

The Making of Modern Michigan

Introduction

The Making of Modern Michigan (MMM) is a project proposal from the Digitization Committee of "ATLAS," the Action Team for Library Advancement Statewide¹. ATLAS is an initiative of the Library of Michigan (LoM), which has contracted with the Michigan Library Consortium (MLC) to develop a state-wide information delivery service. Although Michigan State University Libraries (MSU) will serve as the administrative host for this project, MSU will cooperate closely with LoM and MLC, and the work will be done at locations throughout Michigan.

MMM aims at empowering a wide range of libraries, smaller libraries in particular, to contribute to a digital collection about the Making of Modern Michigan. This theme fits into the K-12 Michigan Curriculum Framework², and will especially help communities to identify important parts of their own past. Many small libraries have rich collections relating to Michigan history, but often lack the hardware, software, and local expertise necessary to carry out a digitization project. The intent is also to give the staff at these institutions an opportunity to develop their skills. This project has two outcome-based goals. These are:

- **Empowerment.** Training libraries in digitization techniques, metadata standards, and copyright issues, to empower them to digitize their own local and often unique materials relevant to 19th and 20th century Michigan history.
- **Content.** Developing a rich digital collection on Michigan history – including 20th century materials usually excluded from library digitization projects – for use in K-12 Michigan history modules, as well as for scholars and free-choice learners who want to know more about their state or their local community.

The means for achieving these goals are:

- **Regional Centers.** Establish regional centers throughout the state where libraries without digitization equipment or expertise can go to digitize materials. All centers will be able to do photographic, text, and audio materials. Some will also be able to handle large format materials.
- **Copyright.** Provide copyright training and a permissions service so that libraries can consider digitizing 20th century materials, which may still have protection under Title 17 of the US Code.
- **Standards.** Provide statewide standards for digitization and metadata using the Colorado Digitization Project³ as a model.
- **Access.** Provide access to digital materials through a centrally managed Website at Michigan State University, with the possibility of adding it to a statewide portal being developed by the ATLAS Portal committee. The option of using OAI Metadata harvesting techniques will also be pursued actively.
- **Incentive Grants.** Provide incentive grants (\$25,000 total) to help libraries, especially very small libraries, to take part in the digitization process.

Taken together, the first four initiatives will create all the necessary infrastructure for libraries throughout Michigan to begin digitizing their rich collections on Michigan history. The last item, the incentive grants, will encourage participation among the smallest libraries – those which find it most difficult to extend their resources to new activities – by providing seed money to defray expenses on a first-time digitization project.

Measurement of the project's outcomes will take place throughout the grant period. Four groups will be targeted:

- **Educators.** Focus group discussions with K-12 teacher groups will be held at each regional center with teachers from the area.
- **Digitizers.** Surveys at each training session and after each use of a regional center to ask about the quality of assistance and determine unmet needs.
- **End Users.** Maintain feedback mechanisms at the central Website, and at other local sites where possible. These mechanisms should include a short survey as well as an email contact for longer comments.
- **Public Libraries.** Survey both participating and non-participating Michigan public libraries about whether the project is meeting both their training and content needs.

¹ See: <http://www.accessmichigan.lib.mi.us/atlas/digitize.htm>

² See: <http://cdp.mde.state.mi.us/MCF/ContentStandards/SocialStudies/I2.html> and <http://cdp.mde.state.mi.us/MCF/ContentStandards/SocialStudies/I3.html>

³ See: <http://coloradodigital.coalliance.org/>

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This is the first stage of a larger project. Future participants will include museums and historical societies. Future developments will also include enhancements to the access mechanisms, including the use of OAI (Open Archives Initiative) metadata harvesting tools.

Need

Michigan has a number of libraries that are active digitizers and builders of digital libraries. Among these are the University of Michigan, which has a Digital Library Production Service, established digitization rates and capacity, and a record of large scale digitization projects (e.g., Making of America). The University of Michigan is also an active developer of OAI Metadata harvesting tools with Mellon funding. Michigan State University is producing the IMLS-funded Feeding America project and does active research on spoken word digitization through Digital Library Initiative funding. Wayne State University has been digitizing costume collection materials, the University of Detroit Mercy has produced a collection of images of Great Lakes shipping, and Central Michigan University has digitized county history materials. All of these institutions have rich collections, but even more information about Michigan history, particularly local histories, exists only at libraries where digitization facilities are very limited or nonexistent. A key goal of MMM is to enable these libraries to digitize materials.

The ATLAS Digitization Committee surveyed Michigan libraries in November and December 2001 to discover what types of historical and cultural materials have been digitized in Michigan, whether institutions holding such materials are interested in future digitization projects, and what assistance they would need to accomplish this. Eighty-six libraries responded, including 37 public libraries, 18 academic libraries, 16 libraries serving museums, historical societies, genealogical societies, and archives, and 15 school, special, and other types of libraries.

Nearly half the academic libraries had completed some type of digitization project, while only 6 out of 37 public libraries had done so. However, 30 of the 37 public library respondents indicated that they do have collections they are interested in digitizing. These holdings cover a wide range of materials, including architectural drawings and building records, cemetery records and obituaries, vital records and other genealogical material, letters and manuscripts, books, photo collections, audio and video recordings and artifacts.

Survey respondents were also asked what type of assistance they would need to begin a digitization project. Funding was mentioned by most respondents. The other areas cited most frequently were assistance in selecting metadata formats and creating metadata; training in technical imaging; designing a system for public access; providing for long-term digital preservation; and selecting digital formats. A significant but smaller number mentioned copyright. This may reflect the fact that most respondents had limited their digitization efforts to pre-1923 materials and items for which the copyright is held by their home institution. The 20th century focus of MMM will require participants to learn about copyright issues regarding more recent materials.

Empowerment

MMM particularly encourages local digitization and hands-on participation, even for libraries with no digitization tools or experience. The goal is to empower these libraries to digitize their own materials within a support environment that provides standards and training. This is not efficient in the short run, but it allows the work to be done by the owners of the original materials at or near their own institutions. The expectation is that participant libraries will grow comfortable with the digitization process, and will have confidence to continue to produce digital materials: perhaps even to purchase equipment because they know how to use it, or become knowledgeable enough to develop grant proposals and contract for digitization services.

Digitization techniques and standards are now taught in many, perhaps even most, library schools, but only the newest librarians have had an opportunity to learn them. MMM brings hands-on digitization training to librarians who graduated before these courses became popular. Library boards and library administrations often take a conservative approach to purchasing equipment for digital projects. MMM is designed to make equipment purchases unnecessary, so that budget size and flexibility are not limiting factors for participating in a digital project.

Small Libraries

One option is to allow smaller libraries to send their materials to a central resource for digitization. That would guarantee standards and offers an efficient approach with some economies of scale. Although an important focus of this project is to develop hands-on skills in digital production, having a staff member spend even a few days at a regional digitization center might be too difficult for the one- or two-person library.

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MMM recognizes that the process of selecting items for digitization, determining the copyright status, and creating metadata are equally critical parts of the overall digitization process, and these can only be done locally. This kind of learning experience can be extended to even the smallest libraries by having the regional digitization centers do the digital production work at an affordable cost for those institutions unable to release a staff member for travel. Libraries (of any size) will be able to hire the regional centers on their own or use incentive grant money. This option will be available for MMM participants who are willing to send materials to another institution and agree to that institution's handling conditions (e.g. disbinding). For some libraries, this is the only realistic way to participate.

Incentive Grants

The incentive grants are designed to cover only part of the costs of digitization. The purpose of the grants is to give tangible financial support to small libraries which might not be able to consider any digitization project without financial assistance. The application process will use a simple online or paper form that requests the following information:

- Institutional name
- Materials to be digitized (number of pages, photographs, minutes of audio tapes, etc.) and publication / creation date.
- Staff time expected to be spent on training / digitization.
- Can the digital materials be hosted locally?

Thirty-two incentive grants will be for \$500, roughly equal to 2.5 days of staff time. For that amount, a library would be expected to spend at least 5 days (including training and travel) on digitization efforts. Thirty incentive grants will be for \$300, roughly equivalent to 1.5 days of staff time. Both categories would also be expected to cover travel costs in accord with local policy. Incentive grants could also be used to contract for services at the University of Michigan's Digital Library Production Service (especially for larger or more complex materials) or one of the regional centers.

A committee of 5 librarians chosen by the Library of Michigan would evaluate incentive grant proposals. One round of funding would take place 6 months after the start of the project. Another would take place 12 months after the start. The money would be paid after the first visit by library staff to either a training session or a regional digitization center.

The criteria for judging the incentive grants would include:

- Degree of commitment from the library to undertake digital projects.
- Appropriateness of the material.
- Possible copyright complications or unusual difficulties in finding rights holders.
- Balance among the regional centers.
- Work plan for completing the project.

The training sessions offered to MMM participants (described below) will address some of these issues in greater depth, particularly copyright issues and digital project planning. To assist libraries applying for incentive grant applications, some staff at the more experienced regional centers will offer individual assistance and consultation in planning digitization projects. This assistance could be given by phone or email, or during events such as the Library of Michigan-sponsored Small and Rural Libraries Conference scheduled for May 2003.

Incentive grants are not necessary for libraries to take part in MMM or to use the facilities of the regional centers. All of those using the regional centers need to contact them to make scheduling arrangements.

Regional Centers

MMM would establish eight regional digitization centers at institutions around the state. These are:

UPPER PENINSULA	Hiawathaland Library Cooperative
NORTHERN LOWER PENINSULA	Traverse Area District Library
CENTRAL LOWER PENINSULA	Central Michigan University
SOUTHWEST MICHIGAN	Western Michigan University
MID MICHIGAN	Michigan State University
SOUTHEAST MICHIGAN	Wayne State University
SOUTHEAST MICHIGAN	University of Detroit Mercy

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SOUTHEAST MICHIGAN	University of Michigan (contracted services; no walk-in traffic)
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The intent is to minimize driving distance for libraries that want to digitize materials, with a goal of making it possible for 95% of Michigan libraries to be able to reach a center in no more than 2 hours of driving time. Since driving time is heavily dependent on traffic, we propose establishing two centers in the Detroit urban area. The University of Michigan will provide production services for bitonal scanning (for book-like objects) and continuous tone image services (for photographic or other visual resources) and will serve any participating libraries which decide not to do their own digital production work. No drop-in services will be available there.

Each center would house equipment necessary for capturing images and sound. At a minimum this would include a computer with scanner and OCR (Optical Character Reader) and a digital audio recorder for conducting oral history interviews. Grant money will be used to provide flatbed scanners, computers, and digital audio recording equipment as needed. Institutions will be able to make the purchases themselves, but MSU will provide recommendations. Institutions will also contribute the availability of some of their existing equipment as part of their cost-share commitment. The following institutions will offer specialized services:

- Central Michigan University: overhead scanning using a Minolta PS3000 for tightly bound materials that cannot be disbound.
- Michigan State University: analog audio digitization from reel-to-reel or cassette, and overhead scanning using a Minolta PS3000.
- University of Michigan: digitization for bitonal scanning, continuous tone images, or complex materials which can be disbound.
- Wayne State: analog audio and video in multiple formats.

Training

Training in digitization will take place at three levels. The first level will be for training the trainers and will focus on staff in each of the regional centers. This will include selection, hardware use, scanning standards, OCR use, digital object management (including storage), copyright, and metadata creation. The training will include decision making about when color or black and white are preferable, and when to use OCR software to create a preliminary transcript. Training will include the use of digital audio recorders, obtaining permissions, and general oral history techniques. The training will also cover how to manage focus groups and other evaluation methods. MSU and the Library of Michigan will jointly host one of these training sessions; Wayne State University will host another.

The second level of training will take place in each of the regional centers. It will cover the same range of topics, but the primary audience will be libraries in the area that want to participate in MMM. Regional staff will serve as the primary trainers, but at least one of the first level trainers will also be present to assist. Level two training sessions will take place twice during the grant period.

The third level training will take place at each regional center and will focus on visiting staff from other libraries who want to use the digitization resources. As a practical matter, people who have attended training sessions, but not had ongoing hands-on-practice, will forget key details. Third level training will focus only on the type of digitization relevant at the moment, and will be hands-on. While regional center staff will be expected to answer questions and help solve problems, they are not expected to do the digitization work. This is the responsibility of those bringing materials to the centers. Libraries that would rather not have their own staff do the digitization work may make private arrangements to hire the services of any of the regional centers. Those hiring services will be encouraged to participate in the training, so that they understand the process.

The University of Michigan, through its Digital Library Production Service, will contribute (as cost share) \$30,000 in its digitization capacity toward bitonal scanning and continuous tone image services. (Information about its rates and services can be found at <http://www.umdl.umich.edu/pubs/digit-services-brochure.html>)

Content

The Making of Modern Michigan theme has a breadth that should make it possible for most libraries throughout the state to contribute materials. Choosing only 19th century or early 20th century history would exclude communities that did not exist at the time, and would exclude much of the history of the auto industry, which is as integral to 20th century Michigan as the logging and mining industries were to 19th century Michigan. A city like Livonia, for example, had a scant 10,000 people in 1950, and Livonia residents relied on the neighboring Detroit and Plymouth

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public libraries. A decade later it had surged up near 100,000, had a significant industrial base, and had established its own public library system.

The kind of project that enables such a community to capture its own history in digital form must also deal with a variety of media, not just photographs and documents. Oral history in particular offers a way of capturing the recent past. Libraries can either organize systematic interviews of founding members of their communities, or emulate the experience of the Museum of the Person in Brazil and establish places where residents can come to record their own stories. Grant money will be used to purchase inexpensive digital audio recorders that the regional centers can loan for a month at a time to participating libraries for oral history projects. Those making recordings will be asked to sign a permissions form, which specifies whether the recording may be made available on the Web, or may only be used within the library.

More traditional content will fit within the project as well. This includes photographs, maps, and local histories. The Council of Library Deans and Directors (COLD), which includes all of the state's 15 public four-year institutions, is planning a project to digitize county atlases and histories, which are often held by smaller libraries. Digitization of these materials could be done by the local libraries or by COLD member institutions.

MMM does not expect to gather a critical mass of research-oriented content within the two year grant period. The goal of empowering local libraries means letting them select their own materials to digitize, rather than imposing systematic coverage. This does not mean that the results will be unfruitful for academic research. The number of unique materials hidden in libraries across the state should benefit scholars from many disciplines. But the orientation will be local, with the hope that communities will use this as an opportunity to capture and celebrate their own past. It will build an historical mosaic, some pieces of which will need completion in later phases.

Standards

MMM will expect participating libraries to follow national standards for digitization and metadata. The Colorado project has done a great deal of work to define standards⁴ that work for a state-wide project, and it makes sense for MMM to refer to and build on those standards rather than reinvent them. Standards work is expensive, time consuming and intellectually demanding. Those regional centers that are already active digitizers generally follow standards similar to those in the Colorado project, and to some extent contributed to them as national leaders in particular areas.

Scanning standards for images will follow those used in national projects such as Making of America and American Memory. Generally these will be at least 400 dpi (dots per inch) for full color (24 bit depth) images, and 600 dpi for black and white (1 bit) images. Standards for analog-to-digital audio conversion will follow those of the Vincent Voice Library at MSU: a sampling rate of 44.1 mhz, 16 bit, for monaural sound recordings, which includes most oral history and private recordings.

Descriptive metadata standards are particularly important, since metadata creation will be the responsibility of each participating library, and will not be done at the regional centers. Only the owner of the original materials is likely to have sufficient information about them to write reliable descriptions. As in Colorado, Dublin Core (DC) records will be the norm for monographs and other stand-alone items, including photographs. One additional expectation will be that the records comply with OAI metadata harvesting requirements. Encoded Archival Description (EAD) will also be a standard for collections of materials. The collection level information for these EAD records should be compatible with OAI Metadata Harvesting.

Both DC and EAD formats encourage the use of controlled vocabularies for subject access. The *Library of Congress Subject Headings* clearly would be one option and for many libraries this would be most feasible. Other possibilities include the *Revised Nomenclature for Museum Cataloging*, the *Social History & Industrial Classification*, and the *LC Thesaurus of Graphic Materials*.

Several options for metadata creation will be available to help reinforce the guidelines, including Web-based forms that produce fully encoded DC and EAD. MSU will produce the Web forms for EAD and DC along with a support Website for using the templates.

⁴ See: <http://coloradodigital.coalition.org/standard.html>

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Interns

MMM will use library school interns from both of Michigan's American Library Association accredited library schools to assist with training at the regional centers. These interns will take part in the first level training, travel to regional centers to assist in second level training sessions there, and serve as first level trainers at their own home institutions. Participation will benefit the interns by giving them hands-on experience in developing digitization services, and will expose them to the problems and opportunities of smaller libraries throughout the state. Both UM and Wayne will nominate candidates for the internship positions, and the candidates will be interviewed by the MMM management team. The internships are envisioned as full-time positions of 40 hours per week for a period of 15 weeks (one semester), with compensation of \$12.50/hour.

Access

While access is not the primary focus of this project, it is of course critically important. Materials which are not easily located or displayed simply are not used. MMM plans both to provide access through a collective Website and to encourage participating libraries to host their own materials on a local Website. This dual approach will reach the largest number of users. Michigan residents exploring their local library's Website will find materials relating to their own community and be guided to the statewide collection. Users of the statewide site, meanwhile, will be led through diverse collections to items to specific interest.

MMM plans to cooperate fully with other resources being developed as part of ATLAS, particularly the Web portal which will offer a central location for a wide range of information services, including a common catalog. Since specifications for the portal are still being defined, alternative plans are also necessary. If the ATLAS Portal is unavailable when MMM materials become available, MSU will develop a Website and provide data storage. There are several options for the search interface, including the XPAT software from UM, image management and metadata harvesting software from Innovative Interfaces, Inc., and OAI metadata harvesting tools. MMM expects access plans for other parts of the ATLAS initiative to be decided before grant funding would begin. Locking MMM into specific plans at this time would not serve the goal of statewide cooperation on such infrastructure elements.

The Library of Michigan will serve as a permanent repository for all of the DC records. MSU will serve as a permanent repository for the EAD records. Both will work with the University of Michigan to make these records available to its Mellon Foundation funded OAI Metadata Harvesting project.

Copyright Training

Most digitization projects have avoided 20th century materials because of copyright complications. These complications are significant, but a combination of copyright training and a service to obtain appropriate permissions can be used to make the materials available. MMM will provide both.

The training will consist of half-day sessions that cover the basics of copyright law, including what is protected, how long the protection lasts, and what exceptions exist including fair use. It will also cover legal issues for unpublished and audio materials. The goal of this training is to help libraries generally, and regional centers in particular, to recognize potential copyright advantages or complications. For example, a local work published before 1963 may not have had the copyright renewed and may actually have fallen into public domain. A work published before 1978 without notice of copyright would definitely have fallen into public domain. A set of unpublished papers whose authors died less than 70 years ago would be protected, and the heirs would need to be found for a permission to be granted. An unpublished photograph taken after 1978 as part of a corporate work-for-hire arrangement would be protected for 120 years and the corporation would be the rights owner, not the photographer (though the photographer might have moral rights in the pictures).

Some copyright training will take place during the level one digitization training, but sessions will also be offered at the regional centers throughout the project. The basic information for these training sessions will be available online at MSU, so that staff at regional centers and at participating libraries can refer to them. MLC and MSU staff already provide some of this training, as requested by local library groups. One example is a recent half-day training session for Wayne County media specialists.

The training will make people more aware of copyright issues, but cannot answer all questions. Staff at MLC and MSU will provide ongoing reference assistance for copyright questions. This information, and the training itself, cannot be considered legal advice. It is merely information. Libraries and individuals must make their own decisions about when digitizing is legitimate.

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Permissions Service

A centralized permissions service is a critical element in enabling the use of copyright protected materials. Such a service exists already at MSU to support the Digital Library Initiative-funded National Gallery of the Spoken Word project as well as MSU's distance education program. Records of all requests are available online, along with their status. Copies of permission letters are stored so that they can be made available as needed, should any questions arise. The permissions service ordinarily requests a permanent permission for non-exclusive unrestricted use, and emphasizes the educational use of the materials.

Most non-commercial rights owners are happy to grant such a permission. This makes materials available to every student and adult learner in the state and the world. For those rights holders who insist on restrictions, MMM will include the option of access only to authenticated users via the ATLAS portal now being developed. The MMM permissions service will not offer the option of restricting access to particular Internet address ranges, because of the difficulty of establishing those in such a way that everyone in the state could get access.

The permissions service naturally cannot guarantee success. When rights holders refuse permission, the requesting library will be informed and the materials will not be digitized. When rights holders cannot be located after a good faith effort, libraries will be free to take advantage of the clause in the Copyright Extension Act that allows libraries to copy materials more than 75 years old, as long as no objection is raised (17 USC 108h1). Otherwise libraries will be advised to choose other materials to digitize and publish on the Web.

Correct provenance and citation information is critical for the permissions service to carry out its job. The MSU permissions service has an established set of forms to collect key information from those submitting requests. Those submitting the requests will also be expected to supply additional information, as requested, if they can get it locally.

Evaluation

MMM is aiming at three specific outcomes: empowering Michigan libraries to digitize locally held materials, building a content-base of digital information on modern Michigan history, and providing copyright training and a permissions service to enable the use of 20th century materials without infringement. These outcomes can be measured in a number of ways. One is by counting the number of libraries participating in the digitization project. Another is by assessing the quantity and quality of digital materials produced. A third is by tracking how many permissions were requested and received. Although these are important measures, they do not necessarily reflect the impact on people.

Four categories have been picked to measure MMM's impact on Michigan residents. Educators are a particularly important group because their interest in the project will determine whether they use MMM contents in the Michigan history sequences in their classes. Focus groups held at or near each regional center offer the best way of getting detailed feedback. Because focus groups are expensive in terms of teacher time, only one will be held each year (at the end of the first and second years). Training in focus group management will be part of the level one training.

The digitizers themselves are another important group, since they are doing the hands-on work, using the facilities at the regional centers, and are the people whose proficiency with the process will determine whether MMM is a success. Evaluation forms have become a common part of training classes, and these will be used at the end of each training session, as well as at the end of each visit to a digitization center. The forms will be short enough that people can fill them out in a few minutes, and will contain space for free form comments.

Free-will learners represent one of the target groups. They can come from any part of the state, and from any age or occupation. The only opportunity to reach them directly is when they use the materials, either in their local libraries, or centrally on the Website. A short survey will be available to them on the central Website, as well as an email address for comments. MMM will also make the survey available to all participating libraries, though it cannot require them to use it.

Although public libraries are only one of the types of libraries that might use MMM services, they are conspicuous in needing a state-wide support structure to engage in digitization. Few have the resources to begin on their own. Several surveys have already gone out to ask about needs and interest. Public libraries will be targeted for follow-up surveys at the end of the first and second year of the grant to understand both how well the project is doing, and what remains to be done.

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All surveys and focus group training done at MSU will first be approved by the University Committee on Research in Human Subjects (UCRIHS). Other regional centers will be expected to get approval through their own institutional channels.

Work Plan

The work plan for this project is broken down into four six-month intervals.

First six months (October 2002 through March 2003): establish regional centers

ACTIVITY	PERSON(S) RESPONSIBLE
Recommend equipment to centers; distribute funds	Seadle
Establish management team	Management team
Establish Incentive Grant Selection committee	Library of Michigan
Advertise incentive grants	Management team
Level one training at MSU/LM and Wayne	Trzeciak / trainers
First regional copyright training	Seadle or Dukelow
Select interns	Seadle with regional center staff
Write first report	Seadle

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Second six months (April 2003 through September 2003): training

ACTIVITY	PERSON(S) RESPONSIBLE
Select and award 1st round of incentive grants	Selection committee
Begin second level training (first round)	Trzeciak / trainers / regional center staff
Two additional copyright training sessions	Seadle and Dukelow
Permissions service begins	Carmona-Garcia
Digitization projects begin at regional centers	Regional center staff
Design Website, mount digitized materials	Seadle / Jones
Preservation storage of materials begins	Seadle / Jones
Planning for next phase begins	Management team
First focus group evaluations with teachers	Trzeciak / regional center staff
Write second report	Seadle

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Third six months (October 2003 through March 2004): digitization projects begin

ACTIVITY	PERSON(S) RESPONSIBLE
Digitization continues	Regional centers
Use of materials in Michigan history programs encouraged	Management team / regional center staff
Second level training (second round)	Trzeciak / trainers
Copyright training continues	Seadle / Dukelow
Financial resources for next phase established	Management team
Select and award 2nd round of incentive grants	Selection committee
Write third report	Seadle

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Final six months (April 2004 through September 2004): access and evaluation

ACTIVITY	PERSON(S) RESPONSIBLE
Digitization continues	Regional center staff
Permissions work continues	Carmona-Garcia
Interns finish their work	Management team
Access through OAI metadata harvesting	Seadle / Jones
Second focus group evaluation with teachers	Trzeciak / regional center staff

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Survey of participating libraries	Trzeciak
Transition to next phase begins	Management team
Write final report	Seadle

Management

The MMM management team will consist of the project director, Michael Seadle (MSU); the co-principal investigator, Ruth Ann Jones (MSU); a representative from the Library of Michigan (Jo Budler); a representative from the Michigan Library Consortium (Ruth Dukelow); and the project coordinator, Jeff Trzeciak (WSU). They will have responsibility for the distribution of project funds to regional centers, interns, and to those receiving incentive grants. They will make final decisions about issues that arise in the course of the project, and will be expected to continue the expansion of the project to include museums and historical societies.

A larger MMM advisory board will consist of representatives of each of the regional centers. This board will assist the management team in evaluation and future development. The advisory board will receive all evaluation forms from the centers, all survey results, and will review reports from focus group meetings. They will meet at least once each year of the project during the Michigan Library Association annual conference.

The project director at MSU will have administrative responsibility for grant accounting, financial management, and reporting to IMLS including writing the final report. He will carry out these responsibilities in close consultation with the broader management team. He will also be expected to represent the project as needed on a state and national basis. The co-principal investigator will attend MMM management team meetings and will substitute for the project director as needed in meetings and as a representative of the project. The project coordinator will have responsibility for organizing training sessions at the regional centers, and performing training as time permits, as well as organizing and implementing the evaluation processes, including the final survey.

Staffing

The project director, Michael Seadle, has a PhD in history, over a decade of experience as a professional programmer, and has written and lectured on digital publication. He is principal investigator for “Feeding America: The Historic American Cookbook Project” and co-principal investigator for the Digital Library Initiative Phase 2 project to create a National Gallery of the Spoken Word. He is Digital Services and Copyright Librarian at Michigan State University, and head of the MSU Libraries’ Digital & Multimedia Center.

The co-principal investigator, Ruth Ann Jones, is Digital Projects Coordinator at the Michigan State University Libraries. She is project manager for “Feeding America: The Historic American Cookbook Project.”

Jo Budler is Deputy State Librarian at the Library of Michigan. She also served as Director of Network Services at the Nebraska Library Commission.

Ruth Dukelow is Associate Director of the Michigan Library Consortium. She has a J.D. as well as a library degree and has taught numerous workshops and training sessions on copyright.

Jeff Trzeciak is Interim Director for Library Computing and Media Services at the Wayne State University Library System.

Jennie Carmona-Garcia will serve as copyright permissions manager. She currently manages the permissions service for MSU online courses and the Vincent Voice Library digitization project.

Preservation

To ensure the preservation of all digital materials, copies of text and image materials will be provided to central repositories with existing long-term digital storage programs. Local libraries will also be encouraged to follow good practices for digital preservation, including multiple copies on a variety of media such as CD-ROM, back-up tape, and hard disk. They will also be encouraged to check the media periodically (at least once each year), and migrate to fresh media on a regular basis.

MSU will serve as the central repository for long term preservation of materials. It uses the Andrew File System (AFS) from Carnegie Mellon University as its repository system. The MSU AFS space consists of cabinets with mirrored 36 Gigabyte hard disks, with weekly and monthly tape backups that are stored off site. This storage is used for all of the audio materials from the Vincent Voice Library that are being digitized for the Digital Library

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Initiative-funded National Gallery of the Spoken Word project, as well as for materials digitized for its IMLS-funded Feeding America project.

Encouraging Participation

A key aspect of the project will be encouraging libraries which have never done digitization to make use of the opportunities provided by MMM. One facet of the effort to encourage participation will be wide dissemination of information about the project and the incentive grants. There are many channels for outreach and communication; these include the MichLib-L mailing list, the Michigan Library Consortium's monthly *Communique*, the Library of Michigan's *Access* newsletter, the Michigan Library Association's newsletter *Michigan Librarian*, and email lists and newsletters of the regional library cooperatives in the state. Library conferences also offer opportunities to make the incentive grants widely known and to provide assistance and consulting to libraries preparing applications. In addition to the Michigan Library Association's annual conference, the Library of Michigan sponsors a bi-annual Small & Rural Libraries Conference, to be held next in May 2003. It draws a large number of librarians from the small- and medium-sized institutions which MMM particularly aims to involve in digitization.

Another important facet is communicating to potential participants how to design feasible projects and what the time and cost requirements are likely to be. To that purpose, the management team will develop guidelines which outline the time and effort required to digitize certain types of materials, describe likely scenarios for realistic, achievable first-time projects, and templates for developing a work plan and budget.

The Long Term

This is only the first phase of a long term digitization project for Michigan. No two-year project can reach all of the public libraries, small colleges and universities, museums, archives, and historical associations in a state that is both intensely urban in the southeast and intensely rural in the north. The geography of the state makes travel from, for example, Lake Linden in the Keweenaw peninsula to Monroe in the southeast, a multi-day drive or a complex of long drives to airports and multiple flights on small planes.

The long term goal of this project is to enable Michigan's cultural institutions to participate on their own in the digital world. Some reliance on expertise from the larger universities will always be necessary, but only the local institutions know what materials they have and what they actively want to share.

The next phase of this project will involve historical museums and historical societies. Some conversations with these organizations have already begun, and the work with them can build on training and resource sharing that MMM envisions for libraries. Although historical museums and societies are not specifically targeted for this proposal, they will be welcome to participate in using the regional centers and attending training sessions as space permits.

This planning is being done in close cooperation with the Library of Michigan and the Michigan Library Consortium, and as part of the larger ATLAS initiative. Funding for future developments will be sought from a variety of sources, including the state itself.