCoCo* project during the course of their initiative, which the project will make best efforts to act upon.

3.7 Evaluation and final report

RunCoCo's final report to the JISC will include evaluation and feedback from the exemplar project, and others, to demonstrate how successful these initiatives have been during the course of the project.

3.8 Issues to be addressed

3.8.1 Interoperability - Much of the development of the *CoCoCo* software will be to ensure that it outputs to more interoperable standards. The training workshops will emphasise the needs for results of community collection initiatives to be interoperable, whether this is in terms of their metadata, or the formats of their digital objects and the methods of searching or storing these, or even more cultural issues such as where their work fits into a wider context - the e-Content framework advocated by the Strategic Content Alliance (SCA)⁹.

3.8.2 Usability - The exemplar project will provide ongoing evaluation of *RunCoCo*'s documentation and training and provide feedback on the navigation, structure, interface and content delivery in the project's website. The development of the *CoCoCo* software will be based on the feedback from user-testing during April-May 2010 and additional heuristic evaluation carried out by Web experts during the life of *The Great War Archive* project. This will all feed into the iterative design of the project's Web presence and the training materials. The training workshops will endeavour to pass on lessons learned from these exercises.

3.8.3 Accessibility - The project website will meet W3C standards and follow SENDA guidelines to achieve accessibility. All recent browsers will be supported and images, audio, and video will be compressed to a best quality format to decrease bandwidth for the end-user. *RunCoCo*'s documentation and training workshops will provide guidance on the best practice for accessibility for the online presence of community collections.

⁸ The University of Oxford on *iTunes U* <http://itunes.ox.ac.uk/>.

⁹ The Strategic Content Alliance (SCA) <http://www.jisc.ac.uk/contentalliance.html>.

3.9 Scope

RunCoCo will complete the development of the *CoCoCo* software and release this as open source. From May 2010 this software will be available for other institutions to use, and the *RunCoCo* project will answer technical enquiries about this. The project will publish documentation to support others who wish to use this software after the project has ended. The documentation produced by the project will be made available online for the duration of the project and beyond, but will not be published in print. The training workshops will be aimed at UK institutions and others that can travel to the OUCS in Oxford, or travel to the two other regional venues in the UK. The project does not yet know the amount of demand to expect for these workshops, as such they will not be assessed on quantitative measures like number of attendees, rather on the impact the workshops have on those that do attend. One of the training workshops will be clearly aimed at the team of the exemplar project (and other interested projects from the University of Oxford). *RunCoCo* will support the team of the exemplar project, train them, assist in their installation of the *CoCoCo* software and arrange for the OUCS to host this - and host the results of their community collection. However, *RunCoCo* will not run the community collection for the exemplar project - by training the team of the exemplar (including the project lead) *RunCoCo* can assess whether the effectiveness of the transferral of the project's processes and other guidelines.

3.10 Critical Success factors

The critical success factors include:

- Recruitment of the Project Officer before the end of March 2010.
- Timely delivery of *CoCoCo* software in May 2010.
- Timely delivery of training materials from April-May 2010.
- Successful implementation of the exemplar project from May 2010.
- Successful marketing of workshops from May 2010.

4. Project Outputs

4.1 Deliverables

1. The *CoCoCo* software, successfully used by *The Great War Archive*, will be further developed and released as open-source so that other institutions can use this to run a similar community collection initiative.
2. The project website offering access to a project blog, and the training documentation created by *RunCoCo*.
3. A Web-based interface will be created to collect digitised items from the general public (community collection) for the exemplar project.
4. A Web-based user-interface will be created to allow searching, browsing, viewing and downloading of items collected by the exemplar project.
5. Four training workshops will be held during the course of the project to disseminate the documentation of the project to the exemplar project team, and to other institutions interested in running their own community collection.
6. The project will answer user enquiries via an automated online helpdesk.
7. Documents
 - Detailed project plan
 - Work-package detail plans
 - Biannual progress reports
 - Training documentation - in particular we will deliver a series of generic guides, teaching material, templates, and work-flows that focus on, for example:
 - Project selection for a community collection initiative
 - Planning a community collection initiative (defining your project)
 - Advertising (stakeholder analysis, engaging the public and media)
 - Setting up and running an online submission site using *CoCoCo* (includes installation, IPR agreements, configuration, and user interfaces)
 - The possibilities of using existing third party applications (e.g. *Flickr*) to support community collections
 - Running a digitisation road-show
 - QA processes

- Delivering your collection
- Marketing your collection
- Sustainability
- Evaluation report by the exemplar project
- Completion report
- Final report

4.2 Knowledge and other outputs

1. The main deliverable of *RunCoCo* will be to raise the skill and knowledge level of institutions (universities, colleges, libraries, archives and museums) in running a community collection digitisation project of their own. This will be achieved by the series of training workshops and documentation, as well as other activities. For example, it will also involve the project offering advice and support to people embarking on their own project.
2. The community collection run by the exemplar project will release teaching and research material which up to now has been stored by individuals inaccessible to other scholars, institutions or interested people.
3. This community collection initiative should raise public awareness of the Anglo-Saxon era in the same way that other community collections can have an effect¹⁰.
4. The training workshops will support the development of knowledge about using resources within the community rather than an institution being responsible for all parts of the digitisation process. In particular, capture of images, cataloguing, as well as communications may be undertaken by the contributors to the exemplar project rather than the project team themselves.

5. Project Outcomes

The potential impact of *RunCoCo* can be anticipated by the interest generated in *The Great War Archive* initiative. We have been contacted by numerous archives and libraries world-wide about the processes adopted, to see if the project can be replicated elsewhere. Moreover, the JISC has recently issued an ITT to study the feasibility of running similar endeavours¹¹. Potentially the *RunCoCo* project could have a positive impact on all the projects funded under this call. On a wider scale, with the current financial climate, it is clear that alternatives to the costly digitisation projects of the past should be considered if content for teachers and researchers is to continue to be developed. The final summative evaluation of the *RunCoCo* deliverables will feed into the decisions being made about these alternatives.

The project will also tie-in directly with two key objectives of Oxford University - outreach (Widening Participation) and bringing research into teaching - as well as building on a very successful existing initiative (*The Great War Archive*).

6. Stakeholder Analysis

| Stakeholder | Interest / stake | Importance |
|---------------------------------------|------------------|------------|
| JISC | Funding Body | High |
| University of Oxford | Host Institution | Medium |
| English Faculty, University of Oxford | User group | High |

¹⁰ The effects of community collections in the UK are alluded to in the report by Chris Batt Consulting, *Digitisation, Curation and Two-Way Engagement* (August 2009) that looked at some of the key strategic issues in creating and curating under the community collection model <http://www.jisc.ac.uk/publications/documents/digicurationfinalreport.aspx>.

¹¹ JISC funding : Grant 13/09: BCE, e-Content & Digitisation programmes: Developing community content http://www.jisc.ac.uk/fundingopportunities/funding_calls/2009/12/1309bce.aspx.

| Stakeholder | Interest / stake | Importance |
|--|------------------|------------|
| Projects awarded funding by the JISC to undertake community collection initiatives ¹² | User group | High |
| Other community collection projects, primarily in the UK | User group | High |
| Other institutions considering a community collection initiative | User group | High |
| Lecturers interested in the Anglo-Saxon exemplar project | User group | High |
| Researchers interested in the Anglo-Saxon exemplar project | User group | High |
| Teachers interested in the Anglo-Saxon exemplar project | User group | High |
| Students interested in the Anglo-Saxon exemplar project | User group | High |
| General public interested in the Anglo-Saxon exemplar project | User group | High |
| Experts and commentators assessing alternatives to formal digitisation work | Peer review | Medium |

7. Risk Analysis

The work-plan presents no major risks.

| Risk | Probability (1-5) | Severity (1-5) | Score (P x S) | Action to Prevent/Manage Risk |
|--|-------------------|----------------|---------------|--|
| Staffing | | | | |
| 1. Staff not recruited | 1 | 3 | 6 | Existing expertise can be seconded to project at Oxford if needed e.g. if we fail to recruit a part-time Project Officer; |
| 2. Loss of staff | 1 | 3 | 3 | Enforcement of notice period of 3 months; Comprehensive documentation; Existing expertise can be seconded to project at Oxford if needed; |
| 3. Underestimation of staff required for project | 3 | 3 | 9 | Review and revise workload and schedule; Prioritise work-packages; Existing expertise can be seconded to project at Oxford if needed; |
| Organisational | | | | |
| 4. Exceed budget | 1 | 3 | 3 | Review objectives and budgets on a regular basis; |
| 5. Over-run schedule | 2 | 4 | 8 | Factor contingency time into schedule; |
| 6. Failure to generate interest in community collections | 3 | 4 | 12 | We have been contacted on numerous occasions by units wishing to replicate <i>The Great War Archive</i> approach. We are also in direct contact with the Strategic Content Alliance members (notably the MLA) to assist in generating interest in the workshops; |
| 7. Failure to run training activity successfully | 1 | 4 | 4 | A preliminary workshop has already been tested at the Oxford Libraries conference in 2009; |

¹² Projects successful under the JISC funding call: Grant 13/09: BCE, e-Content & Digitisation programmes: Developing community content
http://www.jisc.ac.uk/fundingopportunities/funding_calls/2009/12/1309bce.aspx.

| Risk | Probability (1-5) | Severity (1-5) | Score (P x S) | Action to Prevent/Manage Risk |
|--|-------------------|----------------|---------------|--|
| 8. Failure for exemplar project to complete | 1 | 4 | 4 | The project is based at Oxford and will have the full support of the <i>RunCoCo</i> project team; |
| Technical | | | | |
| 9. Failure to complete development of <i>CoCoCo</i> | 1 | 4 | 4 | This is a minor part of the project and the <i>CoCoCo</i> software already exists in a usable and tested state; |
| 10. Failure to build a community collection technical framework for the exemplar project | 2 | 4 | 8 | <i>RunCoCo</i> builds on the success of <i>The Great War Archive</i> community collection which used the same software; |
| 11. Loss of digital items from the exemplar project community collection | 1 | 5 | 5 | Ensure multiple backup of items; |
| External suppliers | | | | |
| 12. Host organisation not found for training workshops | 2 | 3 | 6 | Two of the four workshops are planned for OUCS in Oxford, and at least one host of the other two events has already been approached; |
| 13. Guest speakers not found for training workshops | 2 | 3 | 6 | <i>RunCoCo</i> builds on the success of <i>The Great War Archive</i> community collection, so there may be former project team members to call on in addition to the <i>RunCoCo</i> staff who will be presenting at these events anyway. In addition the report by Chris Batt Consulting ¹³ and the team's knowledge of similar projects in the UK and Europe means we have a potential network of experts who may be persuaded to offer their best practice; |
| Legal | | | | |
| 14. Curators of material for the exemplar project community collection refuse JISC / HEFCE license terms | 2 | 3 | 6 | Usage was considered during proposal stage; Curators involved in similar digitisation projects; Alternative collections available; |
| Management | | | | |
| 15. Underestimation of work involved | 2 | 4 | 8 | Review work-packages in terms of their importance to the project; Monitor progress closely; |

¹³ The report by Chris Batt Consulting, Digitisation, Curation and Two-Way Engagement (August 2009) surveyed a number of quite diverse community collection initiatives in the UK <http://www.jisc.ac.uk/publications/documents/digicurationfinalreport.aspx>.

| Risk | Probability (1-5) | Severity (1-5) | Score (P x S) | Action to Prevent/Manage Risk |
|---|-------------------|----------------|---------------|---|
| 16. Failure to meet sustainability target of 10 years | 1 | 5 | 5 | Oxford has shown commitment to doing this with the <i>First World War Poetry Digital Archive</i> (and before that the <i>JTAP Virtual Seminars</i> project from 1996); All material will be deposited in national digital preservation archives, and the Oxford Digital Library will be consulted if existing staff and expertise leave Oxford; |
| 17. Failure to deliver work-package | 3 | 4 | 12 | Review and revise workload and schedule; |

8. Standards

RunCoCo will disseminate best practice about relevant standards supported and recommended by the JISC in all training documentation and activities. Some of these are listed in the table below.

| Name of standard or specification | Version | Notes |
|---------------------------------------|-------------------------|---|
| Open-source software standards | | |
| Open Software Licence | V.3 | The Web system for the submission process for community collections (called CoCoCo) is an open-source product and will be made available via SourceForge and the project website for others to use and develop under the Open Software Licence V.3. |
| Federated Search Standards | | |
| Z39.50 | profile | Search standards utilised by the JAFER federated search service developed at Oxford which this project plans to implement. |
| SRU | 1.1 | |
| SRW | 1.1 | |
| OAI-PMH | 2.0 | Suitable for harvesting TEI P5 |
| Metadata standards | | |
| DCMI | ISO Standard 15836:2009 | Simple association with Dublin Core metadata |
| IPR | | |
| Creative Commons | | Documentation created by <i>RunCoCo</i> will be released under the JISC/HEFCE model licence |
| Web Standards | | |
| WAI-WCAG | 2.0 | Web accessibility standards |

9. Technical Development

The completion of programming and scripting of the collection software *CoCoCo* continues from the work undertaken by *The Great War Archive* under the *First World War Poetry Digital Archive*. Specifically this is intended to perform some work on making *CoCoCo* more flexible for use by others. In the original digitisation project this was developed and released as open-source however its sole purpose was to simply collect material and provide an administrative interface for quality assurance (QA). To allow other projects to get started quickly and easily (i.e. to make *CoCoCo* a complete end-to-end solution to be used in training and then distributed freely as open-source) the following will be added:

- a public catalogue front-end (a simple delivery system providing a complete end-to-end solution)
- enhance the contributor's interface to allow tracking of contributions
- create a simple installation package

- increase CoCoCo's use of open standards to facilitate:
 - integration with Creative Commons in addition to JISC/HEFCE licence
 - simple association with DC metadata
 - export as MARC and IMS CP

Each area will be broken down into specific work-packages that will be signed-off by the P.I. on completion. Use-cases developed for CoCoCo will be used as reference points for successful development prior to user-testing with the exemplar project team. All development will take place on a locally hosted and managed server, using Subversion software for version control.

10. Intellectual Property Rights

The CoCoCo software will be released as open-source. All training material and documentation created by the RunCoCo project will be released using the JISC / HEFCE Model Licence. This means that anyone is entitled to use that material for educational purposes (i.e. for the purpose of education, teaching, distance learning, private study and/or research) but not for commercial purposes (i.e. selling or reselling the material or using it for any commercial gain). Copyright to the digital objects submitted as part of the exemplar project resides with the contributors, who will be required to agree to the JISC / HEFCE Model Licence. Copyright of the CoCoCo software, documentation etc. will be held by the University of Oxford transferable to HEFCE in the longer term.

Project Resources

11. Project Partners

N/A

12. Project Management

12.1 Members of Project Team:

The central coordinating team for all these activities will be based at Oxford (the Project Manager and Project Officer). Their role will be to oversee all the creation of the training material, the completed development of CoCoCo (using an external consultant), all the training activities, liaising with the exemplar project for support and advice, supporting all other enquiries about community collections, liaising with any institutions that decide to launch their own initiative, running the final evaluation, and liaising with the JISC and submitting all requested reports.

12.2 Staffing

The project team will be based at Oxford University. This will consist of:

- Kate Lindsay, Project Investigator (P.I.) 0.2 FTE for 14 months
- Alun Edwards, Project Manager 0.8 FTE for 7 months, and 1.0 FTE thereafter
- 1 x Project Officer - 0.5 FTE for 12 months
- 2 x Contracted Developers

The exemplar project will be at Oxford University. The lead for the exemplar project will be Dr Stuart Lee (Oxford will be contributing his time for free) with assistance from the Project Manager.

Project Director: Ms Kate Lindsay: The project P.I. is Kate Lindsay, Manager for Engagement and Discovery, Learning Technologies Group (LTG) of Oxford University Computing Services (OUCS). Kate was the project manager of the *First World War Poetry Digital Archive* (2007-2009), funded by the JISC under phase 2 of the Digitisation Programme. As part of this she managed the highly successful *Great War Archive* initiative, which has become an exemplar case-study in engaging the wider public in digitisation activities. She was also the project manager on the *Enriching the First World War Poetry Digital Archive*. Her involvement in the RunCoCo project is a natural progression to ensure lessons learned and experience is disseminated. Kate has led numerous projects developing IT products for teaching and learning at Oxford. She is an English graduate and holds an MSc in Educational Research. Initially Kate will oversee recruitment and project planning, as well as the development of the CoCoCo software. Contact: katharine.lindsay@oucs.ox.ac.uk

Project Manager: Mr Alun Edwards: The project will be managed by Alun Edwards at OUCS. Alun will be responsible for the overall guidance of the project (budget, reporting, work-packages), liaising with the exemplar project, presenting at the workshops, and day-to-day management of the Project Officer. The Project Manager is responsible to the Project Director (the P.I.). Alun will also be the support officer for the Oxford exemplar project, working closely with Dr Stuart Lee. Alun is a qualified librarian. Prior to 2000 he had 10 years post-qualification service management experience in both public and private-sector organisations (including local archives, school and public and prison libraries, and a training resource centre and business research unit for a large global private company). From 2000 to the present Alun has worked at the University of Oxford on the JISC-funded *Intute* service, formerly the *Humbul Humanities Hub*. He was service manager 2005-2006, project managing the transition of *Humbul* (and *Artifact* based at the Manchester Metropolitan University), into *Intute*. He has also been the Research Officer in other JISC-funded projects including *Digital Certificate Operation in a Complex Environment (DCOCE 2003-2005)*, the *Evaluation of Shibboleth and PKI for Grids (ESP-GRID 2005-2007)* and most recently the *First World War Poetry Digital Archive (2007-2009)* a role which included facilitating *The Great War Archive* initiative. Contact: alun.edwards@oucs.ox.ac.uk

Project Officer: to be recruited: The Project Officer will be responsible for organizing the workshops, getting all documentation together, some presenting, reporting regularly to the project website, and other work-package delivery. The Project Officer will be based in OUCS and will be responsible to the Project Manager.

Consultants: software development, and website design: Two contractors will be used by Oxford to finalise the development of the *CoCoCo* software, and to assist with designing the initial project website. The contractors will work towards programmes and to the requirements set by the Project Manager.

Lead on the exemplar project: Dr Stuart Lee N.T.F.: The exemplar project based at the English Faculty of the University of Oxford will be led by Stuart Lee, whose time will be contributed for free by Oxford. Stuart is a member of the English Faculty and has lectured and tutored on medieval literature, and electronic literature as well as the poetry of the First World War. Stuart was the Project Director of the *First World War Poetry Digital Archive (2007-2009)* and he managed the original *JTAP Virtual Seminars* project (1996-98). He was also the Research Officer for the Mellon-funded *Scoping the Future of Oxford's Digital Collections* project, and sat on the *JISC Digital Images working group*. Books Stuart has published include 'Digital Imaging: A Practical Guide' (Facet Publishing, 2000), and 'Building an Electronic Resource Collection' (first ed. 2001; second ed. 2004 co-edited with Frances Boyle, Facet Publishing), 'The Keys of Middle-earth' and 'Key Concepts in Medieval Literature' (both written with Dr Elizabeth Solopova, and published by Macmillan 2005 and 2006), as well as reports on learning design for the JISC. Stuart is Director of Computing Systems and Services for OUCS, and the University's Reader in E-learning and Digital Libraries. He is also a National Teaching Fellow. Contact: stuart.lee@oucs.ox.ac.uk

12.3 Training needs

Any training needs for the project Officer will be evaluated on recruitment. It is anticipated that the project team will undertake some internal training to facilitate the ongoing maintenance and publishing of the project website on the University of Oxford's servers - which require XML, and version control (via SVN etc.). The Project Manager is looking forward to attending courses run by the JISC and/or the University of Oxford to refresh budget management and project management techniques, as well as communication and marketing.

12.4 Project reporting

Project reporting will include the following documents:

- Monthly Project Report: To be posted on the project blog¹⁴ by the project manager and will include
 - a. Last month's activities

¹⁴ RunCoCo project blog <http://blogs.oucs.ox.ac.uk/runcoco/>.

- b. The following month's activities
- c. Schedule status
- d. Other issues
- Biannual Report to the JISC: To be submitted to the JISC by the Project Manager.
- Detailed Work-packages: To be completed by the Project Manager in collaboration with the project team and attached to this project plan as Appendix B.
- Work-package completion and Quality Assurance Report: To be submitted to the Project Director by the Project Manager to sign-off. To be included in highlights of monthly reports and annual project reports.
- Monthly Budget Report: To be submitted by central admin to the Project Manager to sign-off.

13. Programme Support

The *RunCoCo* project team would appreciate the following support from the programme:

- Regular updates on the other projects in the programme;
- Assistance in dissemination activities, tapping-in to JISC's wide user-base, especially to publicise the community collection of the exemplar project, and the training workshops;
- Advice on QA tools;
- Advice and training for project managers for JISC-funded projects.

14. Budget

See Appendix A¹⁵

Detailed Project Planning

15. Work-packages

See Appendix B.

16. Evaluation Plan

SMART objectives have been set in section 2. of this project plan.

| Timing | Factor to Evaluate | Questions to Address | Method(s) | Measure of Success |
|--------------|--|--|---|---|
| Jan-May 2010 | Development of <i>CoCoCo</i> community collection software | Does it have required functionality? Does it allow interoperability? Is it sustainable? | Review by project team against use-cases; Formative user-testing by the exemplar project team; Peer review; | Design signed off. Software released to Source Forge as open-source. |
| Apr-May 2010 | Creation of a Web-based interface for the exemplar project to collect digitised items from the general public (community collection) | Interface design; Site structure; Site navigation; Security; Functionality; Content delivery; Usability; Accessibility; Performance; Ease of Use; Perceived Ease of Use; | Formative user evaluation; Heuristic evaluation by experts; Accessibility checks using software; Load testing; | Site meets all usability and accessibility benchmarks. |

¹⁵ Financial information has been removed from this public document. Please contact the project if you require this information.

| Timing | Factor to Evaluate | Questions to Address | Method(s) | Measure of Success |
|--------------|--|---|--|--|
| Apr-May 2010 | Creation of a Web-based user-interface to allow searching, browsing, viewing, downloading of items for the exemplar project community collection | Interface design; Site structure; Site navigation; Functionality; Content delivery; Usability; Accessibility; Performance; Ease of Use; Perceived Ease of Use; | Formative user evaluation; Heuristic evaluation by experts; Accessibility checks using software; | Site meets all usability and accessibility benchmarks. |
| May 2010 | Training workshop content and delivery for the exemplar project | Appropriate content; Content quality; Delivery; | Formative user evaluation; Peer review; Delivery; | All content correct and delivered on schedule. |
| May 2010 | Creation of three further workshops after the initial one to train the exemplar project team | Appropriate content; Content quality; Delivery; | Formative user evaluation; Peer review; Delivery; | All content correct and delivered on schedule. |
| Ongoing | Documentation | Appropriate content; Content quality; Delivery; | Peer review; Formative user evaluation by the exemplar project team; | Signed off and delivered on schedule. |
| May-Dec 2010 | Digitised images of primary documents submitted to the exemplar project community collection | Image quality; Delivery; | Each image checked; Delivery; | 100% of images meet required quality. Images delivered on time and according to schedule. |
| May-Dec 2010 | Digitised audio submitted to the exemplar project community collection | Sound quality; Delivery | Each audio file checked; Delivery; | 100% of audio files meet required quality. Audio delivered on time and according to schedule. |
| May-Dec 2010 | Digitised video submitted to the exemplar project community collection | Picture and sound quality; Delivery; | Each video file checked; Delivery; | 100% of video files meet required quality. Audio delivered on time and according to schedule. |
| May-Dec 2010 | Metadata of the exemplar project community collection database | Appropriate content; Content quality; Delivery; | Spot checks | All metadata correct and delivered on schedule. |
| Ongoing | Online community of interest | Number and range of membership of any forum, or followers of Web 2.0 network tool like Twitter; Quality of interaction; | Uptake of user groups in online social context; Contribution by the community to these; | Continued online community of interest after the life of the RunCoCo project. |

| Timing | Factor to Evaluate | Questions to Address | Method(s) | Measure of Success |
|---------|---|--|---|---|
| Ongoing | Impact of <i>RunCoCo</i> ; Processes and the cost effectiveness of the <i>RunCoCo</i> community collection approach; | Reaction to methodology; Uptake of the methodology; | Reflective diary by the exemplar project lead; Formative feedback throughout the project liaison; Final summative evaluation by the exemplar project lead; Final project report to the JISC; | Successful exemplar project. <i>RunCoCo</i> training of other community collections. <i>RunCoCo</i> collaboration with other community collections. |

17. Quality Plan

| | | | | | |
|---------------|---|---|---|--|--|
| Output | CoCoCo software: finalise the development of a Web-based interface to collect digitised items from the general public (community collection), and to output results to standards - to be released as open-source software. The project website offering access to a project blog, and the training documentation created by <i>RunCoCo</i> A Web-based user-interface to allow searching, browsing, viewing and downloading of items collected by the exemplar project. | | | | |
| Timing | Quality criteria | QA method(s) | Evidence of compliance | Quality responsibilities | Quality tools (if applicable) |
| Jan-May 2010 | Programming and scripting standards | Checklist | Consistent with JISC and OSS Watch guidelines | P.I., Software Developer | XHTML compliance tools |
| Jan-May 2010 | Accessibility standards | Checklist and user testing | Conforms to WAI standards | P.I., Software Developer, Web Designer | Accessibility compliance testing tools |
| Jan-May 2010 | Usability standards | Checklist, user testing and heuristic evaluation. | Consistent with JISC guidelines | P.I., Software Developer, Web Designer | |
| Jan-May 2010 | Use-case scenarios | Checklist | Consistent with JISC guidelines | P.I., Software Developer, Web Designer | |

| | | | | | |
|---------------|----------------------------------|---------------------|---|--|--------------------------------------|
| Output | Documents | | | | |
| Timing | Quality criteria | QA method(s) | Evidence of compliance | Quality responsibilities | Quality tools (if applicable) |
| Jan-May 2010 | Thorough and clear documentation | Peer review | Formative evaluation of the documentation | Project Manager, P.I., Project Officer | JISC CETIS guidelines |

| | | | | | |
|---------------|---|--|---|----------------------------------|---------------------------------------|
| Output | Training workshops to disseminate the documentation of the project to the exemplar project team, and to other institutions interested in running their own community collection | | | | |
| Timing | Quality criteria | QA method(s) | Evidence of compliance | Quality responsibilities | Quality tools (if applicable) |
| May 2010 | Use-case scenarios | Performance, Feedback from exemplar project, Revision | Formative evaluation of the training activities | Project Manager, Project Officer | Consistent with JISC CETIS guidelines |
| May-Dec 2010 | Use-case scenarios | Performance, Feedback from delegates at subsequent workshops, Revision | Positive feedback received | Project Manager, Project Officer | Consistent with JISC CETIS guidelines |

| | | | | | |
|---------------|---|---------------------------|-------------------------------|----------------------------------|--------------------------------------|
| Output | The project will answer user enquiries via an automated online helpdesk | | | | |
| Timing | Quality criteria | QA method(s) | Evidence of compliance | Quality responsibilities | Quality tools (if applicable) |
| May-Dec 2010 | Enquiry answered to satisfaction of user | Service level description | Positive feedback received | Project Manager, Project Officer | |

18. Dissemination Plan

| Timing | Dissemination Activity | Audience | Purpose | Key Message |
|---------------------|------------------------|---|--|---|
| Jan-May 2010 | Press release | Institutional community | Raise awareness | Information about project |
| Jan-May 2010 | Project talk | Departmental community | Raise awareness | Information about project |
| Apr 2010 | Department newsletter | Institutional community | Raise awareness | Information about project, call for participation |
| Feb-Apr 2010 | Project flyer | JISC / institutions considering community collections | Raise awareness | Information about project, call for participation |
| Jan 2010 - Dec 2010 | Project website | All interested parties | Raise awareness, keep interested parties informed of all development, workshops, encourage participation. Disseminate all project progress reports | Information about project, call for participation |
| Jan 2010 - Feb 2011 | Project blog | All interested parties | Keep interested parties informed of project progress | Project updates |

| Timing | Dissemination Activity | Audience | Purpose | Key Message |
|---------------------|--|--|--|--|
| Feb 2010 - Feb 2011 | Project Twitter feed and other online third-party Web 2.0 applications such as social networking tools | All interested parties | Raise awareness, create and maintain an online community of interest to share experiences, to keep interested parties informed of all development and workshops, encourage participation, to communicate (two-way) | Information about project, call for participation |
| Apr-May 2010 | University newsletter | Institutional community | | Information about project, call for Oxford participation in first workshop |
| May-Dec 2010 | Conference presentations | Conferences (TBA) | Raise awareness, collaboration | Information about project, call for participation to user group |
| May-Dec 2010 | Conference presentations | Early medieval England conferences (TBA) | Raise awareness, keep interested parties informed of Anglo-Saxon community collection and workshops, encourage participation | |
| May-Dec 2010 | Early medieval England blog | All interested parties | Reflective 'diary' of participation with <i>RunCoCo</i> and experience of this model of community collection | |
| May 2010 | <i>RunCoCo</i> workshop for exemplar project | Exemplar project team, and other Oxford institutions interested in community collections | Training | How to run a community collection |
| Apr-June 2010 | Press release | Academic community, general public, museums | Raise awareness of Community Collection | Call for participation, information about project |
| Apr-June 2010 | Contact with such long-standing networks as ANSAXNET, and The Teachers of Old English in Britain and Ireland Society | Academic community | Raise awareness of Community Collection | Call for participation, information about project |
| Apr-May 2010 | Online training documentation | Institutions interested in community collections | Training | How to run a community collection |
| May-Dec 2010 | <i>RunCoCo</i> workshops in Oxford | Institutions interested in community collections | Training | How to run a community collection |

| Timing | Dissemination Activity | Audience | Purpose | Key Message |
|--------------------|--|--|---------------------------------------|---|
| May-Dec 2010 | RunCoCo workshops in 2 regional venues | Institutions interested in community collections | Training | How to run a community collection |
| Sept 2010-Feb 2011 | Conference presentations | Conferences (TBA) | Raise awareness, future collaboration | Gain feedback |
| Dec 2010-Feb 2011 | Press release | General public | Raise awareness, future collaboration | Gain feedback |
| Feb 2011 | Answers to FAQs | Institutions interested in community collections | Training | How to run a community collection |
| Feb 2011 | Final project report | JISC / HE | Disseminate project results | Community Collection fully available, community collection model viable or needs revision |

19. Exit and Sustainability Plans

| Project Outputs | Action for Take-up & Embedding | Action for Exit |
|--|--|--|
| <i>Exemplar project Community Collection</i> | | |
| Database | | Ensure comprehensive technical documentation has been written to allow for maintenance and preservation. 5 year contract taken out on server maintenance. |
| Digitised images of primary material | Ensure that images are of a high quality and easily discoverable to promote use. Integration with tutorials | Ensure images have been captured to preservation standards. Ensure copyright and usage terms have been agreed to allow use after the end of the project. Images archived. |
| Digitised audio | Ensure that audio files are of a high quality and easily discoverable to promote use. Integration with tutorials | Ensure video has been captured to preservation standards. Ensure copyright and usage terms have been agreed to allow use after the end of the project. Video archived. |
| Metadata | Ensure all metadata conforms to current standards. | Ensure accurate documentation. Metadata archived |
| Creation of a Web-based user interface to allow searching, browsing, viewing, downloading of items | Ensure clear help pages and guidelines to facilitate easy use. Ensure that the site is usable and accessible. User group. Dissemination activities. | Ensure comprehensive technical documentation has been written to allow for maintenance and preservation. Ensure that the maintenance of the site is as automated as possible. Site archived. |

| Project Outputs | Action for Take-up & Embedding | Action for Exit |
|---|--|--|
| Sustainable community for the exemplar project | Dissemination activities. User group | Keeping the community 'alive' after funding may be possible by providing an online platform via which users can contribute knowledge and also content, and to harvest continued interest - a self-sustaining community like the First World War Poetry discussion (now a Google Group) which has existed since the JTAP Virtual Seminar project of the 1990s. |
| RunCoCo training documentation and material and CoCoCo software | | |
| Website | | Ensure comprehensive technical documentation has been written to allow for maintenance and preservation. 5 year contract taken out on server maintenance. Consider the models and case studies for sustainable digital content created by Ithaka14 ¹⁶ . |
| Creation of a Web-based interface to collect digitised items from the general public (community collection) | Ensure clear help pages and guidelines to facilitate easy use. Ensure that the site is usable and accessible. User group Dissemination activities. | The software for the Community Collection Interface will be available to download and use as open-source. Digitised items and metadata archived. |
| Workshops | Ensure methods of capture (e.g. screen-cast or video or audio recording) of workshop sessions are of a high quality and relevant to target audience. Ensure clear help pages and guidelines to facilitate easy use. User group. Dissemination activities. | Ensure copyright and usage terms have been agreed to allow use after the end of the project. |
| Documentation | Ensure that all documentation is available via the project website. | Ensure all documentation is available via the website. Documentation archived. |
| Sustainable community | Dissemination activities. User group | Keeping the community 'alive' after funding may be possible by providing an online platform via which users can contribute knowledge and also content, and to harvest continued interest - a self-sustaining community like the First World War Poetry online discussion forum (now a Google Group) which has stood-alone since the JTAP Virtual Seminar project of the 1990s. |

¹⁶ The recent work of the Strategic Content Alliance <http://www.jisc.ac.uk/contentalliance.html>, led by Ithaka14, has produced a set of interesting models and case studies, e.g. *Sustaining Digital Resource: An On the Ground View*, SCA/Ithaka, 2009 <http://sca.jiscinvolve.org/business-modelling-publications/>.

| Project Outputs | Why Sustainable | Scenarios for Taking Forward | Issues to Address |
|---|---|---|---|
| Web-based interface to Community Collection documentation and training activity | The website will be developed to ensure minimal maintenance after the project has been completed. The site will be hosted by OUCS | We have budgeted for 5 years of server maintenance after the end of the project. As well as the <i>RunCoCo</i> website there might be a useful link to be made with JISC Digital Media. | Investigate further funding opportunities. Further research required to scope possibilities of other collaborations and other audiences to receive training about community collections |
| Exemplar project Community Collection | All items submitted to the community collection will be archived. | All items and metadata submitted to the collection will be stored on the Oxford Hierarchical File Server and available for further development. | Investigate further funding opportunities. Further research required to scope possibilities of other community collections |

Appendixes

Appendix A. Project Budget¹⁷

Appendix B. Work-packages

¹⁷ Financial information has been removed from this public document. Please contact the project if you require this information.



RunCoCo - Project Plan Appendix A - Budget

Financial information has been removed from this public document. Please contact the project if you require this information.



RunCoCo - Project Plan Appendix B - Work-Packages

| WORKPACKAGES | Month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|--|-------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1: Set up Project Team: including recruitment, project plan, website | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | | | |
| 2: Complete work on <i>CoCoCo</i> : including public interface, better output to standards | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | |
| 3: Author all training and dissemination documentation | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | |
| 4: Initial training of exemplar project using draft versions of documentation. Assist in set-up by installation of <i>CoCoCo</i> | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | | | | | | |
| 5: Training and dissemination exercises on running a community collection initiative: <ul style="list-style-type: none"> 4 one-day workshops (May - Dec 2010) online training and support (throughout) | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | |
| 6: Run exemplar project | | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | |
| 7: Evaluation and final report | | | | | | | | | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Project start date: January 2010

Project completion date: February 2010

Duration: 14 months

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|--|---------------------|------------------------|---|--|-----------------------------------|
| YEAR 1 | | | | | |
| | | | | | |
| WORK-PACKAGE 1: Set up Project Team: including recruitment, project plan, website Objective: To establish the project team, to set-up the methods of disseminating information about the project online, and to write the documents required for project management by the JISC and by the University of Oxford | Jan 2010 | Feb 2010 | | | |
| <ul style="list-style-type: none"> Recruit project officer by end of March 2010 <ul style="list-style-type: none"> 0.5FTE Mar 2010 - Feb 2011 | Jan 2010 | Feb 2010 | A project officer is appointed | Recruitment of a project officer | P.I. and Project Manager |
| <ul style="list-style-type: none"> Write detailed project plan and work-package plans <ul style="list-style-type: none"> submit this to the JISC and the University of Oxford on time | Jan 2010 | Jan 2010 | Project plan and work-package plans | Plans accepted | Project Manager |
| <ul style="list-style-type: none"> Set-up project website offering access to a project blog, and the training documentation etc. | Jan 2010 | Feb 2010 | Project website | Website publicised to interested parties | P.I. and Consultant: Web designer |
| <ul style="list-style-type: none"> Set-up automated help-desk and other systems to ensure the project communicates effectively internally (e.g. project wiki) and with users (e.g. to answer enquiries) | Jan 2010 | Feb 2010 | Automated help-desk system | User enquiries tracked and answered | Project Manager |
| | | | | | |

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|---|---------------------|------------------------|---|----------------------------------|--|
| <p>WORK-PACKAGE 2: Complete work on <i>CoCoCo</i>: including public interface, better output to standards</p> <p>Objective: Complete the development of the <i>CoCoCo</i> software¹⁸ and release this as open source for other institutions to use by May 2010</p> | Jan 2010 | May 2010 | | | |
| <ul style="list-style-type: none"> Tidying source code for <i>CoCoCo</i>, e.g. <ol style="list-style-type: none"> complete the public interface export items in a variety of standard-compliant formats | Jan 2010 | Mar 2010 | An improved public interface for <i>CoCoCo</i> and the software exports to standard-compliant formats | Software developed | Consultant: software developer |
| <ul style="list-style-type: none"> User-testing of the <i>CoCoCo</i> software and the user documentation | Apr 2010 | May 2010 | Feedback | | P.I., Project Manager and project officer |
| <ul style="list-style-type: none"> Formative evaluation of the user-tests' results and refinement of the code and the documentation | May 2010 | May 2010 | Software and Guides | | P.I. and Consultant: software developer, Project Manager and project officer |
| <ul style="list-style-type: none"> Release the <i>CoCoCo</i> software as open source | May 2010 | May 2010 | CoCoCo software | Software released as open source | P.I. and Consultant: software developer |
| | | | | | |

¹⁸ The *CoCoCo* software, developed for and used successfully by *The Great War Archive*, facilitates the online collection of digital objects, it takes the user through simple steps whereby they agree to the licence, catalogue basic details, and submit material. It also provides an administrative interface to allow the project to accept or veto material.

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|--|---------------------|------------------------|---|--------------------|---|
| <p>WORK-PACKAGE 3: Author all training and dissemination documentation</p> <p><i>Objective: Publish online materials to support the running of community collections, (such as generic guides, teaching material, templates, and work-flows) for initial use to train the exemplar project</i></p> | Jan 2010 | May 2010 | | | |
| <ul style="list-style-type: none"> • Write guides for <ol style="list-style-type: none"> 1. selecting a project for a community collection initiative 2. defining your project (planning a community collection initiative) 3. a communication strategy for targeting key audiences and generating interest in a community collection digitisation project e.g. advertising (stakeholder analysis, engaging the public and media) 4. using existing third party applications (e.g. <i>Flickr</i>) to support community collections 5. institutions like libraries or archives to run their own digitisation 'road-shows' (to include work-flows, room set-up etc.) 6. QA (quality assurance) processes 7. delivering your collection 8. marketing your collection 9. sustainability of community collections | Jan 2010 | Apr 2010 | Draft guides | Draft guides ready | Project Manager and P.I. |
| <ul style="list-style-type: none"> • Write guides (once <i>CoCoCo</i> software is finalised) for: <ul style="list-style-type: none"> • the installation of the <i>CoCoCo</i> software • configuring and running an online submission site using <i>CoCoCo</i> | Mar 2010 | Apr 2010 | Draft guides | Draft guides ready | P.I. and Consultant: software developer |

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|--|---------------------|------------------------|---|---------------------|-------------------------------------|
| <ul style="list-style-type: none"> IPR agreements user interfaces a work-flow that moves items submitted via CoCoCo through QA to delivery | | | | | |
| <ul style="list-style-type: none"> Capture feedback from the user-testing (see work-package 2) - exemplar project - of these guides | Apr 2010 | May 2010 | Feedback | Feedback gathered | Project Manager and project officer |
| <ul style="list-style-type: none"> Formative evaluation of this feedback and edit guides as appropriate | Apr 2010 | May 2010 | Guides | Guides finalised | Project Manager and project officer |
| <ul style="list-style-type: none"> Publish guides online to support the exemplar project and others | Mar 2010 | May 2010 | All training materials published online | Guides published | Project Manager and project officer |
| <p>WORK-PACKAGE 4: Initial training of exemplar project using draft versions of documentation</p> <p><i>Objective: RunCoCo will train the team of the exemplar project so they can run their own community collection initiative, and their feedback will be captured to further develop the project's face-to-face training, online assistance and documentation. Assist in set-up by installation of CoCoCo.</i></p> | Feb 2010 | May 2010 | | | |
| <ul style="list-style-type: none"> Organise the first one-day workshop at OUCS for the exemplar project and other interested parties from the University of Oxford | Feb 2010 | May 2010 | | | Project Manager and project officer |
| <ul style="list-style-type: none"> Invite and organise guest speakers for this workshop | Feb 2010 | May 2010 | | | Project Manager |
| <ul style="list-style-type: none"> At the first workshop train the exemplar project team | May 2010 | May 2010 | Workshop 1 | Successful workshop | Project Manager and project officer |
| <ul style="list-style-type: none"> Capture feedback from the exemplar project on the | May | May | Feedback | | Project Manager and |

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|---|---------------------|------------------------|--|--|-------------------------------------|
| first workshop | 2010 | 2010 | | | project officer |
| <ul style="list-style-type: none"> Formative evaluation of this feedback and make changes to the format and content of the future workshops as appropriate | May 2010 | May 2010 | | Workshops finalised | Project Manager and project officer |
| <ul style="list-style-type: none"> Support the exemplar project to install the <i>CoCoCo</i> software | May 2010 | May 2010 | | Successful installation of <i>CoCoCo</i> | Project Manager and project officer |
| WORKPACKAGE 5: | | | | | |
| Training and dissemination exercises on running a community collection initiative | | | | | |
| <i>Objective: The project will host a series of four workshops (in total) nationally to provide training in how to set-up, run and sustain a community collection digitisation project, and will provide help and support to centres wishing to run their own community collection project</i> | | | | | |
| <ul style="list-style-type: none"> Use online technologies to form a community e.g. forum, <i>Twitter</i> etc. | Feb 2010 | May 2010 | Twitter feed, blog entries, discussions facilitated online | Twitter and other accounts set-up and contributed to | Project Manager and project officer |
| <ul style="list-style-type: none"> Organise the three one-day workshops (at OUCS, and two other regional venues) for <i>RunCoCo</i> to train and disseminate best practice on running a community collection initiative (see work-package 4 for details of the initial workshop) | Feb 2010 | May 2010 | | Successful marketing of workshops | Project Manager and project officer |
| <ul style="list-style-type: none"> Invite and organise guest speakers for these three workshops | Feb 2010 | May 2010 | | | Project Manager |
| <ul style="list-style-type: none"> In total, hold 4 one-day workshops | May 2010 | Dec 2010 | 4 workshops (in total) | Successful workshops | Project Manager and project officer |
| <ul style="list-style-type: none"> Contribute and share knowledge and experience | May | Dec | e.g. blog posts, | Online and active | Project Manager and |

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|---|---------------------|------------------------|---|---|---|
| with an online community of people interested in community contributed digitisation | 2010 | 2010 | podcasts | community of practice | project officer |
| <ul style="list-style-type: none"> Assist community collection projects to set-up e.g. by answering enquiries as they install CoCoCo software | May 2010 | Dec 2010 | | Other projects use CoCoCo | Project Manager and project officer |
| <ul style="list-style-type: none"> Provide help and support to centres wishing to run their own community collection project by answering online enquiries | May 2010 | Dec 2010 | Release online a set of answers to FAQ | FAQ of enquiries | Project Manager and project officer |
| | | | | | |
| <p>WORKPACKAGE 6: Run exemplar project</p> <p><i>Objective: oversee an exemplar project in a teaching and learning context (at the English Faculty in Oxford) as a baseline study to allow closer evaluation of the processes and the cost effectiveness of this community collection approach by assessing reaction to (and possible uptake of) the methodology proposed</i></p> | May 2010 | Dec 2010 | | | |
| <ul style="list-style-type: none"> Use the project's training (one-day workshop) and online documentation to assist the exemplar project team to set up their community collection initiative (see work-package 4) | May 2010 | May 2010 | | Successful implementation of exemplar project | Project Manager and project officer |
| <ul style="list-style-type: none"> Run exemplar community collection | May 2010 | Dec 2010 | | Successful implementation of exemplar project | Exemplar project leader and Project Manager |
| <ul style="list-style-type: none"> Organise the hosting (by NSMS at the OUCS) of the exemplar project's instance of the public interface (and back-end) to the CoCoCo software, and the results of the community collection | May 2010 | May 2010 | Exemplar project Web pages | Successful implementation of exemplar project | Project Manager |
| <ul style="list-style-type: none"> Provide clear feedback to the RunCoCo project during the course of their initiative about the online | May 2010 | Dec 2010 | Regular reports after training and reports | | Exemplar project leader |

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|---|---------------------|------------------------|---|--|-------------------------|
| documentation, the workshop, the <i>CoCoCo</i> software, and reflective experiences | | | during the community collection initiative | | |
| <ul style="list-style-type: none"> Make best efforts to act upon feedback received from the exemplar project | May 2010 | Dec 2010 | | Improvements to user experiences | Project Manager |
| <ul style="list-style-type: none"> Evaluation and final report to <i>RunCoCo</i> | Dec 2010 | Dec 2010 | Evaluation report feeding in to the final project report | Evaluation report | Exemplar project leader |
| | | | | | |
| YEAR 2 | | | | | |
| | | | | | |
| WORKPACKAGE 7: Evaluation and final report <i>Objective: write a final report to JISC reflecting on the possibilities and future developments of Community Collection digitisation initiatives</i> | Dec 2010 | Feb 2011 | | | |
| <ul style="list-style-type: none"> Write a final report to the JISC which will include evaluation and feedback from the exemplar project, and others, to demonstrate how successful these initiatives have been during the course of the project. Report will draw on regular ongoing project reports: <ul style="list-style-type: none"> Monthly Project Report: To be posted on the project blog by the project manager and will include <ol style="list-style-type: none"> Last month's activities The following month's activities Schedule status Other issues Biannual Report to be submitted to the JISC by | Dec 2010 | Feb 2011 | Final report | Report submitted to JISC on time, and accepted | Project Manager |

| Work-package and activity | Earliest Start date | Latest completion date | Outputs (clearly indicate deliverables & reports in bold) | Milestone | Responsibility |
|---|---------------------|------------------------|---|-----------|----------------|
| the project manager <ul style="list-style-type: none"> • Work-package completion and Quality Assurance Report to be included in highlights of monthly reports and by annual project reports • Monthly Budget Report to be submitted by central admin to the project manager | | | | | |
| | | | | | |

Members of Project Team:

The project team will be based at Oxford University. This will consist of:

- Kate Lindsay, Project Investigator (P.I.) 0.2 FTE for 14 months
- Alun Edwards, Project Manager 0.8 FTE for 7 months, and 1.0 FTE thereafter
- 1 x Project Officer - 0.5 FTE for 12 months
- 2 x Contracted Developers

The exemplar project will be at Oxford University. The lead for the exemplar project will be Dr Stuart Lee (Oxford will be contributing his time for free) with assistance from the Project Manager.

RACI responsibility assignment matrix

The right columns of this table provide a responsibility assignment matrix. This is designed as a project management exercise only. This uses a slightly different code to normal as the team is so small. i.e.:

- R** - Responsible for completion of the task
- A** - Assist completion of the task
- C** - Consulted (2-way communication)
- I** - Informed (1-way communication)

In addition:

- R* - with assistance from Central Admin, OUCS
 Rw - with assistance from Consultant: Web designer
 R# - with assistance from Consultant: software developer

The Responsibility Roles referred to in the matrix are:

- PM - Project Manager
 PO - Project Officer
 PI - Project Director
 Lec - English Faculty lecturer

| Work-package and activity | Responsibility | | | | Start date | Complete date | Outputs | Milestone |
|---|----------------|----|----|-----|------------|---------------|--|--|
| | PM | PO | PI | Lec | | | | |
| YEAR 1 | | | | | | | | |
| WORK-PACKAGE 1: Set up Project Team: including recruitment, project plan, website <i>Objective: To establish the project team, to set-up the methods of disseminating information about the project online, and to write the documents required for project management by the JISC and by the University of Oxford</i> | R | | R | | Jan 2010 | Feb 2010 | | |
| 1. Recruit project officer by end of March 2010 <ul style="list-style-type: none"> 0.5FTE Mar 2010 - Feb 2011 | A | | R | | Jan 2010 | Feb 2010 | A project officer is appointed | Recruitment of a project officer |
| 2. Write detailed project plan and work-package plans <ul style="list-style-type: none"> submit this to the JISC and the University of Oxford on time | R | | C | | Jan 2010 | Jan 2010 | Project plan and work-package plans | Plans accepted |
| 3. Set-up project website offering access to a project blog, and the training documentation etc. | Rw | | A | | Jan 2010 | Feb 2010 | Project website | Website publicised to interested parties |

| Work-package and activity | Responsibility | | | | Start date | Complete date | Outputs | Milestone |
|---|----------------|----|----|-----|------------|---------------|--|-------------------------------------|
| | PM | PO | PI | Lec | | | | |
| 4. Set-up automated help-desk and other systems to ensure the project communicates effectively internally (e.g. project wiki) and with users (e.g. to answer enquiries) | R | | C | | Jan 2010 | Feb 2010 | Automated help-desk system | User enquiries tracked and answered |
| WORK-PACKAGE 2: Complete work on CoCoCo: including public interface, better output to standards <i>Objective: Complete the development of the CoCoCo software¹⁹ and release this as open source for other institutions to use by May 2010</i> | C | | R | | Jan 2010 | May 2010 | | |
| 5. Tidying source code for CoCoCo, e.g. <ul style="list-style-type: none"> complete the public interface export items in a variety of standard-compliant formats | C | | A# | | Jan 2010 | Mar 2010 | An improved public interface for CoCoCo and the software exports to standard compliant formats | Software developed |
| 6. User-testing of the CoCoCo software and the user documentation | C | | R# | | Apr 2010 | May 2010 | Feedback | |
| 7. Formative evaluation of the user-tests' results and refinement of the code and the documentation | A | | R# | | May 2010 | May 2010 | Software and Guides | |
| 8. Release the CoCoCo software as open source | C | | R# | | May 2010 | May 2010 | CoCoCo software | Software released as open source |
| | | | | | | | | |

¹⁹ The CoCoCo software, developed for and used successfully by *The Great War Archive*, facilitates the online collection of digital objects, it takes the user through simple steps whereby they agree to the licence, catalogue basic details, and submit material. It also provides an administrative interface to allow the project to accept or veto material.

| Work-package and activity | Responsibility | | | | Start date | Complete date | Outputs | Milestone |
|---|----------------|----|----|-----|------------|---------------|--------------|--------------------|
| | PM | PO | PI | Lec | | | | |
| <p>WORK-PACKAGE 3: Author all training and dissemination documentation</p> <p><i>Objective: Publish online materials to support the running of community collections, (such as generic guides, teaching material, templates, and work-flows) for initial use to train the exemplar project</i></p> | R | A | A | C | Jan 2010 | May 2010 | | |
| <p>9. Write guides for</p> <ul style="list-style-type: none"> • selecting a project for a community collection initiative • defining your project (planning a community collection initiative) • a communication strategy for targeting key audiences and generating interest in a community collection digitisation project e.g. advertising (stakeholder analysis, engaging the public and media) • using existing third party applications (e.g. <i>Flickr</i>) to support community collections • institutions like libraries or archives to run their own digitisation 'road-shows' (to include work-flows, room set-up etc.) • QA (quality assurance) processes • delivering your collection • marketing your collection • sustainability of community collections | R | A | R | C | Jan 2010 | Apr 2010 | Draft guides | Draft guides ready |
| <p>10. Write guides (once <i>CoCoCo</i> software is finalised) for:</p> <ul style="list-style-type: none"> • the installation of the <i>CoCoCo</i> software • configuring and running an online submission site using <i>CoCoCo</i> • IPR agreements • user interfaces • a work-flow that moves items submitted via <i>CoCoCo</i> through QA to delivery | A | C | R | C | Mar 2010 | Apr 2010 | Draft guides | Draft guides ready |

| Work-package and activity | Responsibility | | | | Start date | Complete date | Outputs | Milestone |
|---|----------------|----|----|-----|------------|---------------|---|-----------------------------------|
| | PM | PO | PI | Lec | | | | |
| 11. Capture feedback from the user-testing (see work-package 2) - exemplar project - of these guides | R | A | I | A | Apr 2010 | May 2010 | Feedback | Feedback gathered |
| 12. Formative evaluation of this feedback and edit guides as appropriate | A | R | C | C | Apr 2010 | May 2010 | Guides | Guides finalised |
| 13. Publish guides online to support the exemplar project and others | A | R | I | I | Mar 2010 | May 2010 | All training materials published online | Guides published |
| WORK-PACKAGE 4: Initial training of exemplar project using draft versions of documentation <i>Objective: RunCoCo will train the team of the exemplar project so they can run their own community collection initiative, and their feedback will be captured to further develop the project's face-to-face training, online assistance and documentation. Assist in set-up by installation of CoCoCo.</i> | R | A | C | A | Feb 2010 | May 2010 | | |
| 14. Organise the first one-day workshop at OUCS for the exemplar project and other interested parties from the University of Oxford | A | R | C | C | Feb 2010 | May 2010 | | |
| 15. Invite and organise guest speakers for this workshop | A | R | C | | Feb 2010 | May 2010 | | |
| 16. At the first workshop train the exemplar project team | R | A | C | C | May 2010 | May 2010 | Workshop 1 | Successful workshop |
| 17. Capture feedback from the exemplar project on the first workshop | A | R | I | A | May 2010 | May 2010 | Feedback | |
| 18. Formative evaluation of this feedback and make changes to the format and content of the future workshops as appropriate | R | A | I | C | May 2010 | May 2010 | | Workshops finalised |
| 19. Support the exemplar project to install the CoCoCo software | R# | I | I | A | May 2010 | May 2010 | | Successful installation of CoCoCo |

| Work-package and activity | Responsibility | | | | Start date | Complete date | Outputs | Milestone |
|--|-----------------------|-----------------------|-----------------------|------------------|------------|---------------|--|--|
| | PM | PO | PI | Lec | | | | |
| <p>WORKPACKAGE 5: Training and dissemination exercises on running a community collection initiative</p> <p><i>Objective: The project will host a series of four workshops (in total) nationally to provide training in how to set-up, run and sustain a community collection digitisation project, and will provide help and support to centres wishing to run their own community collection project</i></p> | R | A | C | C | Feb 2010 | Dec 2010 | | |
| 20. Use online technologies to form a community e.g. forum, Twitter etc. | A | R | C | | Feb 2010 | May 2010 | Twitter feed, blog entries, discussions facilitated online | Twitter and other accounts set-up and contributed to |
| 21. Organise the three one-day workshops (at OUCS, and two other regional venues) for RunCoCo to train and disseminate best practice on running a community collection initiative (see work-package 4 for details of the initial workshop) | A | R | C | | Feb 2010 | May 2010 | | Successful marketing of workshops |
| 22. Invite and organise guest speakers for these three workshops | R | A | C | C | Feb 2010 | May 2010 | | |
| 23. In total, hold 4 one-day workshops | R | A | C | | May 2010 | Dec 2010 | 4 workshops (in total) | Successful workshops |
| 24. Contribute and share knowledge and experience with an online community of people interested in community contributed digitisation. E.g. <ul style="list-style-type: none"> • Disseminate online workshop material • Website ongoing maintenance/publishing • Website ongoing content • Blogging / Twitter / News • Conference presentations, journal articles | A A R A R | R A R A A | C C C C C | A C A C | May 2010 | Dec 2010 | e.g. blog posts, podcasts | Online and active community of practice |
| 25. Assist community collection projects to set-up e.g. by answering enquiries as they install CoCoCo software | R | A | | | May 2010 | Dec 2010 | | Other projects use CoCoCo |
| 26. Provide help and support to centres wishing to run their own community collection project by answering online enquiries | R | R | C | | May 2010 | Dec 2010 | Release online a set of answers to FAQ | FAQ of enquiries |

| Work-package and activity | Responsibility | | | | Start date | Complete date | Outputs | Milestone |
|---|----------------|----|----|-----|------------|---------------|---|---|
| | PM | PO | PI | Lec | | | | |
| WORKPACKAGE 6: Run exemplar project <i>Objective: oversee an exemplar project in a teaching and learning context (at the English Faculty in Oxford) as a baseline study to allow closer evaluation of the processes and the cost effectiveness of this community collection approach by assessing reaction to (and possible uptake of) the methodology proposed</i> | R | A | I | R | May 2010 | Dec 2010 | | |
| 27. Use the project's training (one-day workshop) and online documentation to assist the exemplar project team to set up their community collection initiative (see work-package 4) | R | A | I | A | May 2010 | May 2010 | | Successful implementation of exemplar project |
| 28. Run exemplar community collection | A | C | I | R | May 2010 | Dec 2010 | | Successful implementation of exemplar project |
| 29. Organise the hosting (by NSMS at the OUCS) of the exemplar project's instance of the public interface (and back-end) to the CoCoCo software, and the results of the community collection | R | C | I | R | May 2010 | May 2010 | Exemplar project Web pages | Successful implementation of exemplar project |
| 30. Provide clear feedback to the RunCoCo project during the course of their initiative about the online documentation, the workshop, the CoCoCo software, and reflective experiences | A | C | I | R | May 2010 | Dec 2010 | Regular reports after training and reports during the community collection initiative | |
| 31. Make best efforts to act upon feedback received from the exemplar project | R | A | C | C | May 2010 | Dec 2010 | | Improvements to user experiences |
| 32. Evaluation and final report to RunCoCo | C | C | I | R | Dec 2010 | Dec 2010 | Evaluation report feeding in to the final project report | Evaluation report |
| | | | | | | | | |

| Work-package and activity | Responsibility | | | | Start date | Complete date | Outputs | Milestone |
|---|----------------|----|----|-----|------------|---------------|--------------|--|
| | PM | PO | PI | Lec | | | | |
| YEAR 2 | | | | | | | | |
| WORKPACKAGE 7: Evaluation and final report <u>Objective:</u> write a final report to JISC reflecting on the possibilities and future developments of Community Collection digitisation initiatives | R | C | C | C | Dec 2010 | Feb 2011 | | |
| 33. Write a final report to the JISC which will include evaluation and feedback from the exemplar project, and others, to demonstrate how successful these initiatives have been during the course of the project. Report will draw on regular ongoing project reports: <ol style="list-style-type: none"> 5. Monthly Project Report: To be posted on the project blog by the project manager and will include <ol style="list-style-type: none"> a. Last month's activities b. The following month's activities c. Schedule status d. Other issues 6. Biannual Report to be submitted to the JISC by the project manager 7. Work-package completion and Quality Assurance Report to be included in highlights of monthly reports and by annual project reports 8. Monthly Budget Report to be submitted by central admin to the project manager | R+ | C | C | C | Dec 2010 | Feb 2011 | Final report | Report submitted to JISC on time, and accepted |