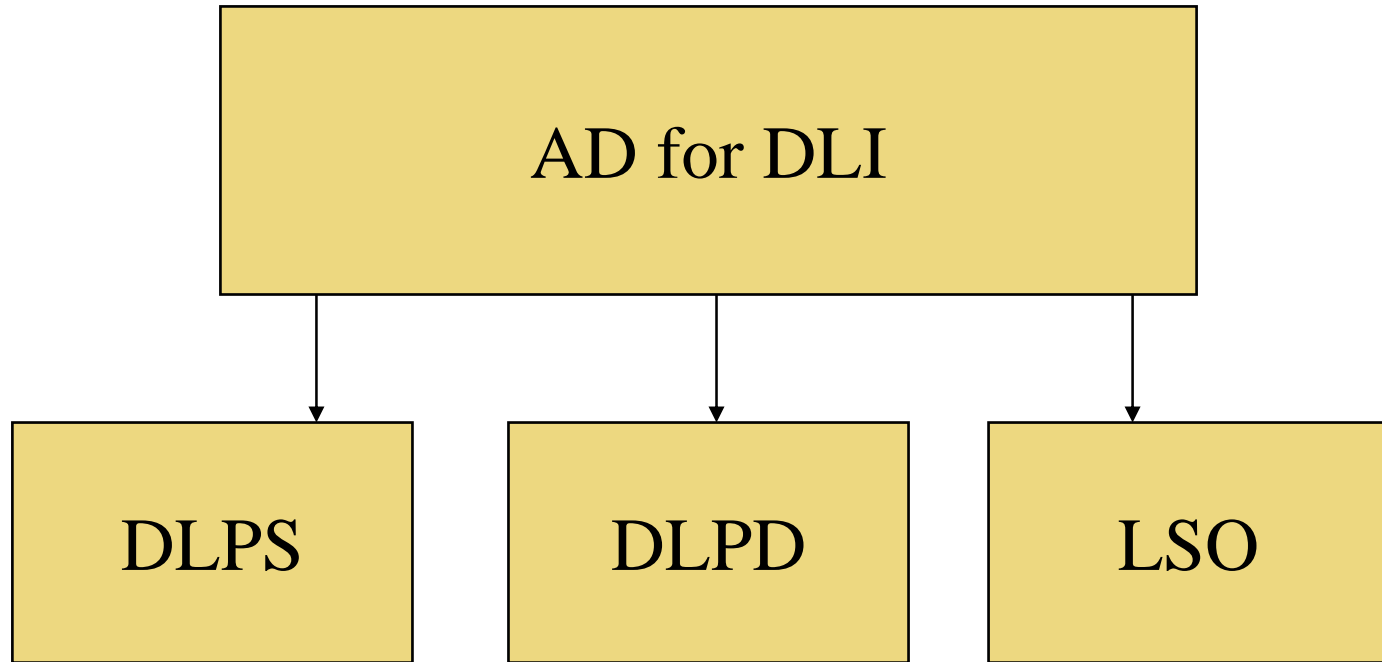


University of
Michigan



Digital Library
Initiatives

Current Organizational Structure



Associate Director for Digital Library Initiatives



- Program administration
 - Shaping local, national & international standards & practices
 - Campus coordination & collaboration
 - Allocation and management of resources

Digital Library Program Development



- New Program Development
 - Grants and special projects
 - Outreach
- Making of America4 project management

Digital Library Program Development



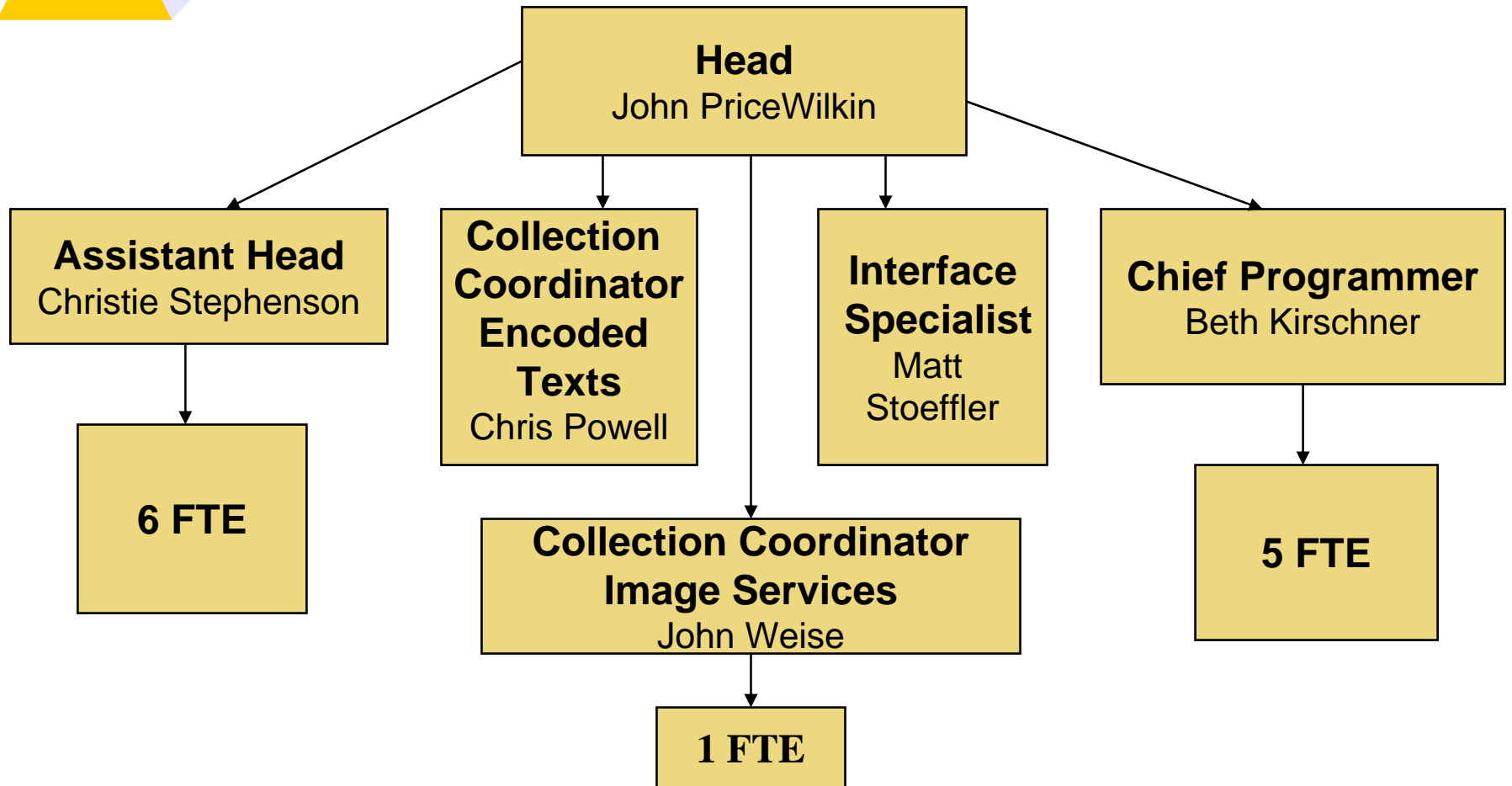
- Project development and facilitation
 - Facilitates choice of conversion and access strategies
 - Helps assess costs and identify funding opportunities
 - Coordinates scheduling with DLPS
- Develops methodologies for new digital library services
 - Electronic publishing services
- Special projects
 - Work that falls outside the production methods of DLPS

Digital Library Production Service



- Collections
 - Encoded Text
 - Image Services
- Production systems
- Infrastructure

Current Reporting Structure



Internal Organization - October 1999



- Three working groups
 - Digitization
 - Information Retrieval
 - Architecture

Digitization

- All capture and conversion
- Areas of focus
 - Methods
 - Workflow management
 - Capacity Planning
 - Cost models

Information Retrieval



- Developing and deploying access systems
- “Class” work
 - Bib, text, image, finding aid, numeric data, journal classes
- Functionality and interface specification
- Integrates the work of the collection coordinators, the IR programmers, and the interface specialist

Architecture

- Core services
 - Unix system administration, backups, etc.
- Authentication & authorization
- Usage Statistics
- Data management
 - Directory structures, data loading routines

Internal Challenges



- Larger staff - more complex organization
- Processes spread across groups
- More formalization and reliance on management tools like MS Project
- Communication

External Relationships



- Preservation
- Selectors/Collection Curators
- Public Service Librarians
- Library Systems Office
- Faculty members

Challenges

- Building an understanding of our capabilities and capacity
- Matching goals with available methods and resources
- Representing the range of options, trade offs, costs



View from Public Services

- Interest in and desire to move into digital collections and services is huge
- Gap exists between desire and ability to participate in and lead projects
 - Technical gap
 - Project management gap

What Collections and Services



- Narrowly focused collections
 - Non-Euclidean math
- Objects and services outside of the traditional library but in the digital library
 - Museum collections
 - Data, simulations, modeling tools



How to Close the Gap

- IT is a part of all of our jobs
- Close the gap in ability →
technical training and project
experience
- Use of case studies to gain non-direct
experience

Project Management



- Criteria used to select a project? Measures of success?
- Project costing
 - What do the “piece parts” cost in our organization?
 - OCR, Scanning, Photo work
 - Implementation and integration
 - How much time do things take? What capacity do we have? What projects are already in the queue?
- Development, Implementation, and roll-out

Case Studies

- Selectors, other PS staff need to “experience” digital library projects
 - What was the goal? What scholar community was this for? How would it meet that community’s needs?
 - What questions needed to be answered and issues resolved for the project to move forward?
 - What process worked for this project?
- So, they learn how it is done



Sharing the Learning

- What worked? What didn't work?
 - Did we do *what* we planned to do? Did the outcome match the expectation?
 - *How* did we do? Did we do it better this time than last?
 - Did we meet time and cost estimates?
 - Was it worth the effort? Would we do it again?
 - Can anyone else do it better or cheaper? How do they do that?
 - What did we learn from the project? What do we need to do differently?