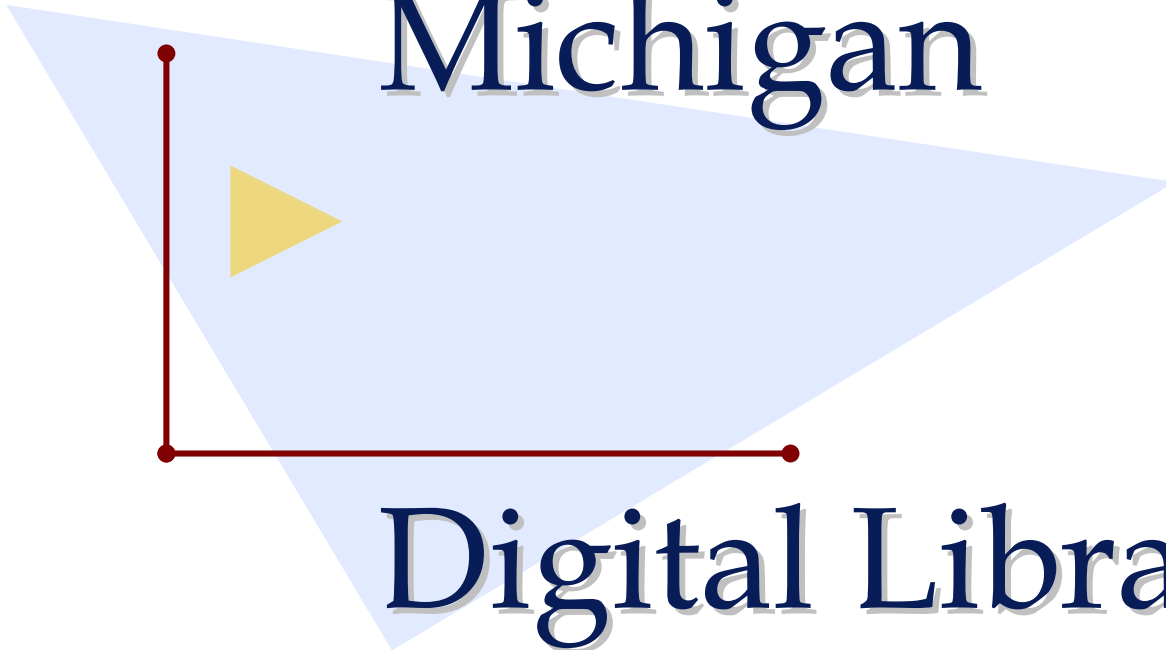
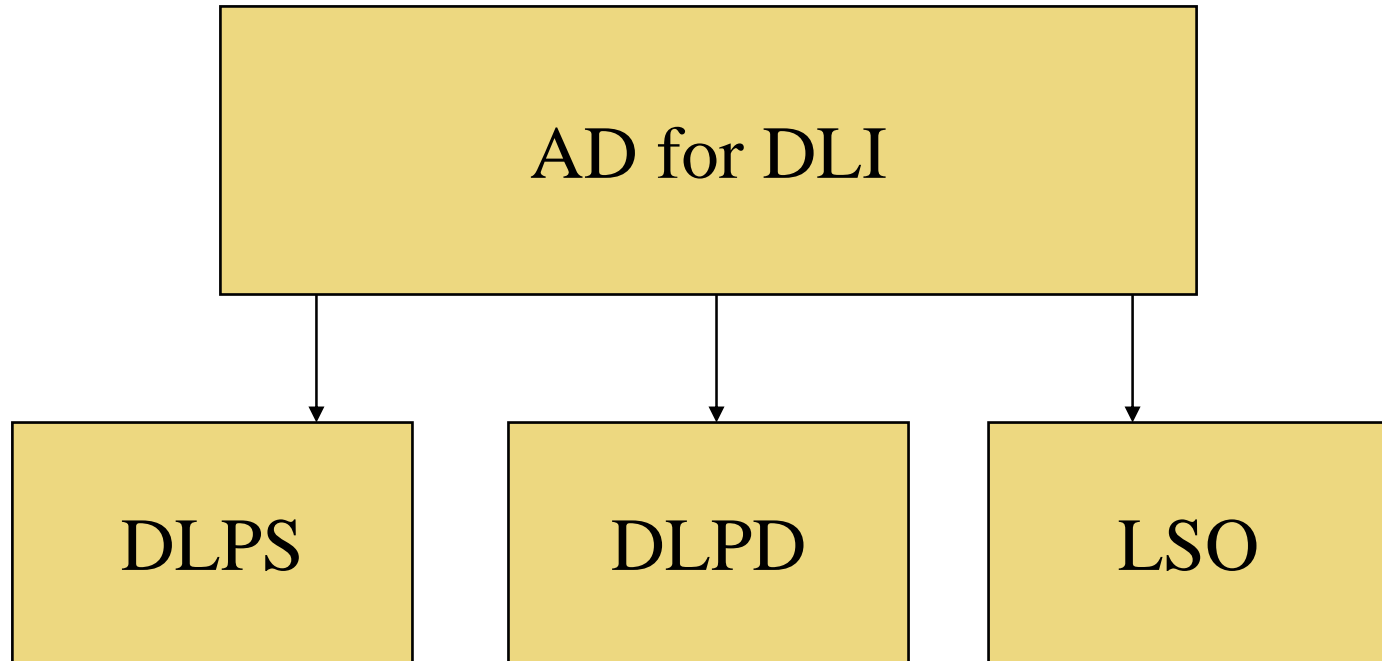


University of  
Michigan



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

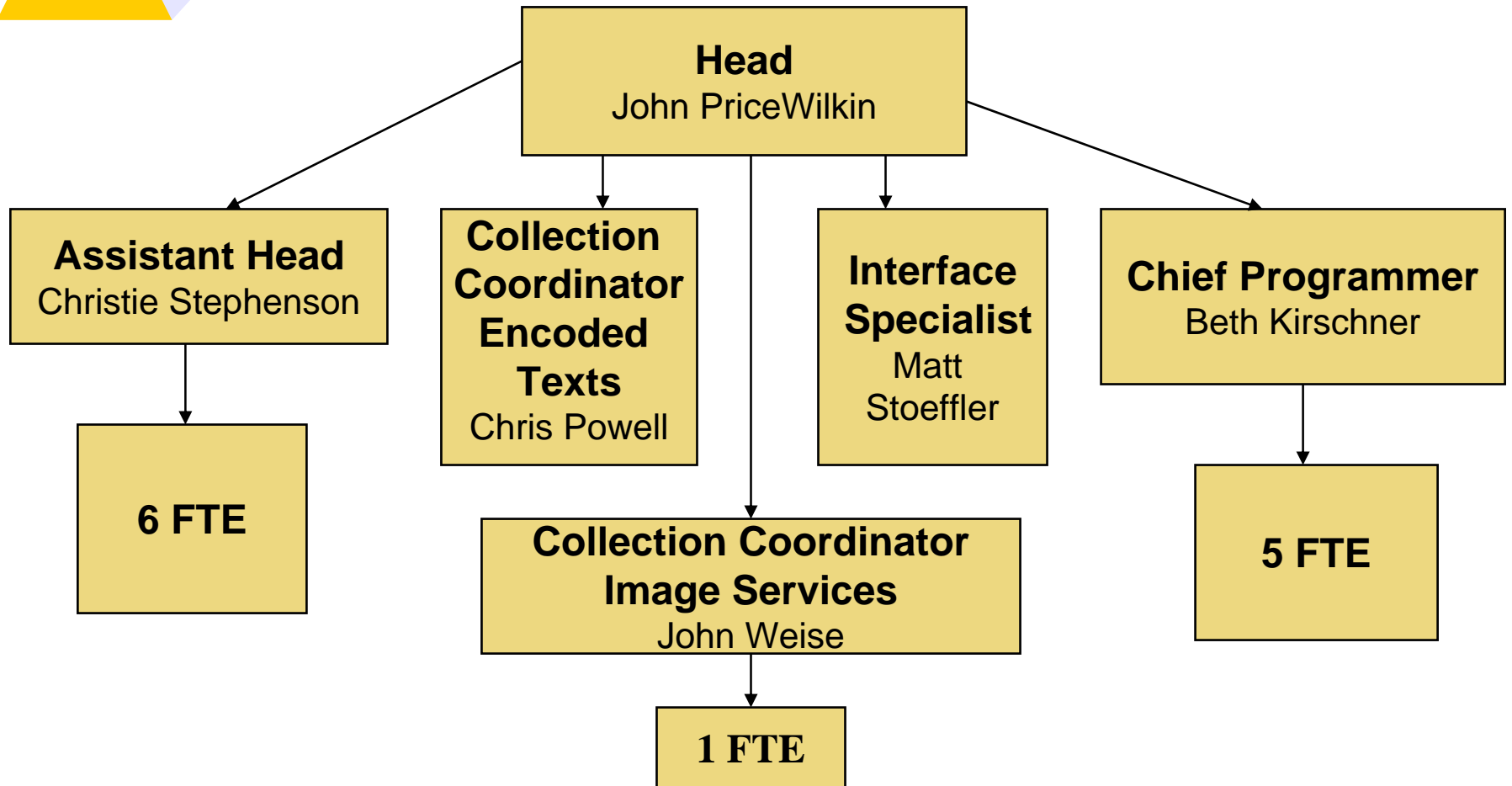


- Project development and facilitation
  - Facilitates choice of conversion and access strategies
  - Helps assess costs and identify funding opportunities
  - Coordinates scheduling with DLPS
- Develops methodologies for new digital library services
  - Electronic publishing services
- Special projects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

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- 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?