

Project Acronym: ARRO
 Version: 1
 Contact: Prof Caroline Strange
 Date: 26 April 2009



Project Document Cover Sheet

Project Information			
Project Acronym	ARRO		
Project Title	An institutional repository for Anglia Ruskin University		
Start Date	1 April 2009	End Date	30 September 2010
Lead Institution	Anglia Ruskin University		
Project Director	Prof Alan Sibbald		
Project Manager & contact details	Prof Caroline Strange Anglia Ruskin University Assistant Director (Research Support) Research, Development & Commercial Services Bishop Hall Lane, Chelmsford CM1 1SQ Email: caroline.strange@anglia.ac.uk Tel: 0845 1963125		
Partner Institutions	n/a		
Project Web URL	http://libweb.anglia.ac.uk/ARRO.html		
Programme Name (and number)	<i>JISC Repositories Start Up and Enhancement 2</i>		
Programme Manager	Amber Thomas		

Document Name			
Document Title	<i>Project Plan</i>		
Reporting Period			
Author(s) & project role	Caroline Strange – Project Manager Graham Howorth – Technical and Sustainability Manager		
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Document History		
Version	Date	Comments
V0.1	30/04/2009	First draft submission to JISC Programme Manager



JISC Project Plan

Overview of Project

1. Background

Anglia Ruskin University's five-year Information Systems and Technology (IT) Strategy (2007-2012), seeks 'to deliver modern, exciting on-line services'. We recognise the benefits that a well-designed and managed institutional repository brings to staff and students and the online community. Thus, Anglia Ruskin University seeks to create and populate an institutional repository that reflects our values and vision. These include that of being 'passionate about the advancement of knowledge and the education of students, and contributing to 'the enhancement of social, cultural and economic well-being'.

The repository will serve to raise the profile and access to our research output and scholarly publications and support students and staff in scholarly activity and undertaking research. Our system will integrate fully within the existing UK repository network. Currently, digital assets such as theses, research outputs, including multimedia objects, and other scholarly publications:

- are stored in different ways
- do not necessarily have appropriate metadata and open standards/access requirements
- may not be searched via a single search engine
- do not form part of a central information system.

We recognise the importance of ensuring that researchers are engaged at all stages of this project. The benefits of easy access and dissemination of research and scholarly outputs, provided by a sustainable institutional repository, will be enjoyed by the academic community not only in supporting research but also in underpinning learning and teaching.

2. Aims and Objectives

Aim of the Project

The aim of this project is to raise the profile and accessibility of our research and scholarly outputs through the implementation of a sustainable institutional repository with associated policies for its continued success.

Objectives

In establishing the repository we will:

- develop a system to enable open internet based electronic access to research outputs including publications, multimedia outputs, doctoral and masters theses and postgraduate dissertations awarded by the University. The repository will:
- enable more comprehensive management of research outputs
- showcase and disseminate Anglia Ruskin research and scholarly activity
- provide data for the Research Excellence Framework
- capture, archive and preserve our University's intellectual assets
- provide a common information and communications environment for the academic community both within and external to our University.

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- identify, procure and embed a suitable technical platform for the repository and ensure that the repository follows open standards
- ensure that the repository reflects stakeholder requirements
- establish policies and processes for the deposit and subsequent management of material within the repository, including long-term access and preservation, and address the requisite legal issues such as IPR, data protection and third party copyright
- develop a range of interfaces to the repository content, including access through the University's search interfaces and portal systems, in order to make the content as widely available as possible
- develop strategies for the ongoing promotion and expansion of the repository through liaison and advocacy work with academics, researchers and administrators.

3. Overall Approach

A project working group has been formed drawn from key stakeholder groups including, academics, librarians and IT specialists. Having established our repository, the on-going maintenance, management and promotion of the repository will become the responsibility of the University Library working closely with our Information Systems and Media Services, Research Development and Commercial Services, and academic faculties.

Key stages of the project are as follows:

- consultation with key stakeholders and academic departments in order to conduct a needs analysis
- the identification, procurement and embedding of a technical platform for the repository to also ensure interoperability with internal and external systems
- consideration of an implementation and communication plan
- identification and review of existing collections of materials that might feature in an institutional repository
- consideration of issues and alternatives for workflow and deposit; policy and procedures for deposit including a deposit agreement and copyright arrangements, metadata policy, quality assurance, data protection, copyright, IPR
- promotion and advocacy planning
- initial population of the repository
- provision of full documentation, website and dissemination of results of the project both internally and to the wider community.

Scope and boundaries of the project:

- the creation and initial population of a research repository
- agreed policies and procedures for deposit
- advocacy and marketing
- policies for sustainability of the repository
- the repository system is not intended to fully support the administrative demands of the Research Excellence Framework.

Important issue to be addressed

- Integration into our web search and identity management environment

Critical Success Factors

- Resulting system reflects University needs and Project objectives
- Policies for selecting and uploading agreed
- Search and retrieval of data possible from IR and via other systems
- Documents uploaded in sufficient quantity to achieve critical mass
- Embedding of the IR within Anglia's academic culture

4. Project Outputs

The main output of this Project will be a functional Institutional Repository holding the University's research publications, accessible via the University Library website and internal portal.

Other outputs will include:

- documented and agreed policies and procedures for deposit
- developing staff expertise in areas such as Digital Copyright, IR software, managing and developing Institutional Repositories, and Digital Preservation
- cultural change within our University where staff and students deposit research outputs to share with colleagues
- the sharing of knowledge and experience acquired through the development and operation of an institutional repository within the HE community through presentations and the project website, and by participation at JISC programme events and Special Interest Groups.

5. Project Outcomes

The IR will provide increased global visibility and prestige by showcasing Anglia Ruskin's research outputs. It will enable rapid and wider dissemination of research findings to the academic community, whilst capturing and preserving our University's intellectual assets. This dissemination of research findings will help to underpin teaching and learning throughout our University.

6. Stakeholder Analysis

Stakeholder	Interest / stake	Importance
Pro Vice Chancellor (Research, Scholarship and Development)	Project sponsor. Supports University strategic research objectives	High
University Librarian	Repository administration, support and management	High
Information Systems and Media Services	Infrastructure provider	Medium
Directors of Research	Research Development	High
Researchers	Research outputs	High
Academic Staff	Research and Scholarly outputs. Utilisation of research output for learning and teaching	High
Library staff	Supporting users	High
Administrators	Management of research output	High
Research students and taught Postgraduates	Access to theses and thesis submission.	High
REF	Ease of access	High
Other universities and institutions with HE provision	Open access	Medium
Research funding agencies	Value for money	Medium
Standards organisations	Use of standardised metadata	Medium
JISC	Part funding body	High
SHERPA	To facilitate the rapid and efficient worldwide dissemination of research	High
Software vendors	Ongoing subscription	High

7. Risk Analysis

Risk	Probability (1-5)	Severity (1-5)	Score	Action to Prevent/Manage Risk
Anglia researchers do not deposit their research outputs in the IR.	4	3	12	<ul style="list-style-type: none"> • Effective advocacy to promote full understanding of the benefits • Barriers to engaging with the IR project to be analysed and addressed from the outset. • Information from the IR to be incorporated into existing processes
Material within the IR is not used by the wider research community.	2	3	6	<ul style="list-style-type: none"> • Extensive promotion • High profile link within Anglia web pages • Good metadata quality to ensure identification by search engines
The IR does not support the REF effectively	1	4	4	<ul style="list-style-type: none"> • Full account of the requirements of the REF to be considered
Collection becomes uncontrolled or unfocused with unwanted duplication	1	5	5	<ul style="list-style-type: none"> • Clear, agreed content policies • Permit links where necessary from researchers' web pages and to the published resource to be included where necessary.
Costs increase beyond the scope of the budget	2	5	10	Any additional unforeseen costs will be analysed and flagged as early as possible and adjustments made to the scale or scope of the project as necessary.
The IR project does not have a successful transition from a funded project into operational mode.	2	5	10	The University Library has allocated permanent staff and budget resources appropriately. Project plans include consideration of how support for the IR can become part of the operational work of the University.
Technical risks such as data loss and service reliability.	2	4	8	Responsibility for system delivery will lie with system vendor for first 3 years of operation underpinned by a SLA
System supplier ceases trading	2	5	10	Take system and data back in-house by prior arrangement with supplier
Loss of key staff	4	4	16	Ensure all procedures are documented fully; consider appointing temporary staff
Key stakeholders do not buy in to/support the Project	3	3	9	Put in place good communications to engage with stakeholders. Provide regular updates and progress reports, communication of milestones. Steering Group will be advocating this project.
Failure to observe publishers copyright conditions	2	4	8	Creation of a Deposit Licence for researchers. Key staff to strike up dialogue with publishers at an early stage. Encourage researchers to store in the IR the version of a paper/output first submitted to the publisher.
Unavailability of SHERPA website for copyright info	1	5	5	Seek advice from JISC

8. Standards

Our institutional repository project proposes to use standards for metadata and harvesting recommended by the JISC Standards for the Repositories programme (<http://www.ukoln.ac.uk/repositories/digirep/index/Standards>), these may include but are not limited to:

Name of standard or specification	Notes
OAI-MPH	Open Archives Initiative Protocol for Metadata Harvesting allows repository exposure within the Common Information Environment
Dublin Core	Common minimal metadata set for exchange, retrieval and management of digital assets across-domains
MARC 21	Global standard for library bibliographic records
Z39.50	Protocol for searching and retrieving information from remote computer databases
OpenURL	Protocol for interoperability between an information resource and a service component.
DSpace	

9. Technical Development

It is proposed that a proven, fully customisable commercially available system is purchased based on open standards DSpace software. Further technical development will ensure integration/interaction with institutional VLE, Portal, Metalib and Aleph and institutional existing and proposed authentication systems (LDAP compatible, Shibboleth). For external systems, integration with the Ethos system at the British Library will be investigated. The Project will be registered with the Directory of Open Access Repositories (OpenDOAR) run by Sherpa and with the Register of Open Access Repositories (ROAR) at the University of Southampton. Security of data against unauthorised harvesting will also have been implemented. Resource discovery through Google Scholar will be investigated.

10. Intellectual Property Rights

Anglia Ruskin University claims the intellectual property rights on all materials and services produced by staff in the course of their engagement on university business. This will include the repository service. Material housed in the Institutional Repository will be made available to the UK HE/FE community on an open access basis. When depositing post-print or other already published materials, third party copyright must be cleared by seeking permission from various parties, including publishers, on depositing materials to the IR. It is envisaged that permission is acquired prior to making repository content freely available. The Project Team are aware of the work done by SHERPA/RoMEO in this area and will develop a workflow that will provide the framework for the acquisition of the permission to deposit from publishers and for handling any conditions that the publisher may impose.

Project Resources

11. Project Partners

Subcontractor: Biomed Central; main contact Michaela Krog (michalea.krog@biomedcentral.com, 0207 631 9947)

Likely date for signing of contract: June 2009.

12. Project Management

The project will be structured and managed in accordance with the JISC project management protocols. The overall project will be managed by the Assistant Director (Research Support), Research, Development and Commercial Services, working with the Assistant Director (Central Services) of our University Library. There will be significant contribution from the Digital Resources and Institutional Repository Coordinator and the Project Officer. The following groups will be established to manage the project:

The Steering Group is responsible for project monitoring, guidance and representing the project on Anglia Ruskin's Corporate Management Team. The Steering Group will meet every six months.

Project Steering Group membership

Project Technical and Sustainability Manager (<i>University Library Assistant Director: Central Services</i>)	Graham Howorth	graham.howorth@anglia.ac.uk
<i>University Librarian</i>	Nicky Kershaw	nicky.kershaw@anglia.ac.uk
Deputy Vice Chancellor - Research, Scholarship and Development	Professor Alan Sibbald (chair)	alan.sibbald@anglia.ac.uk
Project Manager (<i>Assistant Director, Research Support - Research, Development and Commercial Services</i>)	Professor Caroline Strange	caroline.strange@anglia.ac.uk
<i>Assistant Director - Architecture & Development, Information Systems and media services (ISMS)</i>	Gregor Waddell	gregor.waddell@anglia.ac.uk

Project Working Group

The Project Working Group has been established to carry out the day to day work of the project. It comprises individuals drawn from Learning Support Services and academic departments who have the necessary project management, academic liaison, technical and metadata skills. The Group will be responsible for developing the repository, advising on metadata, producing informational and instructional materials, and advocating our Institutional Repository to researchers. The Working Group will formally meet every month for the first six months and thereafter every two months – minutes of each meeting will be taken. It is planned that the Project Manager will spend 10% of her time managing this project. The Project Technical and Sustainability Manager will spend 10% of his time on the project.

The Working Group will include:

ISMS (Business Relationship Manager)	Carrienne Baker	carrienne.baker@anglia.ac.uk
User – S&T Faculty	Dr Nancy Harrison	nancy.harrison@anglia.ac.uk
Project Technical and Sustainability Manager	Graham Howorth	graham.howorth@anglia.ac.uk
Digital Resources and Institutional Repository Coordinator	Sarah Packard	sarah.packard@anglia.ac.uk

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Assistant Director of Library Services: Academic Services	Margaret March	margaret.march@anglia.ac.uk
User - ALSS Faculty	Professor Guido Rings	guido.rings@anglia.ac.uk
Faculty Liaison Librarian	Ruth Rule	ruth.rule@anglia.ac.uk
Research Support Co-ordinator	Jill Smit	jill.smit@anglia.ac.uk
Project Manager	Professor Caroline Strange (chair)	caroline.strange@anglia.ac.uk
User – AIBS (Director of Research)	Dr Robert Willis	rob.willis@anglia.ac.uk
Project Officer	to be appointed	

13. Programme Support

Not identified at this stage.

14. Budget

See Appendix A

Detailed Project Planning

15. Workpackages

See Appendix B

16. Evaluation Plan

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
30/04/09	Ensure that the repository project reflects stakeholder requirements	Has consultation been sufficient and broadly based?	Consultation	Key stakeholders express satisfaction
01/06/09	Procurement of Institutional Repository software/system	Does the system meet the users expectations?	Observation on product demo. Functional analysis.	System procured and accepted by Project Team.

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01/7/09	Identify policies and processes for the deposit and subsequent management of material within the repository,	Do policies enable efficient use and management? Has policy been agreed and disseminated?	Testing and Pilot study	Agreement. All stakeholders aware of the process and roles.
28/03/10	Develop access to the repository content, through the University's search interfaces and portal,	Can IR content be searched from other systems?	Development work with ISMS. Testing	Access possible through Portal and library website, VLE
30/6/10	Population of the Institutional Repository	Does the system facilitate effectively deposit of materials? Are items downloaded, searchable and retrievable	System testing, User testing, Workshops.	Institutional Repository populated with initial collections
30/08/10	Develop strategies for the ongoing promotion and expansion of the repository	Has the IR become embedded in the University?	Statistical analysis	Comparison with other repositories
30/08/10	Community uptake of the Institutional Repository	Does the service meet with the user expectations?	Observation, Usage logs. Feedback sessions, promotion and advocacy	Feedback, submitted content; demonstrate uptake on the service

17. Quality Plan

Output	Implemented Institutional Repository				
	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
Aug 10	Fitness for purpose	User testing and development	Successful deposit of research outputs and access to this material	Project Sponsor	
July 10	Adherence to standards	Review	Feedback	Project Technical and Sustainability Manager	
July 10	Accessibility	System testing	Compliance with WAI	Project Technical and Sustainability Manager	
June 10	Usability	Interviews	Feedback	Digital Resources and Institutional Repository Co-ordinator	

Output	Documented and Agreed Policies				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
June 10	Fitness for purpose	Focus group to review	Policies accepted by University and published	Project Steering Group	
Output	Staff Development and Engagement				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
July 10	Roles and responsibilities understood	Review	Library services and roles established	Project Steering Group	
Output	Evaluation and Dissemination				
Timing	Quality criteria	QA method(s)	Evidence of compliance	Quality responsibilities	Quality tools (if applicable)
June 10	Appropriate Project Documentation	Review	Agreed as accepted	Project Sponsor	

18. Dissemination Plan

Timing	Dissemination Activity	Audience	Purpose	Key Message
Ongoing	Attend JISC Programme Meetings	JISC Programme Members	Share project outcomes and issues with the Programme	Share experience/knowledge with other member of the programme
Ongoing	Announcements about the project on our university web site, Anglia Ruskin <i>Bulletin</i> and distribution lists	All stakeholders	General awareness and promotion of the project	Feedback and use of the repository is promoted
Ongoing	Reports	JISC	Inform	How the project is progressing against objectives
Ongoing	Training events /Workshop/Focus groups	Anglia Ruskin staff and research students	Raise awareness, engage, promote and contribute to successful development of the Repository	Opportunity to receive input from the users to develop objectives of the project, Encourage use. Receive feedback.
Ongoing	Project Web Site	All stakeholders	Raise awareness, promote, Engage	Overview of nature of the project, its activities and development

19. Exit and Sustainability Plans

Project Outputs	Action for Take-up & Embedding	Action for Exit
Reports	Publish on web site.	The project web site will continue to exist for at least two years beyond the end of the project
System	Encourage use through dissemination events. Continuously evaluate user feedback	Financial resources will be identified to maintain the repository within the Library online services.
	Transfer of system from external host to in-house support	Identification of appropriate resources and support for maintaining the repository in-house.
Policies	Publish on web site.	The policies will be maintained and developed as necessary.

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
System	Will become an element of the core business of the University	University to fund the system using internal funding methods to support and develop the service.	Staffing issues to be addressed. System updates and maintenance. Seek strategic support
Cultural Changes	Increase visibility and impact of our research outputs.	Maintain advocacy	Staff and research student engagement

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Appendix B. Workpackages



JISC WORK PACKAGE

WORKPACKAGES	Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
		Apr 09	May	Jun	Jul	Au	Sep	Oct	No	Dec	Jan 10	Fe	Mar	Apr	May	Jun	Jul	Au	Sep	
1: Project Management																				
2: Planning																				
3: Implementation																				
4: Operational																				
5: Evaluation																				

Project start date: *1 April 2009*

Project completion date: *30 September 2010*

Duration: 18 months

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Workpackage and activity	Earliest start date	Latest completion date	Outputs	Milestone	Responsibility
YEARS 1 & 2					
<p>WORKPACKAGE 1: Project Management</p> <p>Objective: Establish the project infrastructure, plan and manage the project, liaise with JISC and other projects, manage the budget, produce reports and dissemination plan.</p>	01/04/09	30/09/10			
1. Establish Project working group and establish responsibilities	01/04/09	01/04/09	Membership of Working Group agreed – responsibilities agreed.		AS & CS
2. Working Group meetings and communication agreed	01/04/09	01/04/09	Meetings and internal communication established. Working group notes from meetings.		CS / JS
3. Establish Steering Group and plan meetings	01/04/09	30/04/09	Establish and agree schedule of Steering group meetings. Steering Group meeting minutes.		CS / JS
4. Establish external communication with JISC and other projects	01/04/09	30/04/09	Subscribe to JISC's distribution lists; send introductory email about our institutional repository.		CS & GH
5. Produce Project Plan	15/04/09	30/04/09	JISC Project Plan		CS / GH
6. Create Project web site	15/04/09	30/06/09	Project Web Site		GH / RR / JS
7. Monitor activities against original project plan	01/04/09	30/09/10	Progress reports		CS / GH / PO
8. Participation in Repositories: Start-up programme, JISC related events and activity	01/04/09	30/09/10	Attendance at meetings, email, correspondence etc		All
9. Produce JISC final reports	01/04/09	30/09/10	Project Final Report, Final Budget Report, Completion Report as required by JISC		CS / GH / PO

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WORKPACKAGE 2: Planning					
Objective: Plan and procure the best solution to support the development of the Institutional Repository.					
10. Undertake consultation with key stakeholders to ensure the repository meets University needs. Visit other institutions to learn from their experience.	01/04/09	30/04/09	Requirements for system established.		All
11. Evaluate IR software and hardware requirements and decide on a preferred supplier.	01/05/09	01/06/09	Software chosen and order placed.		All GH to order
12. Identify policies and procedures needed to run the IR	01/04/09	01/05/09	Policies and procedures identified.		SP
13. Define service model & create service definition	31/05/09	30/06/09	Draft service definition		CS/GS/MM
14. Decide on copyright and intellectual property policies	01/05/09	30/11/09	Draw up draft copyright and intellectual property policies for the IR		CS/GH/SP/MM/ PO
15. Decide on workflow patterns.	01/05/09	24/07/09	Procedure agreed for inputting research outputs to ARRO		All
16. Decide on marketing and communications strategy	01/06/09	24/07/09	Marketing plan		All
17. Install IR software	01/06/09	24/07/09	Software installed for trialling		GH
WORKPACKAGE 3: Implementation					
Objective: Implement the IR. Test the functioning of the software and its integration with other University platforms. Load some research outputs for testing purposes.					
18. Agree implementation strategy	01/09/09	31/10/09	Implementation plan		All

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19. Prepare and gather some typical content to create a test collection for loading into the IR	01/06/09	30/11/09	Test collection created		MM / SP / GR/NH/RW
20. Customise IR software	01/09/09	30/11/09	Software set up, customised and ready for population		GH
21. Implement and refine policies/procedures for IR	01/09/09	01/12/09	Policies and procedures implemented		CS / GH / PO
22. Upload some initial test content and test IR software with feedback from focus groups	01/12/09	28/02/10	IR tested and further customised, ready for uploading of first batch of research outputs.		GH/SP
23. Set up project website	15/04/09	30/04/09	Functional project website		GH / RR / PO
24. Batch load core research papers/theses	01/02/10	30/04/10	First batch of research outputs uploaded to repository		CS / GH / SP / PO
25. Begin marketing activity	30/09/09	31/09/10	Knowledge and understanding of ARRO by staff and research students		CS / MM / PO
26. Integration with other University platforms (Portal, website etc)	01/12/09	28/02/10	Software integrated with University platforms.		GH / SP
WORKPACKAGE 4: Operational					
<u>Objective:</u> An operational IR, ARRO					
27. Make IR content available to users	01/06/10	30/06/10	IR operational		GH / CS / SP / MM / PO
28. Official launch of ARRO	01/-6/10	30/06/10	Official launch event		CS & GH
29. Document operational procedures and policies	01/04/10	31/05/10	Policies and procedures document for ARRO.		PO
30. Training for submitters and staff developed	01/06/10	30/06/10	Training materials and resources		CS / MM / GH
31. On-going population of ARRO	30/06/10	ongoing	Research outputs in ARRO		SP / MM / GH / CS
32. Final Project review and completion report	01/07/10	30/09/10	Final report submitted to JISC		CS / GH / PO

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WORKPACKAGE 5: Evaluation					
Objective: Objective evaluation of ARRO					
33. Pilot study for the identification of policies and processes for the deposit and subsequent management of material within the repository	01/05/09	01/07/09	Pilot study		CS / SP
34. Feedback from users, including users' survey on academic community uptake and accessibility	01/06/10	01/09/10	Feedback from users including survey and, where appropriate, focus groups.		CS / SP / PO
35. Usage logging, service monitoring	01/06/10	15/09/10	Usage logs		GH / SP
36. Evaluation overview	01/09/10	30/09/10	Evaluation report		CS / GH / PO

Members of Project Team:

GH = Graham Howorth

NH = Nancy Harrison

MM = Margaret March

PO = Project Officer (to be appointed)

SP = Sarah Packard

RR = Ruth Rule

GR = Guido Rings

JS = Jill Smit

CS = Caroline Strange

RW = Robert Willis