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# MANAGEMENT PLAN

## NDIIPP MetaArchive Project



2008-11-18

### Summary

This document describes the management plan for the MetaArchive Cooperative. The document includes detailed information regarding the organizational structure of the Cooperative, our internal and external human resources, and the human resources we anticipate that we will need in the future to sustain our business.

### Cooperative Structure

The MetaArchive Cooperative is an independent, international membership association that provides collaborative and distributed digital preservation solutions for cultural memory organizations, including university libraries, government and historical research archives, museums, and other similar institutions (<http://www.metaarchive.org>). The central missions of the MetaArchive Cooperative are to support, promote, and extend the practice of distributed digital preservation; to serve as a catalyst and guide for other networks that seek to implement the distributed digital preservation methods it has developed; and to educate cultural memory organizations about distributed digital preservation.

The MetaArchive Cooperative is comprised of three levels of members: Sustaining Members, Preservation Members, and Contributing Members. All members share in the benefits and management of the Cooperative, and therefore have a shared interest in developing and sustaining its technical and organizational infrastructures. The Cooperative is governed and managed by a Steering Committee of no more than 15 members. These members, all of whom represent organizations that are Sustaining Members in the Cooperative, provide direction for the Cooperative's development.

The MetaArchive Cooperative is administered by the MetaArchive Services Group based in Atlanta, Georgia. The MetaArchive Services Group is incorporated under the laws of Georgia and is a 501c3 non-profit organization that serves as a mediating and coordinating entity for leaders from university libraries, government and historical research archives, museums, and other similar institutions. It is served by a Board of Directors of five to nine members. This Board provides oversight and fiduciary responsibility for the MetaArchive Services Group.

The MetaArchive Services Group provides administrative services for the MetaArchive Cooperative, including: facilitating communications and cooperation between the MetaArchive Cooperative's member organizations; processing and distributing membership fees; organizing educational symposia, seminars, and workshop programs on distributed digital preservation; administering annual Steering Committee meetings; and applying for funding from government, foundation, corporate, and individual sources in order to forward the mission of the MetaArchive Cooperative.

## Internal Management Team

The purpose of the MetaArchive Cooperative is to bring organizations together to jointly create what they cannot accomplish alone: **affordable** distributed digital preservation services. To this end, the MetaArchive Cooperative seeks to maintain a low overhead for the services it provides to its members by distributing the work across its membership whenever this is possible.

To date, the work of the MetaArchive Cooperative has been funded through grants and contracts awarded to its member organizations by federal agencies. This includes funding for such positions as the MetaArchive Cooperative's Program Manager, Systems Administrator, and Software Engineer. Over the last four years, these key positions have enabled us to build both the technical and organizational infrastructure of the Cooperative. Current grant and contract funding streams will continue to support these positions through 2010.

All of the following individuals serve as pro bono volunteers and do not receive any payment for time spent working on either the MetaArchive Cooperative or the MetaArchive Services Group: the President of the MetaArchive Services Group, voting members of the Board of the MetaArchive Services Group, and Steering Committee members of the MetaArchive Cooperative.<sup>1</sup>

Ongoing programmatic duties have been intentionally structured such that they may be distributed across the MetaArchive Cooperative's member organizations' staff and faculty. Key to the Cooperative model is the sense that not only must our technical infrastructure be distributed across organizational members, but that the knowledge and ability to run the infrastructure must also be distributed in this manner. Each Sustaining and Preservation Member of the Cooperative agrees to allot a portion of both technical and non-technical staff time to the work associated with maintaining the MetaArchive network. These *external management resources* figure prominently in the MetaArchive Cooperative's workflow, and will be covered in more detail in the next section.

Beginning in 2010, we anticipate funding three part-time staff positions through the MetaArchive Services Group to support the work of the MetaArchive Cooperative: a half-time Program Manager, a half-time Software Engineer, and a half-time Systems Administrator. Coupled with the Cooperative's Director, these positions will hold primary responsibility for the development and maintenance of the MetaArchive Cooperative. Though these positions will be funded through MetaArchive, these positions will not be centrally located, but will rather be distributed among our member organizations.

We intend to keep the organizational infrastructure of the MetaArchive Cooperative lightweight believing that sustainability depends on the distributed framework and the continued commitment of our members, not on our employment of a central project staff.

Key internal resources and the roles they play in the MetaArchive Cooperative's organizational infrastructure are as follows:

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<sup>1</sup> Membership dues are used to administer meetings, purchase additional servers for member organizations on an as-needed basis, replace member organizations' servers in case of catastrophic events, cover travel expenses for MetaArchive representatives as they make presentations about the Cooperative, and, when necessary, to fund consultants to conduct work for the Cooperative. For more information, please see the Cooperative Charter, <http://metaarchive.org/resources>.

### **Administration**

Martin Halbert, President of the MetaArchive Services Group and Chair of the Steering Committee of the MetaArchive Cooperative

Katherine Skinner, Executive Director of the MetaArchive Cooperative and Program Manager of the MetaArchive Cooperative

Tyler Walters, Treasurer of the MetaArchive Services Group and Sustainability Director of the MetaArchive Cooperative

### **Production**

Monika Mevenkamp, Software Engineer, Sr. of the MetaArchive Cooperative

Bill Robbins, System Administrator of the MetaArchive Cooperative

### **Membership Services and Marketing**

Martin Halbert, President of the MetaArchive Services Group and Chair of the Steering Committee of the MetaArchive Cooperative

Katherine Skinner, Executive Director of the MetaArchive Cooperative and Program Manager of the MetaArchive Cooperative

## **External Management Resources**

As a distributed network, our external resources are of very high importance to our operations and play key roles in our management. Our primary external management resources include 1) the MetaArchive Cooperative's Steering Committee; 2) additional staff and faculty from our Sustaining and Preservation Member organizations who dedicate a portion of their time to the Cooperative as part of their organizations' membership responsibilities; and 3) a diverse base of consultants with whom we contract for particular services. A secondary group that contributes to the oversight of our Cooperative is the Board of Directors for the MetaArchive Services Group, our administrative organization.

Taken together, this wide range of professionals provides a "web" of development work, advice, and support for the MetaArchive Cooperative. To date, all of this work has been funded through grants and contracts or has been conducted *pro bono*.

## **Professional Services**

The distributed nature of the services we offer requires a wide array of external management resources. Each Sustaining Member of the Cooperative names one person to the MetaArchive Steering Committee, the leadership group for our Cooperative's planning, development, and sustainability work. Each member organization that joins the MetaArchive Cooperative at the Sustaining or Preservation Level runs a server (or MetaArchive-LOCKSS cache) for the overall network. All Sustaining and Preservation Member organizations provide support for the processing of their collections and the running/monitoring/maintenance of their MetaArchive servers. Sustaining Members also devote a portion of their technical and managerial staff time to programming, testing, and directing the growth of the network and our services.

In addition to these member contributions, some of our external management work is conducted on an as-needed contract basis with consultants hired by the President and Executive Director of the MetaArchive Services Group.

### **MetaArchive Steering Committee**

The MetaArchive Steering Committee is comprised of representatives from Sustaining Member organizations. These representatives give their time to the Cooperative as part of their organizations' contribution to the MetaArchive Cooperative.

**Bill Donovan**, Boston College. Bill Donovan has served as Digital Imaging Librarian at Boston College since June 2007, where he is responsible for managing the digitization program and implementing an ETD program. He brings to the Steering Committee his dual background in research and librarianship, with degrees in Experimental Psychology from Boston College and Florida State University and in Library and Information Science from Simmons College. He has conducted research on the visual system at Brown University, SRI International, and Stanford University Medical Center, and applied digital imaging to product development at Polaroid Corporation.

**Martin Halbert**, Emory University. Martin Halbert is Director of Digital Innovations at the Emory University Libraries and directs all digital library services and systems functions for the Emory General Libraries. He is responsible for researching and leading library information technology initiatives, including all digital scholarly communication projects of the MetaScholar Initiative (<http://metascholar.org>). Dr. Halbert provides a leadership role within the library for computer systems operations, development, planning, and integration, and is the principal investigator for research projects totaling more than \$4M. As the founder of the MetaArchive Cooperative and the founding President of the MetaArchive Services Group, Martin provides a solid voice

of leadership to our distributed digital preservation network development and sustainability efforts.

**Rachel Howard**, University of Louisville. Rachel Howard is the Digital Initiatives Librarian at the University of Louisville. She brings to the Steering Committee a solid knowledge of both library and museum preservation needs as she has worked with primary source materials for the Library of Congress, Smithsonian Organization, and other libraries and museums.

**Gail McMillan**, Virginia Tech. Gail McMillan, Director of the Digital Library and Archives, joined the Virginia Tech library faculty in 1982 after working at the Smithsonian Archives and receiving master's degrees in library science and history from the University of Maryland, College Park. Since 1994 she has led the Digital Library and Archives—originally known as the Scholarly Communications Project. McMillan also led Special Collections for a decade, 1997-2007, and continues to oversee the April 16, 2007, digital archive. She has served in numerous national and statewide capacities, including IMLS grant review panels, the Technical Advisory Committee of the Digital Library Federation for its Open Archives Initiative, and the Special Collections Committee and the Virginia Heritage Project of VIVA, the Virtual Library of Virginia. Throughout her career she has spoken and published about various aspects of digital libraries. Her recent publications and presentations focus largely on electronic theses and dissertations—an initiative she helped launch that resulted in Virginia Tech being the first university to require ETDs. She is the 2007 recipient of the Networked Digital Library of Theses and Dissertations' ETD Leadership Award for "exemplary work to establish, extend, and support the ETD initiative across the globe."

**Beth Nicol**, Auburn University. Beth Nicol is an Information Technology Specialist for Digital Projects at the Auburn University Library Systems Department where she has worked in various areas of library systems support, programming, server administration and digital projects since 1984. She is actively engaged in two Private LOCKSS Networks—the MetaArchive Cooperative and a network devoted to the state of Alabama—a testament to her dedication to fostering collaborative solutions to the issue of digital preservation. Beth has undertaken a strong role in data wrangling and plugin development for Auburn's MetaArchive collections and has helped to document ingest procedures for the MetaArchive Cooperative.

**David Richardson**, University of Hull. David Richardson is Director of the Wilberforce Institute for the study of Slavery and Emancipation (WISE). He is Professor of Economic History in the Department of History, University of Hull and formerly Ford Foundation Senior Visiting Scholar, W. E. B. Du Bois Institute for Afro-American Research, Harvard University (1987-8) and Post-doctoral Associate, Gilder-Lehrman Center for the Study of Slavery, Resistance and Abolition, Yale University (2004). As a scholar who has spent more than 30 years collecting data and building a database that is now an open access website and the best source of information about the transatlantic slave trade, David Richardson knows firsthand the importance of preserving digital objects of scholarly value. He brings this perspective to his work on the Steering Committee.

**Mark Stoffan**, Florida State University. Mark Stoffan is Associate Director for Technology at Florida State University, having previously served as Director for Technical Services and Technology at the Ottenheimer Library, University of Arkansas at Little Rock and Network Librarian for the Western NC Library Network. He holds advanced degrees in American Studies (from the University of Southern Maine) and Library and Information Science (from the University of South Carolina), and brings to the MetaArchive Cooperative his expertise in using technology for library outreach, Web 2.0 in library services, and semantic web initiatives.

**Tyler Walters**, Georgia Tech. As the Associate Director, Technology and Resource Services for the Georgia Institute of Technology Library and Information Center, Tyler Walters provides

leadership, vision, and expertise in digital library programs, information technologies, electronic resources management, metadata, and archives and records. He brings this expertise to the MetaArchive Cooperative in myriad ways in his advisory capacity, including assisting with technology planning, drafting the Cooperative Charter and Membership Agreement, and having a strong engagement in our sustainability planning.

#### **Cooperative Technical Support:**

**Monika Mevenkamp**, NDIIPP MetaArchive Project. Lead Programmer for the Cooperative, working on enhancing cache manager and other shared software tools.

**Bill Robbins**, NDIIPP MetaArchive Project. Manages day-to-day operations of the MetaArchive network.

#### **Member Organizations:**

**Jon Bell**, Auburn University. Provides programming to prepare collections for ingest and system administration support for Auburn's MetaArchive cache as part of our distributed team. Jon has also assisted with network testing tasks.

**Aaron Trehub**, Auburn University. Supports the Steering Committee in myriad ways, including collection management and organizational infrastructure work. As part of Auburn University's commitment to MetaArchive, Aaron helped to draft the Cooperative Charter and Membership Agreement for MetaArchive.

**Kevin Kidd**. Boston College. Provides programming to prepare collections for ingest and system administration support for Boston College's MetaArchive cache as part of our distributed team.

**Brian Meuse**. Boston College. Provides programming to prepare collections for ingest and system administration support for Boston College's MetaArchive cache as part of our distributed team.

**Kyle Fenton**, Emory University. Oversees the programming and system administration tasks of the two active MetaArchive grant/contract-funded initiatives as part of our distributed team.

**Chris Roddy**, Emory University. Provides programming to prepare collections for ingest and system administration support for Emory University's MetaArchive cache as part of our distributed team.

**Katherine Skinner**. Emory University. Oversees the MetaArchive Cooperative's technical and organizational development as its Program Manager.

**Meredith Wall**, Emory University. Provides administrative support for the overall network as part of our distributed team.

**Rebecca Bichel**, Florida State University. Assists with collections management for the overall network and provides support for the outreach activities of the Cooperative as part of our distributed team.

**Edward Peirce**, Florida State University. Provides programming to prepare collections for ingest and system administration support for Florida State's MetaArchive cache as part of our distributed team.

**Plato Smith**, Florida State University. Assists with collections management for the overall network as part of our distributed team.

**Sara Fuchs**, Georgia Tech. Assists with collections management for the overall network as part of our distributed team.

**Larry Hansard**, Georgia Tech. Provides programming to prepare collections for ingest and system administration support for Georgia Tech's MetaArchive cache as part of our distributed team.

**Chris Helms**, Georgia Tech. Provides programming to prepare collections for ingest and system administration support for Georgia Tech's MetaArchive cache. Assists with development and management of the overall network as part of our distributed team and has played a key role in network testing and other technical tasks.

**Kent Woynowski**, Georgia Tech. Provides support for the outreach activities of the Cooperative as part of our distributed team.

**Alex Sharaz**, University of Hull. Provides programming to prepare collections for ingest and system administration support for University of Hull's MetaArchive cache as part of our distributed team.

**Delinda Buie**, University of Louisville. Assists with collections management for the overall network as part of our distributed team.

**Dwayne Buttler**, University of Louisville. As part of the University of Louisville's membership agreement fulfillment, Dwayne Buttler has served as an additional member of our legal team. He has played a central role in creating and updating our Cooperative Charter and Membership Agreement for the Cooperative.

**Carrie Daniels**, University of Louisville. Assists with collections management for the overall network and provides support for the outreach activities of the Cooperative as part of our distributed team.

**Calvin Miracle**, University of Louisville. Provides system administration support for University of Louisville's MetaArchive cache as part of our distributed team.

**Curtis Carr**, Virginia Tech. Provides system administration support for Virginia Tech's MetaArchive cache.

**Andy Fabien**, Virginia Tech. Provides programming to prepare collections for ingest and system administration support for Virginia Tech's MetaArchive cache. Assists with development and management of the overall network and assists with the outreach activities of the Cooperative as part of our distributed team.

#### **Consultants:**

**Jeffrey Skinner**, Kilpatrick Stockton LLP. Our *pro bono* legal team at Kilpatrick Stockton has assisted us with various tasks, including the drafting of our Cooperative Charter, helping us to determine the best management/organizational structure for the Cooperative, and developing an appropriate relationship between the MetaArchive Cooperative and its administrative organization, the MetaArchive Services Group.

**Krista Pantana Dempsey**, Pantana Accounting, Consultant. Funded through our membership fees, Pantana Accounting files our tax documentation and provides us with internal audits of our activities.

**Julie Michaelson**, MetaArchive Services Group, Consultant. Julie is a consultant in nonprofit management and governance who is assisting in business planning and organizational infrastructure for MetaArchive and its administrative entity the MetaArchive Services Group.

### **MetaArchive Services Group Board of Directors**

As previously mentioned, the Board of Directors receives no compensation for the time its members dedicate to the MetaArchive Cooperative through its administrative organization, the MetaArchive Services Group.

**Martin Halbert**, President. Martin Halbert is Director of Digital Programs and Systems at the Emory University Libraries and directs all digital library services and systems functions for the Emory General Libraries. He is responsible for researching and leading library information technology initiatives, including all digital scholarly communication projects of the MetaScholar Initiative (<http://metascholar.org>). Dr. Halbert provides a leadership role within the library for computer systems operations, development, planning, and integration, and is the principal investigator for research projects totaling more than \$4M. As the founder of the MetaArchive Cooperative and the founding President of the MetaArchive Services Group, Martin provides a solid voice of leadership to our distributed digital preservation network development and sustainability efforts.

**David Seaman**, Vice President. David Seaman is the Associate Librarian for Information Management at Dartmouth College Library. Prior to this position, he served from 2002-2006 as the Executive Director of the Digital Library Federation (DLF), an international consortium of major academic libraries who coordinate leading-edge research and development in libraries' use of electronic-information technology and who incubate projects and services that libraries need but cannot develop individually. David Seaman brings to the Board a deep knowledge of what factors influence libraries to collaborate and how to build strong alliances of research libraries.

**Tyler Walters**, Treasurer. As the Associate Director, Technology and Resource Services for the Georgia Institute of Technology Library and Information Center, Tyler Walters provides leadership, vision, and expertise in digital library programs, information technologies, electronic resources management, metadata, and archives and records. He brings this expertise to his role as an advisor of both the MetaArchive Services Group and the MetaArchive Cooperative, assisting us with our organizational infrastructure as well as our technical infrastructure.

**Rachael Bower**, Secretary. With a background in communications and library science, and having gone from academia to the world of Internet-startups and back again, Rachael Bower brings strong understandings of project management, organizational structuring, and fundraising to her role as a member of the MetaArchive Services Group Board.

**Greg Crane**, Member at large. Greg Crane's work as the Winnick Family Chair of Technology and Entrepreneurship at Tufts University and Editor-in-Chief of the internationally renowned Perseus Project has focused on the pioneering creation of digital tools and resources for scholars, teachers, students, and other researchers. He brings to the Board an intimate knowledge of collaborative development work, fundraising, and of the need for new strategies and services for preserving the digital resources that researchers now depend upon to do their work.

## **Human Resources Needs**

As mentioned previously, the MetaArchive Cooperative seeks to maintain a low overhead for the services it provides to its members by distributing the work across its membership whenever this is possible. It also strives to keep membership fees low through supplementing this work with grant- and contract-based funding. To date, we have been highly successful at such fundraising, and our current grants and contracts will fund our operations until 2010. We also anticipate having new funding from federal and private sources in place to continue supporting new development efforts for the Cooperative well before 2010.

Beginning in 2010, we do anticipate directing some of our membership fees toward supporting three half-time positions to complete non-grant based work. These positions will focus on supporting our network and helping new member organizations learn what they need to know to participate (e.g., administering a MetaArchive-LOCKSS cache or network server, preparing their content for ingest into the system, and monitoring their content long-term). They will consist of a Program Manager, Software Engineer, and Systems Administrator.

Rather than funding those positions directly through the MetaArchive Cooperative, which would centralize these activities and require that we have office space, workers' compensation insurance, and other costly items in place, we plan to continue working within our distributed model, providing funding to member organizations from the Cooperative in order to support these pivotal positions. These positions will most likely be filled by our staff members who are currently funded through grants and contracts. As we experience normal turnover in these positions, they will be trained by the Director and the technical staff people who currently work with the Cooperative.

## **Notes on this document**

This document was completed by the MetaArchive Cooperative Steering Committee on 2008-11-18, edited by Matt Schultz in 2009-10, and approved by the Steering Committee in 2009-10.