

OREGON'S DIGITAL COLLECTIONS

PART II: RECOMMENDATIONS FOR STATEWIDE COORDINATION AND COLLABORATION FOR DIGITAL COLLECTION PROJECTS

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EXECUTIVE SUMMARY

During a meeting on September 13, 2012, the Oregon Library Systems and Technology Act (LSTA) Council discussed the need for more specific grant guidelines and best practices regarding digital collection projects in Oregon. The Council requested a formal report on current and potential models for projects in the state and region.

The Oregon State Library contracted with Danielle Cunniff Plumer, Ph.D., a consultant specializing in collaborative cultural heritage digitization, to perform an Environmental Scan of digital collections in Oregon, including the following components:

- A survey of Oregon institutions intended to capture information about existing digital collections and challenges and opportunities for digitization.
- A series of interviews with representatives of institutions in Oregon with existing collaborative projects, intended to identify risks to existing digital collections and to identify projects which can be expanded to include additional institutions or collections in the future.
- A review of grant funding for digitization and development of digital projects by the major Oregon and national funding agencies.
- A directory of existing digital collections made available by Oregon libraries, archives, government agencies, and museums, including additional collections of relevance to Oregon made available by regional and national institutions.
- Identification of models for statewide collaboration, including information about governance, best practices, and funding models.

Based on the findings in the *Oregon's Digital Collections: Environmental Scan*, Danielle Cunniff Plumer recommends coordination of digitization activities statewide. The recommendations include:

- Coordination of LSTA grant funding efforts with those of other Oregon funders, including the Oregon Heritage Commission and the Oregon Cultural Trust, to ensure that Oregon institutions have the support needed to preserve their collections and to make them available in accordance with best practices.
- Adoption of the Association for Library Collections & Technical Services (ALCTS) *Minimum Digitization Capture Recommendations* (2013) for all future LSTA-funded digitization projects.
- Development of an Oregon Metadata Application Profile to be used for all new LSTA-funded digital projects. LSTA-funded digital projects that add content to existing repositories should be required to develop a crosswalk between their metadata and the Oregon Metadata Application Profile.
- Provision of training in the form of web-based tutorials on topics related to digitization and digital projects. Completion of this training would be required for all LSTA-funded projects but would be made freely available to any Oregon cultural heritage institution.
- Creation of an online directory of Oregon digital collections and development of a link-building campaign for Oregon institutions to improve the findability of Oregon digital collections.
- Exploration of options for creating a statewide repository of Oregon digital content to be used by cultural heritage institutions unwilling or unable to maintain separate repositories. A requirement for deposit of objects digitized with LSTA grant funding should be phased in over time.

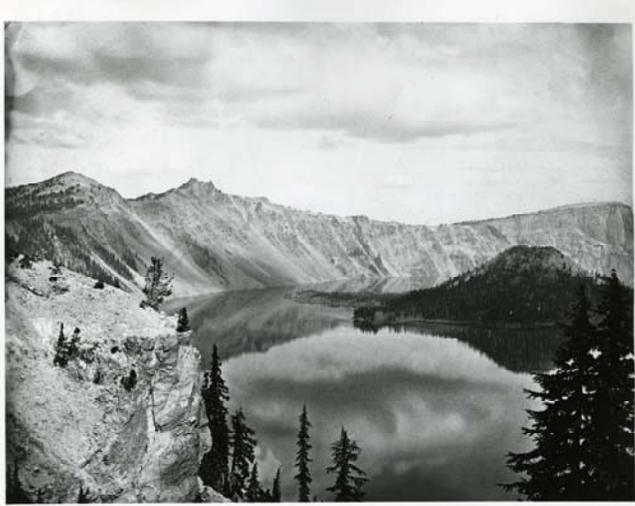
INTRODUCTION

Cultural heritage institutions in Oregon have collectively made over 375,000 digitized historical resources available to Oregonians and out-of-state researchers. Adding Oregon-related collections digitized by regional and national institutions, that number rises to over 1.5 million items. A preliminary inventory of digital collections in and of Oregon identified more than 300 digital collections, online exhibits, and other unique resources freely available online, and that inventory is almost certainly incomplete. However, because the digitization of these collections has not been coordinated and because many of them are at best hidden in catalogs or databases that provide poor access, most of them might as well not exist.

In recent years, libraries, archives, museums, and other cultural memory organizations have begun to realize that they must become more visible to their customers and must continually demonstrate their worth in order to survive in an increasingly competitive world. Digitizing collections and developing digital resources based on those collections to increase institutional visibility has been an obvious strategy, but the experience of many institutions has been that digitization is not enough. Usage of digital collections at most institutions is,

at best, poor, although even poor usage of digital collections is an improvement over the typical usage of most physical collections. The perceived return on investment for digitization has been low.

And digitization is expensive, metadata even more so. Maintaining access to digital collections over time itself has costs that many institutions do not consider when they begin digitization programs.¹ Few e-commerce efforts for fee-based access to high resolution copies of digital resources even begin to pay for themselves.² Grant funds are limited, and the Great Recession of 2008-2012 demonstrated that institutions that rely directly or indirectly on government support are at high risk of budget cuts.

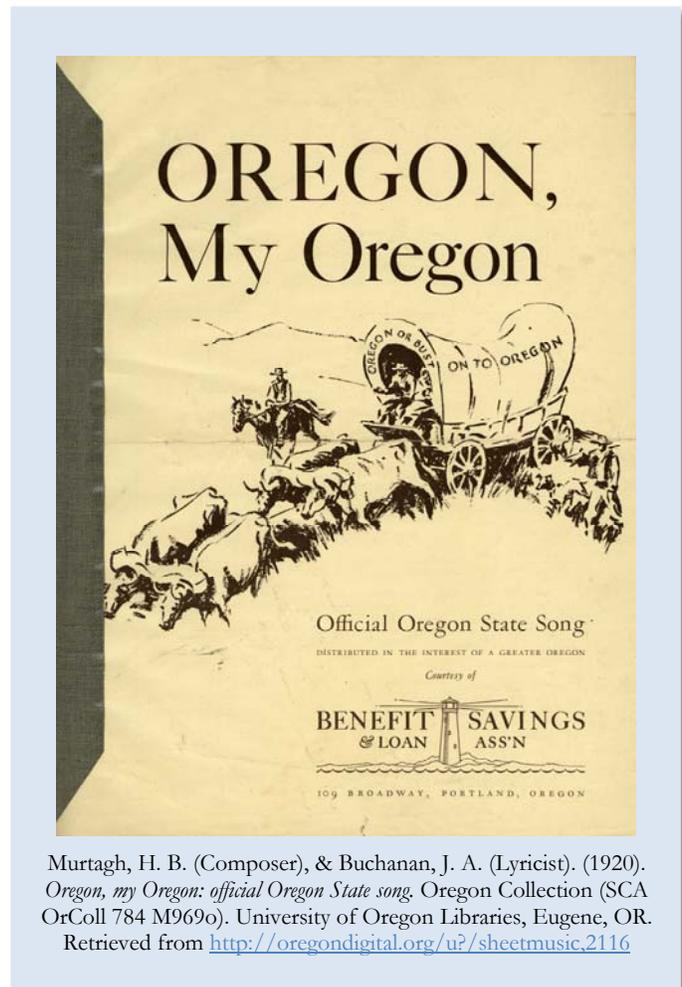


Britt, P. (1874). *Crater Lake showing Wizard Island*. Peter Britt Photographs Collection (21-65c). Southern Oregon University, Hannon Library Special Collections, Ashland, OR. Retrieved from <http://cdm15013.contentdm.oclc.org/cdm/ref/collection/p15013coll1/id/86>

¹ For a review of various cost models including a literature review focused on costs incurred by various institutions, see: Blue Ribbon Task Force on Sustainable Digital Preservation and Access. (2008). *Sustaining the digital investment: Issues and challenges of economically sustainable digital preservation (Interim Report)*. Retrieved from http://brtf.sdsc.edu/biblio/BRTF_Interim_Report.pdf.

² Tanner, S., & Deegan, M. (2003). Exploring charging models for digital cultural heritage in Europe. *D-Lib Magazine*, 9(5). Retrieved from <http://www.dlib.org/dlib/may03/tanner/05tanner.html>.

There are no obvious solutions to these challenges, but collaborative digitization programs in the United States and around the world are documenting approaches that collectively improve the prospects for sustainability of digital collections and collecting institutions. This report will review these approaches and will emphasize actions that Oregon institutions can take to coordinate their efforts and maximize the value of their unique collections. Abandoning the past is not an option. Securing the future must be.



Murtagh, H. B. (Composer), & Buchanan, J. A. (Lyricist). (1920). *Oregon, my Oregon: official Oregon State song*. Oregon Collection (SCA OrColl 784 M969o). University of Oregon Libraries, Eugene, OR. Retrieved from <http://oregondigital.org/u?/sheetmusic.2116>

OUTCOMES

Any discussion of successful digital projects must begin with an assessment of audiences and outcomes. The Institute of Museum and Library Services (IMLS), the largest funder of cultural heritage organizations in the United States, defines outcomes as “benefits to people: specifically, achievements or changes in skill, knowledge, attitude, behavior, condition, or life status for program participants.” Most institutions contemplating digitization projects think first about the outcomes for their institution, particularly increased access to and use of collections. Traditionally, institutions measure “visits” or perhaps “unique visitors” to their websites and digital collections, in much the same way that libraries have traditionally tracked book checkouts and museums have tracked visitors to exhibits. These are not user outcomes.

The current Library Systems and Technology Act (LSTA) Five-Year Plan for Oregon was adopted in 2012 for the period 2013-2017. IMLS requires such a plan for every state library that receives funds under the Grants to States Program, and the plan then drives programs offered by the state libraries, including statewide programs and competitive grants to institutions. In the 2013-2017 LSTA Plan, the Oregon LSTA Council identified five goals:

1. Provide access to information resources and library services
2. Use technology to increase capacity to provide library services and expand access
3. Develop a culture in libraries that promotes evaluation and use of evaluation results
4. Develop information literacy skills
5. Foster the joy of reading

In all five goals, the LSTA Council identified general outcomes for LSTA-funded programs. Outcomes-based evaluation and assessment will be required for all programs, including projects funded by competitive grants, going forward.



Inside Carnegie Library. (ca. 1950). *The Photo Graphic*. Photo Image Collection (PUApic_008451). Pacific University Archives, Forest Grove, OR. Retrieved from <http://washingtoncountyheritage.org/cdm/ref/collection/p16047coll2/id/4583>

Specific outcomes for individual programs have not been defined in the LSTA Plan. However, implicit in the activities and outcomes identified for the LSTA goals are two primary user groups: librarians (and, by extension, other cultural heritage professionals) and Oregonians. For some goals, recommended activities focus on the benefits to librarians. Continuing education and professional support offer obvious benefits to this group. For other goals, the benefits are to Oregonians, and in some cases the benefits accrue to specific subpopulations: children and youth, lifelong learners, community leaders, and so on. These subpopulations reflect the traditional users of library services.

The problem faced by many digital projects has been to design and measure benefits for a population that can neither be seen, heard, or touched. In most cases, the users of online systems and resources have no direct interaction with a human at all; in some

cases, it is difficult to know whether the system is interacting with a real person or a “bot,” search engine spider, or other automated agent. Because of this dilemma, most webmasters advocate the use of “analytics” tools such as Google Analytics, which rely on cookie-based tracking of user interactions on a website.³

Most outcomes-based evaluation programs focus on measuring “indicators” rather than measuring benefits directly. Even in an in-person environment, it is difficult or impossible to measure benefits such as knowledge gained or improvements in socioeconomic status, health and wellness, or satisfaction with services received. Indicators are, by definition, measurable and must correlate to an outcome.

The key indicators of benefits received in an online environment take two forms: web analytics and usability, including customer satisfaction. Web analytics encompasses more than simple tracking of visits and visitors to online resources. It developed for online businesses as a way to describe, predict, and improve business performance. Most analytics programs look at “drivers” and “conversions”: the factors that influence user behavior and interactions with a website, and the successful completion of desired activities (typically sales transactions).

Cultural heritage institutions have no exact equivalents to the types of “conversions” measured by online businesses.⁴ Even ecommerce functionality in collections of digitized resources is typically seen as a secondary purpose, with access to information being primary. However, there are other types of conversions. Once a visitor has arrived at an online resource (by any method), the goal of most sites should be to keep the visitor there for as long as possible (a factor called “stickiness” in website design) and to encourage repeat visits to the site. Converting a one-time visitor into a repeat user of a site is a viable indicator that the user has received some benefit from the resources provided. Other conversions might include viewing a full-size image, downloading an image, article, or other resource, or performing a new search.

Usability, and particularly user satisfaction, is another indicators of benefits received, although making users happy is not an outcome that fits neatly into most of the goals defined in the current LSTA plan. Usability assessment for online resources primarily takes one of two forms:



The Sunday Oregonian. (Portland, Ore.) 1881-current, October 13, 1912, SECTION SIX, Page 70. University of Oregon Libraries, Eugene, OR. Retrieved from <http://oregonnews.uoregon.edu/lccn/sn83045782/1912-10-13/ed-1/seq-70/>

³ Farney, T., & McHale, N. (2013). *Web analytics strategies for information professionals*. Chicago, IL: ALA TechSource.

⁴ Whang, M. (2007). Measuring the success of the academic library website using banner advertisements and web conversion rates: A case study. *Journal of Web Librarianship* 1(1), 93-108.

- Direct interactions with users through formal usability testing or focus groups with target users sampled according to standard market research methods in order to ensure validity when extrapolating results to a larger population.
- Measurement of user satisfaction following the completion of a task, such as a visit to a website. Many users of government websites have experienced the phenomenon of being asked whether they would be willing to complete a short survey following their visit. By asking visitors whether they would be willing to complete the survey immediately upon their entrance to a site, institutions attempt to reduce the negative bias inherent in most customer satisfaction surveys, which is that customers who had a negative experience are more likely to complete a survey than customers who were satisfied.

RECOMMENDED OUTCOMES FOR LSTA-FUNDED DIGITAL PROJECTS

The following user outcomes should be considered by institutions considering implementation of digital projects. Institutions receiving LSTA funding would be required to select one or more outcomes from this list, choosing only the outcomes that apply to their specific project. Institutions would have the option to propose additional desired outcomes for digital projects to meet institutional needs.

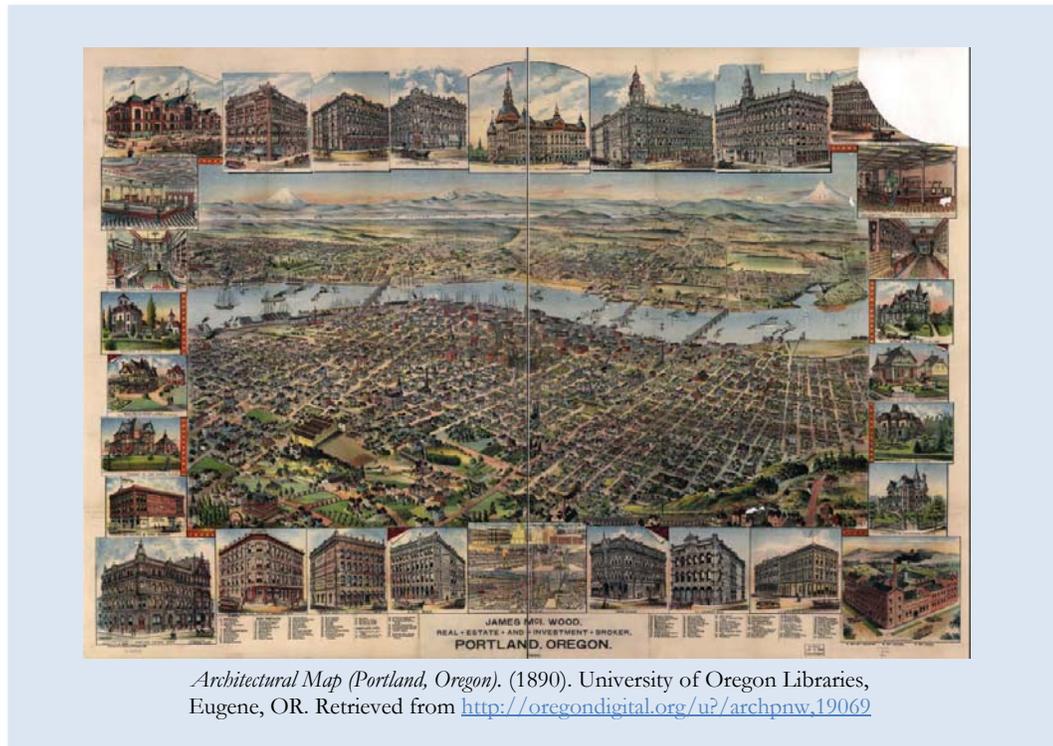
OUTCOMES FOR LIBRARIANS AND CULTURAL HERITAGE PROFESSIONALS

- Librarians, archivists, curators, and other cultural heritage professionals are more **willing to partner** with their peers from other cultural heritage institutions on digitization and other digital projects.
- Librarians, archivists, curators, and other cultural heritage professionals have increased **knowledge** of standards and best practices for digitization and providing access to cultural heritage collections in an online environment.
- Librarians, archivists, curators, and other cultural heritage professionals have increased **satisfaction** with their role in the cultural heritage community and increased **optimism** about the future of their institutions.

OUTCOMES FOR OREGONIANS

- Oregonians (or a specified subpopulation thereof) have increased **knowledge** about the history of their state.
- Oregonians (or a specified subpopulation thereof) feel increased **satisfaction** with the services provided by their cultural memory organizations.
- Oregonians (or a specified subpopulation thereof) have an increased **ability to find, identify, and use** authoritative information resources provided by cultural heritage institutions.

RECOMMENDED EVALUATIONS OF LSTA-FUNDED DIGITAL PROJECTS



The following evaluation approaches should be considered by institutions considering implementation of digital projects. Institutions receiving LSTA funding may propose alternate evaluations designed to capture similar information

ACTIVITY: DIGITIZATION OF HISTORICAL RESOURCES

Indicator: Website Conversions

- Projects will use Google Analytics or another cookie-based analytics tool configured to exclude bots, spiders, and other automated user agents, reporting the following information for each reporting period:
 - Number of visits
 - Number of unique visitors
 - Number of unique repeat visitors
 - Average number of pages viewed per visitor
 - Average time spent on site per visitor
 - For systems that support search capacity, average number of searches performed per visitor

Increases in average pages viewed per visitor, average time spent on site per visitor, and average number of searches performed per visitor will be considered indicators of increased knowledge, satisfaction, and ability to use online information resources.

Indicator: User Satisfaction

- Projects will use online surveys to measure user satisfaction, using ForeSee Satisfaction Analytics, iPerceptions 4Q Framework, or a similar tool. The survey will include information about:
 - Reason for visiting the site
 - Success in finding the desired information
 - General impression of the site
 - Likelihood of returning to the site

Success in finding the desired information and positive general impressions of the site and likelihood of returning will be considered indicators of satisfaction and ability to find and use online information resources.

ACTIVITY: CONTINUING EDUCATION AND TRAINING

Indicator: Willingness to partner

- The Oregon State Library will include information about partnership projects to the Oregon Public Library Statistical Report, specifically addressing:
 - Number of partnership projects with other libraries, museums, or other cultural heritage institutions allocated resources in the past year.
 - Number of **new** partnership projects with other libraries, museums, or other cultural heritage institutions allocated resources in the past year.

Increases in the number of new and total partnership projects allocated resources (including staff time, capital outlay, financial support, or support in-kind) will be considered indicators of increased willingness to partner.

- LSTA-funded projects will be asked to complete a grant exit evaluation including questions about:
 - Successful completion of partnership goals (for partnership projects).
 - Willingness to partner again with current or new partners on future projects (for partnership projects).

Increases in goal completion and positive responses concerning willingness to partner will be considered indicators of willingness to partner.

Indicator: Increased knowledge

- The Oregon State Library will develop a standard survey for all continuing education efforts in the areas of digitization and digital projects including participant-reported pre- and post-training knowledge assessments for the following areas, as relevant:
 - Outcomes-based evaluation for digital projects
 - Copyright, orphan works, and fair use
 - Digitization best practices, equipment, and workflows
 - Metadata best practices and recommendations for reuse
 - Outreach and promotion of digital content
 - Digital preservation

Increases in knowledge as measured by the participant-reported pre- and post-training knowledge assessments will be considered indicators of increased knowledge.

- LSTA-funded digitization and digital projects will be asked to complete a grant exit evaluation including questions about pre- and post-grant institutional knowledge and experience with:
 - Outcomes-based evaluation for digital projects
 - Copyright, orphan works, and fair use
 - Digitization best practices, equipment, and workflows
 - Metadata best practices and recommendations for reuse
 - Outreach and promotion of digital content
 - Digital preservation

Increases in knowledge as measured by the institution-reported pre- and post-grant knowledge assessments will be considered indicators of increased knowledge.

Indicator: Increased satisfaction

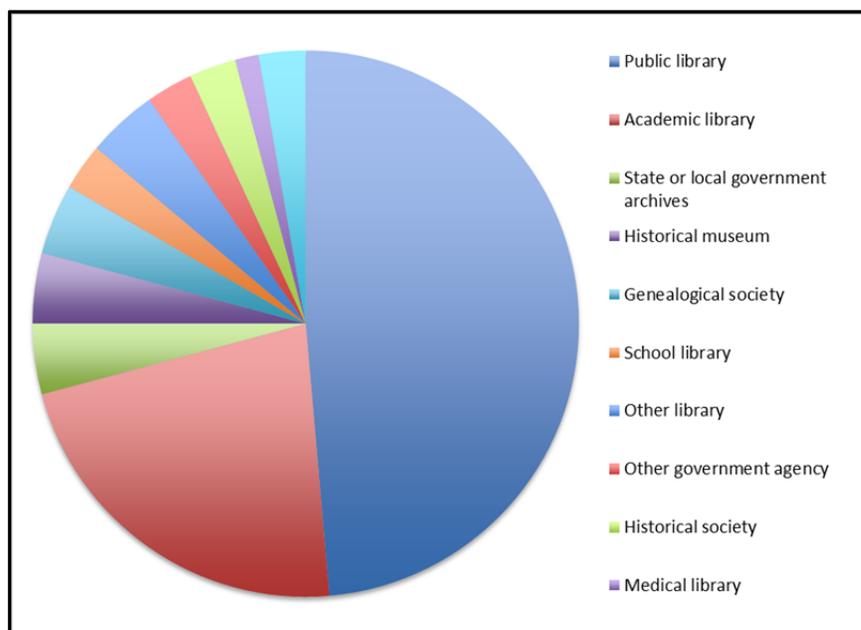
- The Oregon State Library will develop a standard survey for all continuing education efforts in the including participant-reported satisfaction with their role in the cultural heritage community and optimism about the future of their institutions.

Increases in participant-reported satisfaction and optimism over time will be considered indicators of increased satisfaction.

OREGON DIGITAL COLLECTIONS SURVEY

Any outcomes for the LSTA-funded digitization of historical materials should reflect broad statewide consensus. A survey of Oregon institutions performed in August-September 2013 suggests that many of the outcomes listed above will be achievable through coordinated effort. A total of 60 unique institutions participated in the survey; a list of participants is included in Appendix 1 of this report. Those institutions were asked to identify themselves by type; institutions had the option to select multiple types to reflect the multiple missions and audiences of many institutions. Roughly half of the respondents were from public libraries; academic libraries comprised the next largest subgroup.

INSTITUTIONS PARTICIPATING IN SURVEY BY TYPE (N=60)



These institutions hold a variety of original historical materials. Institutions were asked to select the types of works they held, regardless of format (paper, electronic, microform, etc.). Not surprisingly, given the types of participating institutions, books and newspapers were held by most institutions, but a variety of other types of works were also represented. “Other” items included blueprints, city directories, maps, and death certificates.

<i>Item type</i>	<i>Count</i>	<i>Percent</i>
Books	48	85.7%
Newspapers	40	71.4%
Photographs	37	66.1%
Personal papers	25	44.6%
Oral histories	22	39.3%
Other historical artifacts	18	32.1%
Other video recordings	18	32.1%
Other audio recordings	17	30.4%
Prints	17	30.4%

Government publications	16	28.6%
Paintings	16	28.6%
Government records	14	25.0%
Literary and artistic papers	12	21.4%
Furniture	11	19.6%
Motion pictures	11	19.6%
Clothing	10	17.9%
Corporate records	10	17.9%
Sculpture	7	12.5%
Television recordings	7	12.5%
Other	6	10.7%

Respondents were asked to rate the relative importance of different types of materials for their patrons. On a scale of 1-7, where 1 was the least important and 7 the most important, respondents assigned the following ratings to different collection types:

<i>Type of Collection</i>	<i>Importance</i>
Collections about the local community	5.33
Collections about Oregon	4.53
Other collections held by Oregon institutions	3.89

When asked about specific types of historic collections or items that were difficult to find online, newspapers were ranked first, with clothing and furniture ranked last.

<i>Item type</i>	<i>Count</i>	<i>Percent</i>
Newspapers	30	65.2%
Personal papers	20	43.5%
Photographs	20	43.5%
Government records	16	34.8%
Books	14	30.4%
Oral histories	12	26.1%
Corporate records	9	19.6%
Other historical artifacts	9	19.6%
Government publications	8	17.4%
Motion pictures	8	17.4%
Literary and artistic papers	7	15.2%
Other audio recordings	7	15.2%
Other video recordings	7	15.2%
Paintings	7	15.2%
Prints	6	13.0%
Sculpture	5	10.9%
Television recordings	5	10.9%

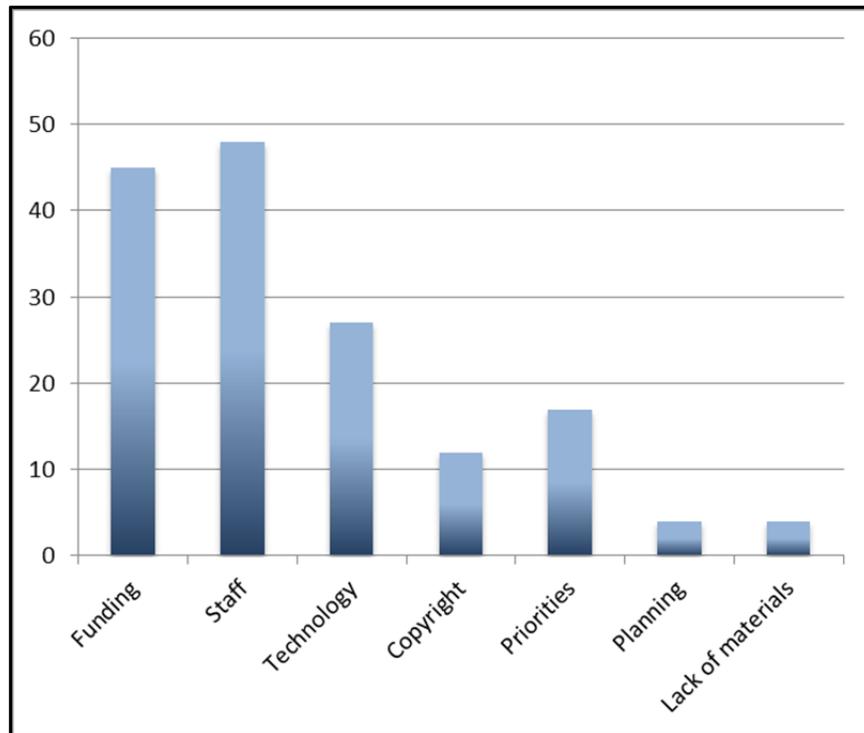
Furniture	4	8.7%
Clothing	3	6.5%

It is worth noting that this ranking does not reflect actual availability of these types of collections online but rather reflects the importance of the format to the respondents.

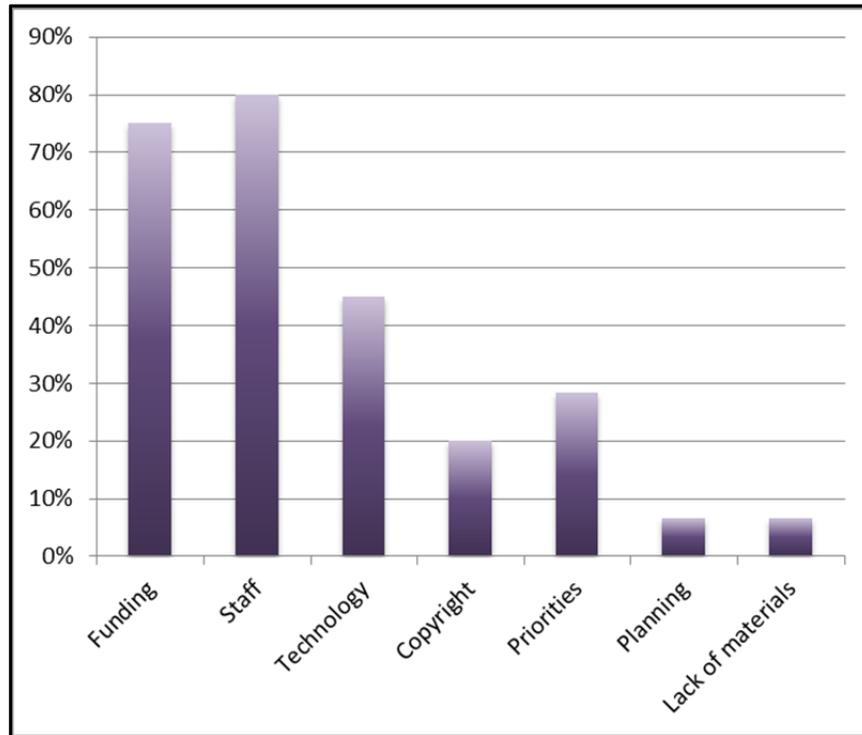
BARRIERS TO DIGITIZATION

Controlling for duplicate responses, 50.9% of the institutions responding to the survey reported that their institutions had previously digitized historical collections or items. All institutions were asked to identify barriers to digitization; respondents could select multiple responses or specify other issues (“Planning” and “Lack of materials to digitize” were responses volunteered by multiple institutions).

BARRIERS TO DIGITIZATION (BY NUMBER OF INSTITUTIONS REPORTING)



BARRIERS TO DIGITIZATION (BY PERCENT OF INSTITUTIONS REPORTING)



The perception of the respondents to this survey, then, is that the primary barriers to digitization of historical resources are not technological but rather reflect funding and staffing constraints. The funding constraints do of course affect the technological options, as equipment for digitization and systems for providing access to materials online are not free. However, the fact that 80% of respondents reported that staffing is a barrier and 75% reported that funding was a barrier undoubtedly indicates that Oregon institutions are under-resourced in this area. As one respondent reported, “The primary challenge we face is balancing digitization along the spectrum of other work on-going in the department. Each of our staff is asked to do many things and digitization can sometimes fall down the food chain.”

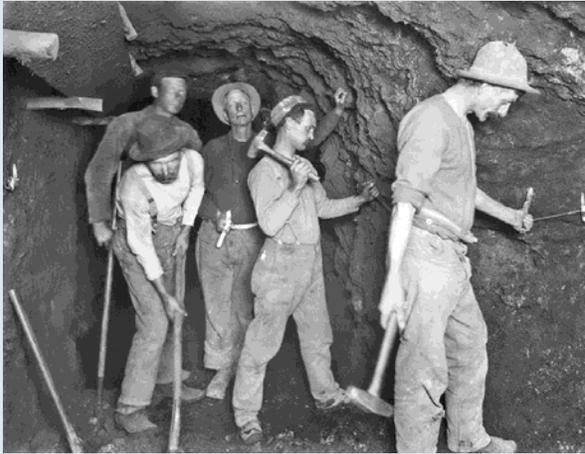
PARTNERSHIPS AND COLLABORATION

Institutions that reported that they had digitized historic collections or items were asked to report on partnerships and collaboration. 44.4% of the respondents reported that they had partnered with another institution to digitize historical collections; 75% of those had worked with another institution that performed the actual digitization. 34.6% of respondents reported an overall willingness to have another institution digitize materials for them, while only 15.4% reported that their institution would be unlikely to allow this, with 50% undecided. This seems to reflect fairly positive attitude towards partnerships, with a significant opportunity to increase the number of partnerships in the state, a key outcome for Oregon digital project.

Of the institutions that reported having digitized materials in a partnership relationship with another institution, the following challenges were identified:

- “A lack of staff time and training with regard to handling historic items.”
- “Metadata creation according to Dublin Core standards and format necessary for CONTENTdm. Authorization to scan items from the institutions. Copyright concerns.”

- “Determining rights issues proved to be a challenge as our repository does not own the original contents.”



Cowden, J. W. [undated]. *Bonanza Mine*.
Brooks Hawley Collection (1992.1.1153). Baker County
Library, Baker City, OR. Retrieved from
<http://173.201.75.33/webphoto/exhibit3/e30910a.htm>

Allowing other institutions host digitized collections was less positively received, with 40.7% of respondents reporting a negative likelihood of their institution allowing another institution to host their collections, with 18.5% positive and 40.7% undecided. This result is not surprising; interviews with representatives of collaborative projects in Oregon repeatedly emphasize the importance of trust relationships between the partners as a factor in the success or failure of the effort. Again, the large number of institutions that are undecided, or have no strong feelings either way, represent an opportunity for increased the number and variety of partnerships in this area.

RECOMMENDED STRATEGIES FOR DIGITIZATION AND ACCESS

Each respondent in the Oregon’s Digital Collections: Survey was given the opportunity to make three recommendations to the Oregon State Library for supporting digitization of and access to Oregon’s historical collections. A total of 111 responses were received (non-responsive entries were discarded). These responses were coded into the following categories:

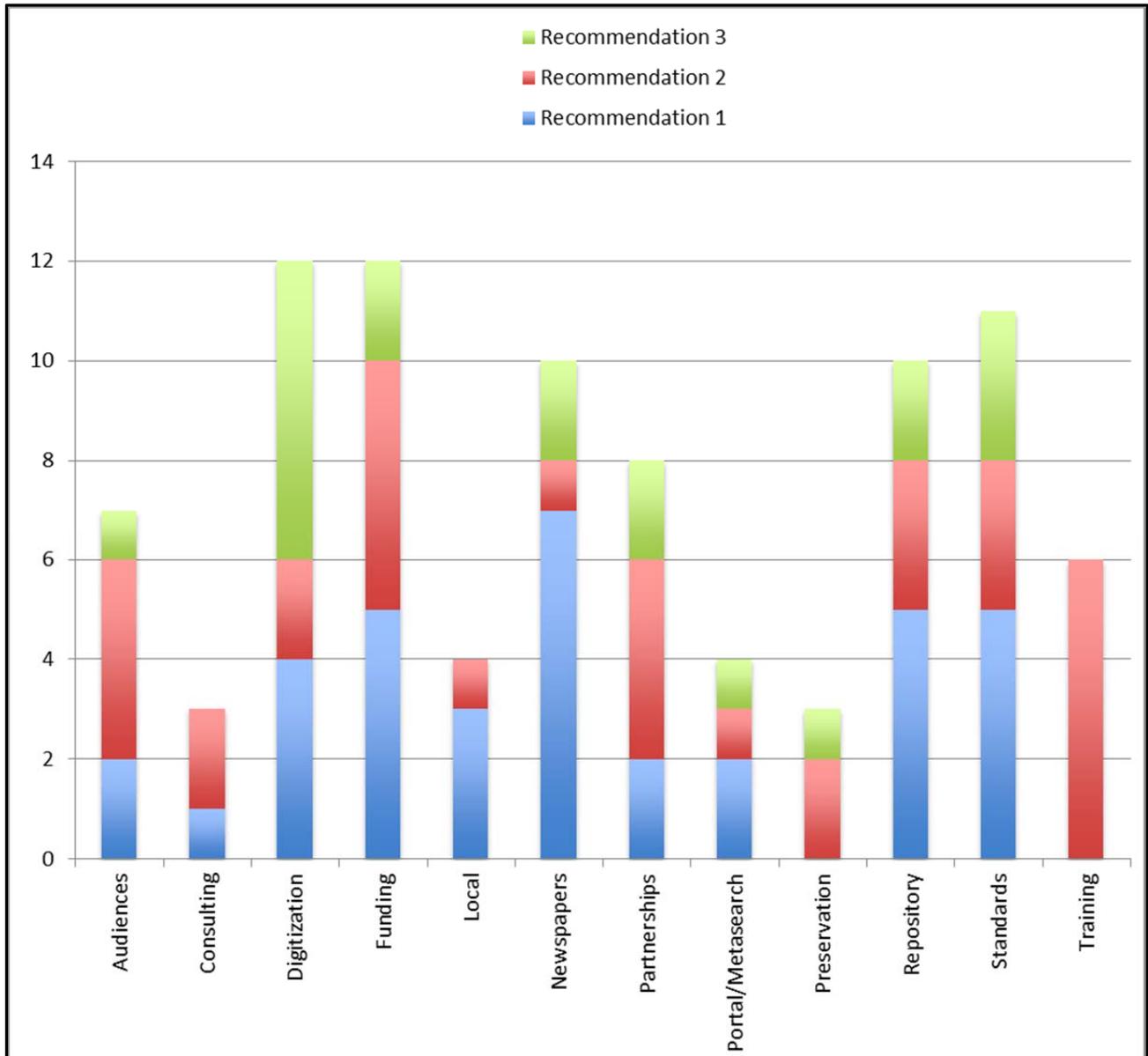
- Audiences (including open access, cultural sensitivity, and promotion of collections)
- Consulting (services that could be offered by Library Development staff at the Oregon State Library)
- Digitization (recommendations for actual digitization)
- Funding (including both grants and fee-based funding)
- Local (various recommendations concerning local history)
- Newspapers (focus on Oregon Digital Newspaper Program)
- Partnerships (collaboration, networking, need to avoid duplication of effort)
- Portal/Metasearch (responses related to shared content but not specifically a shared repository)
- Preservation (preservation and curation of digital materials)
- Repository (responses related to one or more shared repositories)
- Standards (need for standards, best practices, recommendations)
- Training (need for training in various areas)
- Other (all other responses)

In many cases, the coding is subjective. Though some responses could have been assigned multiple codes, only one code per response was allowed. Each response retained its original ranking, though these should not

be assumed to convey priority, as in some cases respondents entered similar comments in each of the three available response areas.

The complete set of coded responses is available in Appendix 3.

RECOMMENDATIONS (CODED) FOR DIGITIZATION OF AND ACCESS TO HISTORICAL COLLECTIONS



Of interest here is the fact that when only the initial recommendations are considered (recommendation 1), newspaper digitization is listed significantly more often than any other item; only portal/metasearch and repository, taken together, rank as high. Overall, funding and digitization were mentioned the most often, while the need for standards was also mentioned frequently.

DIGITAL PROGRAM DEVELOPMENT RECOMMENDATIONS

Recommendations for statewide collaborative digital program development include the areas of governance and funding, technological infrastructure (digitization, access, and preservation), training, and promotion of content. They are based on the items reviewed as part of the *Oregon's Digital Collections: Environmental Scan*, including the survey discussed above. A summary of the recommendations is included as Appendix 4, for easy reference.

The recommendations have been divided into three cost categories. The first category is intended for implementation with minimal additional resources, including both staff and funds. The second category would require additional staff, either at the Oregon State Library or at a designated partner institution (or both), and a moderate re-allocation of existing resources at a programmatic level. The third category would create a statewide repository of digital content for Oregon and possibly expand capacity throughout the state through a system of regional service providers. Such a system would require significant additional investment to create, possibly in the form of dedicated federal or private grant funding, and presents significant sustainability issues.

An initial estimate of first-year and ongoing costs has been provided for each recommendation. Costs are based on similar projects in other regions of the country and may not fully capture the costs needed to complete any one item.

Each recommendation has been assigned an initial priority, though the priorities will be subject to revision depending on external factors and opportunities as they develop. In general, priority 1 items should be completed first, subject to available resources.

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W. H. BEAMAN.

THE YAQUIS MEDICINE COMPANY
SAN FRANCISCO, CAL. - - - PORTLAND, OREGON.
Oregon Chemical Co. 424 Wash'n St. Portland, Oregon.

Forgler, G. & W. J. Brown. (1903). *The Great Yaquis Snake Oil Liniment*. (1903). Trademarks Collection (765). Oregon State Archives. Salem, OR. Retrieved from <http://arcweb.sos.state.or.us/pages/tm/med/med765.html>

MINIMAL RESOURCE REQUIREMENTS

GOVERNANCE AND FUNDING

Identify audiences and establish common outcomes for recipients of LSTA digital projects grants

Priority: 1

Year 1 Cost: \$6,000 (OSL Staff)

Ongoing Cost: \$3,000 (OSL Staff)

The audience and outcomes discussion in this report may lay the foundation for a determination of audiences and outcomes, including outcome indicators, for LSTA funded projects in the area of digitization and digital projects generally. OSL Library Development staff should develop and present to the LSTA Council a set of model outcomes for audiences to be served by LSTA grants; following the adoption of these outcomes, all LSTA grant applicants in the area of digitization and digital projects should be required to show which audience(s) and which outcome(s) their projects will impact. Eventually, applicants should be encouraged to develop full logic models for their projects, using the approved outcomes and outcome indicators.

Coordinate grant funding of digital projects

Priority: 2

Year 1 Cost: \$1,000 (OSL Staff)

Ongoing Cost: \$1,000 (OSL Staff)

The *Oregon's Digital Collections: Environmental Scan* revealed that various funding agencies are funding similar projects; in some cases, a single institution may receive funding for a given project from multiple funders. The Oregon State Library should begin discussions with other Oregon funders, including the Oregon Heritage Commission and the Oregon Cultural Trust, to ensure that Oregon institutions have the support needed to preserve their collections and to make them available in accordance with best practices while minimizing duplication of effort in the grant writing and management process.

INFRASTRUCTURE

Adopt the Association for Library Collections & Technical Services (ALCTS) Minimum Digitization Capture Recommendations (2013)

Priority: 1

Year 1 Cost: \$1,000 (OSL Staff)

Ongoing Cost: \$500 (OSL Staff)

In the 2008-2012 LSTA Five-Year Plan, the LSTA Council identified “Adoption of a set of Oregon library community standards for digitization projects” as a target. State library staff intended to investigate a cooperative relationship with BCR and outsource development of the standards to them; unfortunately, this did not happen due to the merger of BCR and LYRASIS in 2010. For the FY2013 LSTA grant cycle, a set of best practices for LSTA-funded digital library and digitization projects was added to the LSTA grant packets. While this document is well-intentioned, it contains some incorrect and out-of-date information and, moreover, does not specify standards or practices for digitization.

In 2011, the Preservation and Reformatting Section of the American Library Association's Association for Library Collections & Technical Services (ALCTS) began development of a set of minimum

digitization guidelines to assist institutions new to digitization and to provide a resource to institutions that had previously relied on the BCR's *CDP Digital Imaging Best Practices Version 2.0*, last revised in 2008. The PARS Task Force included representatives from LYRASIS and commercial digitization vendors. The recommendations were adopted by ALCTS in 2013 and are currently under consideration by other professional associations. ALCTS has committed to ongoing maintenance of these recommendations as technologies and best practices change, especially in light of the ongoing Federal Agencies Digitization Guidelines Initiative efforts (<http://digitizationguidelines.gov/>).

The Oregon State Library should require any project using LSTA funds for digitization to meet or exceed the ALCTS Minimum Digitization Capture Guidelines.

Develop an Oregon Metadata Application Profile

Priority: 1

Year 1 Cost: \$2,000 (OSL Staff) plus \$4,000 (Consultant)

Ongoing Cost: \$1,000 (OSL Staff)

In the 2008-2012 LSTA Five-Year Plan, the LSTA Council identified "Adoption of a set of Oregon library community standards for digitization projects" as a target. State library staff intended to investigate a cooperative relationship with BCR and outsource development of the standards to them; unfortunately, this did not happen due to the merger of BCR and LYRASIS in 2010. For the FY2013 LSTA grant cycle, a set of best practices for LSTA-funded digital library and digitization projects was added to the LSTA grant packets, but while this document mentions metadata, it advocates the creation of local metadata guidelines. As demonstrated by various metasearch collaboratives, including the Oregon Digital Library Project at Oregon State University, local metadata guidelines are insufficient to ensure metadata interoperability.

Other states and digitization collaboratives have developed metadata guidelines, often based on the *CDP Dublin Core Metadata Best Practices Version 2.1* (September 2006). The Washington State Library has developed a robust set of metadata guidelines for the Washington Rural Heritage program to be used by all institutions participating in that project. Because Washington Rural Heritage uses CONTENTdm for digital asset and metadata management, some of the guidelines are specific to that system. Similarly, the Mountain West Digital Library (MWDL), a regional collaboration based in Utah, modified the CDP Dublin Core Best Practices to create the *Mountain West Digital Library Dublin Core Application Profile* (currently Version 2.0, July 20, 2011). However, the MWDL Application Profile is system-neutral.

More generally, the Digital Public Library of America has released a Metadata Application Profile that is currently the definitive metadata interoperability guideline for digital projects in the United States. Unlike the Washington and MWDL guidelines, it functions only as a metadata profile, not as a content standard; that is, it specifies required and optional metadata elements drawn from various standard schema but it does not mandate specific information to be entered in that element at the local level.

The Oregon State Library should contact representatives of collaborative projects in Oregon and invite them to create a task force to develop a Metadata Application Profile for LSTA-Funded Projects in Oregon, using the Washington Rural Heritage metadata guidelines as a model but adapting them to be system-neutral. The Oregon Metadata Application Profile should not prohibit the use of additional metadata elements, including controlled vocabularies and authorities, nor should it mandate the use of Dublin Core. The estimated time to complete this work, assuming minimal revision of the Washington guidelines, is one day. A consultant should be hired to facilitate the session and report the results, if available funds permit.

Following development of the Oregon Metadata Application Profile, the Oregon State Library should begin requiring its use for LSTA-funded digital projects that create new repositories or asset management systems. For LSTA-funded digital projects that add content to existing repositories or asset management systems, including Encoded Finding Aids, the grantees should be required to develop a crosswalk between their metadata and the Oregon Metadata Application Profile for future use in metadata aggregation projects.

Establish an Oregon Libraries Content Area in the Internet Archive Texts Archive

Priority: 2

Year 1 Cost: \$2,000 (OSL Staff)

Ongoing Cost: \$1,000 (OSL Staff) plus targeted funding to institutions (up to \$10,000)

Preservation of digital content is an ongoing concern for cultural heritage institutions. Preservation of digitized content is primarily a cost concern. The *Oregon's Digital Collections: Environmental Scan* revealed that several early LSTA-funded projects are now at risk due to changes in technology, staffing, and institutional priorities.

A cost-effective way to improve preservation of LSTA-funded digital content is to work with the Internet Archive to create a content area for Oregon institutions within the American Libraries Texts Archive (<http://archive.org/details/american>). The Oregon State Library would then encourage previous LSTA grant recipients to contribute copies of their digitized texts to this archive; done in bulk, for projects that already have appropriate metadata, the costs should be minimal. Deposit of textual materials (excluding newspapers) to the Internet Archive should be required for future LSTA-funded projects.

Ultimately, the Oregon State Library could dedicate specific funding to institutions willing to send their materials to the Internet Archive for digitization and inclusion in the Oregon Libraries Texts Archive. The funding could be paid directly to the Internet Archive, with the LSTA Council deciding which projects would be eligible to participate in any given year. This would eliminate many of the challenges faced by smaller institutions when confronted with the reporting requirements typically associated with LSTA grants and make it possible for more institutions to participate.

PROMOTION OF CONTENT

Develop best practices and resource guides for promotion of content in Wikipedia and social networks

Priority: 1

Year 1 Cost: \$2,000 (OSL Staff)/\$4,000 (Consultant)

Ongoing Cost: \$1,000 (OSL Staff)

Increasingly, institutions are turning to Wikipedia as a tool to promote their digital content. OCLC and the National Archives have both participated in “Wikipedian in Residence” programs in which a Wikipedia editor is assigned a liaison role with a cultural heritage institution in order to add content from that institution into relevant Wikipedia articles.⁵ In addition, the institution is frequently encouraged to contribute content into the public domain for use in the Wikimedia Commons project.

Social media, including Facebook, Instagram, Pinterest, and other outlets are another important method for outreach by cultural heritage institutions, along with more “traditional” forms of outreach and

⁵ *Wikipedian in residence*. (2013). Wikipedia, the free encyclopedia. Retrieved from http://en.wikipedia.org/wiki/Wikipedian_in_Residence

promotion such as blogs, Flickr and Flickr Commons subscriptions, and online exhibits. When used well, these methods of promotion have the effect of increasing not only direct visitation to an online collection but also may increase the visibility of the collection in search engine results.

Individual Oregon institutions have already been experimenting with these types of promotional activities. The Oregon State Library could assist them by developing a document on best practices, pointing to examples from state and national projects. This could be done by staff, a consultant, or by a volunteer (such as a library school student). The costs will vary depending on the person assigned responsibility for developing the best practices documents.

When the best practices document is complete, it should be included with the LSTA grant guidelines for digitization and digital projects, and grant applicants should be encouraged to show how they intend to incorporate promotion of their collections into their grant activities.

Initiate a listserv for announcements of digital projects

Priority: 2
Year 1 Cost: \$500 (OSL Staff)/\$4,000 (Consultant)
Ongoing Cost: \$500 (OSL Staff)

Building awareness of digital collections must be a priority for the Oregon State Library. One of the simplest ways to build awareness is to encourage projects to share announcements about new collections, grant funding available, funding received, staff changes, etc. via a central email exchange. The email exchange must have archives that are crawlable by Internet search engines.

TRAINING

Establish an annual meeting of Oregon digital projects representatives

Priority: 3
Year 1 Cost: \$2,000 (OSL Staff)/\$3,000 (Speakers)/\$1,000 (Other)
Ongoing Cost: \$1,000 (OSL Staff)/\$3,000 (Speakers)/\$1,000 (Other)

The Oregon State Library should invite institutions in the state with strong digital projects to work together. One way to do this is to support an annual meeting, perhaps held in conjunction with the Oregon Library Association or Oregon Museums Association annual meeting; the Northwest Digital Archives is another organization that might be a potential collaborator. The Oregon State Library should work with the Oregon Heritage Commission to explore ideas for collaboration in this area.

MODERATE RESOURCE REQUIREMENTS

GOVERNANCE AND FUNDING

Create an Advisory Committee for Digital Content

Priority: 3
Year 1 Cost: \$5,000 (OSL Staff)/ \$20,000 (Consultant)
Ongoing Cost: \$5,000 (OSL Staff)/ \$20,000 (Operations)

Many states have set up separate advisory committees or even entire organizations specifically charged with coordinating digitization and digital content creation, aggregation, and preservation. The Great Recession of 2008-2012 resulted in the failure of many of these efforts, especially in the case of organizations that relied solely on state funding. Organizations that were set up either as purely administrative entities, such as Advisory Committees, or which were chartered as independent non-profit corporations with the ability to receive support through membership fees as well as grants fared better. The decision of what type of group to create will depend on statutory constraints as well as participant interest.

The Oregon State Library should invite key stakeholders to form an Advisory Committee for Digital Content, with a membership consisting in part of the Task Force formed to develop an Oregon Metadata Application Profile as recommended above. Additional representation should come from members of the audiences for digital content as identified in Outcomes Based Evaluation recommendations for digital content and from representatives of collecting institutions and archives in the state. This group would undertake a yearlong process to identify a governance model and funding structure for sustainable collaboration among Oregon institutions. One or more consultants may be needed to assist in this process, particularly if development of a stand-alone non-profit corporation is considered.

As with other organizations receiving dedicated LSTA funds for program support, the Advisory Committee for Digital Content should be given a three or five year charter with instructions to replace LSTA funding at the end of that period with other sources of funds. The resulting organization should remain eligible for competitive grant funding even after its initial charter.

INFRASTRUCTURE

Prioritize grant funding for digitization of at-risk audio and video collections

Priority: 1

Year 1 Cost: \$2,000 (OSL Staff)

Ongoing Cost: \$1,000 (OSL Staff)/up to \$50,000 (LSTA Competitive Grants)

The *Oregon Digital Collections: Environmental Scan* revealed that Oregon lacks resource for institutional digitization of audio and video resources, many of which are currently unavailable to the public due to the fragile nature of the original media. Through the Competitive Grants program or Supplemental Funding allocations, the LSTA Council should prioritize awards that digitize at-risk materials, even when the copyright status of the original items may preclude online access to the digitized material. Any material thus digitized should, however, be fully cataloged and included in standard cooperative catalogs, such as WorldCat.

Create an online directory of Oregon digital collections.

Priority: 2

Year 1 Cost: \$25,000 (Partner Institution)

Ongoing Cost: \$15,000 (Partner Institution)

The *Oregon's Digital Collections: Environmental Scan* included the development of a directory of digital collections in Oregon. Although not complete, this can be used as the basis for an online directory of collections modeled on the digitalMETRO directory and similar projects. Ideally, the directory will be set up to permit reuse of the contents by institutions around the state, enabling them to set up individual

guides to online collections tailored to the needs of their local communities. This should have the effect of increasing visibility for all Oregon collections.

The Oregon State Library should either develop this resource in-house or invite applications to create the directory using the LSTA Competitive Grant process. Candidate institutions to host the directory include the Oregon Encyclopedia project at Portland State University, the Oregon Historical Society, and the Oregon Digital Library Program, where the directory would replace or supplement the existing metasearch portal, as appropriate.

Create or identify a large-format digitization provider, with negotiated rates for Oregon institutions

Priority: 2

Year 1 Cost: \$2,000 (OSL Staff)/up to \$100,000 (Partner Institution)

Ongoing Cost: \$2,000 (OSL Staff)

The *Oregon's Digital Collections: Environmental Scan* explored the LYRASIS Digitization Collaborative as a model for institutional cooperation. Although it may not be possible for the Oregon State Library to join the Digitization Collaborative on behalf of Oregon libraries, Oregon State Library staff should investigate options for facilitating membership by Oregon institutions in order to take advantage of economies of scale in digitization, particularly with respect to large-format digitization.

In addition, the Oregon State Library should work with the University of Oregon and Oregon State University to identify resources and equipment needed to create a large-format digitization unit in the state. This unit should be capable of digitization of materials up to 60" by 60"; in most cases, this is accomplished using high-end scanning back systems such as ones available from Betterlight, PhaseOne, and Mamiya. This type of digitization requires dedicated photo studio and trained staff.

If LSTA funds are used to develop the large-format digitization capacity at an Oregon institution, the institution should provide a fee schedule for digitization of materials from Oregon institutions. The fee schedule should be based on cost recovery, with a discount for institutions identified by the Oregon State Library. Development of the schedule may require several months as the host institution established baseline costs.

PROMOTION OF CONTENT

Re-establish statewide metasearch of Oregon digital collections

Priority: 1

Year 1 Cost: \$50,000 (Partner)

Ongoing Cost: \$25,000 (Partner)

The Oregon Digital Library Program at the Oregon State University Libraries developed a metasearch tool based on the LibraryFind application. Due to staffing and infrastructure changes, this tool will not be maintained. However, the need for a metasearch portal will continue to grow as more institutions create digital content. The Competitive Grant process might be sufficient to develop such a service, but long-term funding needs to be considered, as well, including support for periodic metadata harvests.

There is no single model for metasearch of digital collections. The default used in most regions is metadata harvesting, relying on the OAI-PMH standard. In the near future, this standard may be replaced by the ResourceSync Framework, though it is not clear when this framework will be widely adopted. Other methods for metadata aggregation include APIs, screen scraping, and non-automated distribution.

This recommendation could be combined with the recommendation to create an online directory of Oregon digital collections, and some cost savings might apply.

Expand statewide metasearch of Oregon digital collections

Priority: 3
Year 1 Cost: \$75,000 (Partner)
Ongoing Cost: \$50,000 (Partner)

As an alternative to the recommendation above, a metasearch effort could be expanded to permit Oregon institutions to be included in regional and national aggregation efforts, as well, including the Mountain West Digital Library and the Digital Public Library of America (DPLA). Among the other benefits of contributing content to DPLA is the exposure of aggregated metadata to Internet search engines. A minimum of 250,000 metadata records would be required to participate in DPLA; by joining the Mountain West Digital Library, Oregon would be able to participate in DPLA indirectly without needing to qualify as a service hub.

This recommendation, if considered, should be viewed as a replacement for the previous recommendation, not as an additional cost item.

Develop resources and best practices for Search Engine Optimization (SEO)

Priority: 2
Year 1 Cost: \$2,000 (OSL Staff) / \$20,000 (Consultant)
Ongoing Cost: \$2,000 (OSL Staff) / \$20,000 (Consultant)

Access to most digital collections is limited by visibility of the content to Internet search engines, as demonstrated by recent projects in Utah and elsewhere.⁶ Institutions should be encouraged to optimize their collections for Internet search engines. The Oregon State Library should contract for development of resources to assist with this optimization, using “white hat” SEO techniques including site maps, link building campaigns, reciprocal blogging, and use of Webmaster Tools. In addition, the Oregon State Library should consider sending at least one of its employees and one employee from a strategic partner to an annual SEO training event, as the field is subject to rapid change.

This is anticipated to be an annual expense, and one that impacts other programs supported by the Oregon State Library, as well. Indeed, most libraries would benefit from increased knowledge of SEO in order to make their programs and services more visible to the communities they serve, as would the Oregon State Library and other governmental agencies.

Create lesson plans and resources for use of digital collections in K-12 education

Priority: 3
Year 1 Cost: \$2,000 (OSL Staff) / \$10,000 (Partner) / \$20,000 (Consultant)
Ongoing Cost: \$2,000 (OSL Staff) / \$10,000 (Partner) / \$20,000 (Consultant)

One of the recommendations of the Oregon Heritage Commission’s Oregon Heritage Vitality 2010 report is that the role of history education in public education should be expanded. One way to assist

⁶ Arlitsch, K., & O'Brien, P. S. (2012). Invisible institutional repositories: Addressing the low indexing ratios of IRs in Google Scholar. *Library Hi Tech*, 30(1), 60-81.

with that is to provide lesson plans that support the Common Core State Standards adopted in Oregon. The Oregon Department of Education should be involved in this effort. While the transition to the Common Core State Standards is underway, it may be premature to begin this effort, however.

A simple way to develop the lesson plans and other resources for public school audiences is to contract with certified teachers during the summer. An institutional partner willing to host and maintain the content should also be identified; one candidate is the Oregon Encyclopedia project, which has already done some work in developing lesson plans and related resources.

TRAINING

Provide training on digitization and other aspects of digital projects

Priority: 1

Year 1 Cost: \$5,000 (OSL Staff)/ \$20,000 (Trainers)

Ongoing Cost: \$5,000 (OSL Staff)/ \$20,000 (Trainers)

Because of the rapid evolution of the area of digital projects in cultural heritage institutions, the need for continuing education in this area is acute. Unfortunately, much of the available training freely available online is out of date or non-specific.

The Washington Rural Heritage Program has developed a series of video-based short tutorials on digitization topics for participants in its program. They also have contracted with trainers to do in person and online training on other topics. The Oregon State Library should work with staff at the Washington State Library to develop or contract for development of a series of tutorials covering the following topics:

- Outcomes-based evaluation for digital projects
- Copyright, orphan works, and fair use
- Digitization best practices, equipment, and workflows
- Metadata best practices and recommendations for reuse
- Outreach and promotion of digital content
- Digital preservation

Completion of this training would be required for all LSTA-funded projects but would be made freely available to any Oregon cultural heritage institution.

SIGNIFICANT RESOURCE REQUIREMENTS

GOVERNANCE AND FUNDING

Apply for external funding to support collaborative digital projects

Priority: 2

Year 1 Cost: \$100,000 in matching funds (non-LSTA)

Ongoing Cost: \$100,000 in matching funds (non-LSTA)

Many states, including Texas and Tennessee, received funding through the IMLS National Leadership Grants for Libraries and 21st Century Librarian programs to create statewide digitization efforts. While such funding does not address ongoing sustainability challenges, it can assist with the costs of creating a statewide collaboration.

IMLS typically awards grants in the range of \$100,000 to \$150,000 per year for up to 3 years, although two years is preferred. Awards over \$300,000 are extremely uncommon. IMLS requires a match of 1:1 for most grants, although some grants for education under the Laura Bush 21st Century Librarians program have different requirements (funds used for student support do not need to be matched). NEH has similar overall limits on awards, though their matching requirements are very different.

Some projects that could be supported through external grant funding include statewide training efforts, development of a statewide repository and regional scanning centers, development of a statewide or regional preservation network, and implementation of Search Engine Optimization and social networking best practices on a statewide level.

INFRASTRUCTURE

Establish a statewide repository of Oregon digital content

Priority: 1

Year 1 Cost: \$5,000 (OSL Staff)/ \$200,000 (Partner)

Ongoing Cost: \$1,000 (OSL Staff)/ \$200,000 (Partner)

The Oregon State Library could follow the model of the Washington, Arizona, and other state libraries and set up its own asset management system for use by Oregon institutions, or it could follow the model of Utah, Georgia, New Jersey, and other states and contract with a single academic institution to host collections from state partners unwilling or unable to maintain separate repositories. A requirement for deposit of objects digitized with LSTA grant funding could be phased in over time. The long-term goal would be access to LSTA-funded collections from a single repository, wherever possible.

A benefit of developing a central repository is that it opens the door for smaller grants to be awarded to more institutions, as the institutions would not have to support a full range of digital project development expenses. The Oregon State Library could investigate the development of a mini-grant program targeted exclusively at adding content to a statewide repository.

In addition to a single primary repository, repositories for specialized content types should also be considered. The Oregon Digital Newspaper Program, for example, has particular needs that few other asset management systems could satisfy. Because of the importance of these specialized content repositories, funding for them should be considered separately.

Fund digitization of local newspapers

Priority: 1

Year 1 Cost: \$2,000 (OSL Staff)

Ongoing Cost: \$1,000 (OSL Staff)/ up to \$200,000 (Partner or LSTA Competitive Grants)

A common concern from institutions around the state is that local papers are not being digitized quickly enough. The expense of digitizing to the standards of the National Digital Newspaper Project is certainly a factor in the rate of digitization, as is the sheer quantity of newspaper pages available for digitization. In some cases the quality or availability of the original microfilm is also a consideration, and institutions in many states are reporting increased difficulties in obtaining the equipment and supplies needed to continue microfilming of original papers, when those can be located.

A possible solution is to use LSTA funds to purchase a large-format planetary or face-up scanner capable of imaging newspapers directly. Another possible solution is to develop a cost schedule for digitization, both from microfilm and from original newspapers, which would permit local institutions to “buy in” to digitization of local papers by the statewide project over time. This distributed approach to funding has been used in the Colorado Historic Newspapers Collection administered by the Colorado State Library (<http://www.coloradohistoricnewspapers.org>) and, to a lesser extent, in the Texas Digital Newspaper Program administered by the University of North Texas (<https://tdnp.unt.edu/>).

The Oregon State Library should partner with the Oregon Digital Newspaper Program at the University of Oregon to expand options for newspaper digitization, particularly for smaller communities. A plan for expanding the date restrictions on the digitization is also desirable; in smaller communities, it may even be possible to acquire the needed permissions from publishers to allow digitization of materials protected by copyright.

Join a regional or national preservation initiative

Priority: 2

Year 1 Cost: \$100,000 (Partners)

Ongoing Cost: \$100,000 (Partners)

As more and more digital content is created in Oregon, it will become increasingly important to preserve that content. The Oregon State Library should support membership of one or more institutions in national preservation initiatives such as the National Digital Stewardship Alliance administered by the Library of Congress or in preservation networks such as the MetaArchive or the national Digital Preservation Network. The actual costs of such memberships will depend in part on the size of the institution and the amount of digital content to be preserved.

Establish regional scanning centers

Priority: 3

Year 1 Cost: \$6,000 (OSL Staff)/ \$180,000 (Partners)

Ongoing Cost: \$6,000 (OSL Staff)/ \$180,000 (Partners)

To build capacity in Oregon institutions generally, a regional approach to digitization makes sense. In this model, the Oregon State Library would fund development of scanning centers responsible for providing services at contractually-negotiated rates to institutions in their region. Scanning center services might vary but at a minimum should include digitization of still images of up to 11”x17” in size. Scanning centers would not be responsible for hosting content. This activity should be coordinated with the Oregon Heritage Commission’s Regional MentorCorp for preservation of historic collections in Oregon institutions. Up to nine regional scanning centers should be developed, with support for approximately \$20,000 per year each. This would support partial staffing of the center, including training, and would also permit some equipment replacement over time.

CONCLUSION AND NEXT STEPS

The recommendations included in this report are not intended to be prescriptive. They do not constitute a strategic plan for digital collections in Oregon, as there are still many decisions to be made. However, even with many factors undecided, it is possible to recommend next steps for the Oregon State Library and the LSTA Council.

The immediate first step is to appoint a Task Force to examine the recommendations and to decide upon the outcomes to be addressed in the current five-year LSTA plan. These outcomes will help to determine which recommendations should be implemented in the next three to five years.

The Task Force should include representatives from existing collaborative projects in Oregon. These projects include:

- Oregon Digital Library (ODL), based at the Oregon State University Libraries
- Oregon Digital, a partnership between the University of Oregon Libraries and the Oregon State University Libraries
- Oregon Digital Newspaper Program (ODNP), based at the the University of Oregon Libraries
- Northwest Digital Archives (NWDA), a program of the Orbis Cascade Alliance
- Oregon Encyclopedia, based at Portland State University with partners at the Oregon Historical Society, Southern Oregon University, and Willamette University
- Southern Oregon Digital Archives (SODA), based at the Southern Oregon University Library
- Washington County Heritage Online (WCHO), based at the Pacific University Library
- Oregon Sustainable Community Digital Library, based at the Portland State University Library
- Klamath Waters Digital Library and Crater Lake Digital Research Collection, based at the Oregon Institute of Technology Library

Two additional projects that should be considered for inclusion are the Portal to the Personal Papers of Oregon Governors, with partners at Western Oregon University, Pacific University, Portland State University, and Willamette University, and the Salem Online History/Oregon Historical Photographs projects based at the Salem Public Library.

In addition, representatives from the Oregon Historical Society and the Southern Oregon Historical Society should be invited to join the Task Force. Although museums and historical societies hold extensive amounts of unique historical materials, their funding models and governance structures make it vital for them to be considered in the early stages of any collaborative project.



In FY2014, the Task Force would be charged with the following actions:

- Identify audiences and establish common outcomes for recipients of LSTA digital projects grants
- Develop an Oregon Metadata Application Profile
- Assist Oregon State Library staff in revising LSTA grant guidelines for review by the LSTA Council
- Revise the “Best Practices for LSTA-Funded Digital Library and Digitization Projects in Oregon” to include the Oregon Metadata Application Profile, ALCTS) Minimum Digitization Capture Recommendations, and Outcomes Based Evaluation recommendations for digital projects.
- Development of a three-year plan incorporating other recommendations from this report along with additional items as identified by the Task Force.
- Time and funding permitting, hold a meeting of Oregon digital projects representatives. Any Oregon institution could send up to three representatives to this meeting, which would be a full-day meeting. Topics to be addressed at the meeting would be the activities of the Task Force and the strategic plan for Oregon Digital Collections under development by the Task Force.

This is an ambitious effort, and one that requires commitment from internal and external stakeholders. It must be remembered that while digitization of cultural heritage collections is an important activity for libraries, archives, museums, historical societies, and other cultural heritage organizations, it is not the only activity which is deserving of support. Members of the Task Force and other stakeholders will need to be periodically reminded of these competing priorities.

APPENDIX 1. LIST OF INTERVIEWS AND SURVEY PARTICIPANTS

INTERVIEWS

- Ann Reed, Oregon State Library
- Arlene Weibel, Oregon State Library
- Kyle Jansson, Oregon Heritage Commission
- Cathryn Bowie, Oregon State Law Library
- Geoff Wexler, Oregon Historical Society
- Even Robb & Ross Fuqua, Washington State Library
- Karen Bjork, Portland State University Library
- Eva Guggemos & Marita Kunkel, Pacific University Library
- Michael Boock, Oregon State University Library
- Jodi Allison-Bunnell, Northwest Digital Archives, Orbis Cascade Alliance
- Mary Beth Herkert, Oregon State Archives
- James Fox, University of Oregon Library
- Jules Filipski, Mary Jane Cedar Face, & Teresa Montgomery, Southern Oregon University Library
- Jeremy Skinner, Lewis & Clark College
- Karen Clay, Eastern Oregon University
- Erin Passehl, Western Oregon University
- David Lewis, Confederated Tribes of the Grande Ronde
- Evviva Weinraub, Oregon State University Library
- Karen Estlund & Kira Homo, University of Oregon Library

FOCUS GROUP

- Oregon State Library, Oregon Documents Depository Program
 - Jey Wann, Oregon Documents Coordinator
 - Arlene Weibel, Oregon Federal Regional Depository Coordinator
- Multnomah Public Library
 - Javier Gutierrez, Collection & Technical Services Manager
 - Cindy Gibbon, Access & Information Services Director
 - Stephanie Miller, Access Services Librarian
 - Lucien Kress, Project Manager
 - Bob Renfro, Temporary Cataloging Manager

OREGON'S DIGITAL COLLECTIONS: SURVEY

- Kyle Banerjee, Oregon Health & Science University
- Diane Berry, Echo Public Library
- Michael Boock, Oregon State University
- Carrie Bremer, Athena Public Library
- Kirsten Brodbeck-Kenney, Driftwood Public Library
- Matthew Carmichael, The History Museum of Hood River County
- Sara Charlton, Tillamook County Library
- Jennifer Davison, Adams Public Library
- Julie Drenghson, Jackson County Library Services
- Charles Dunham, Corvallis-Benton County Public Library

- Linda Ellsworth, Linn Genealogical Society
- Victoria Ertelt, Mount Angel Abbey Library
- Linda Fallon, Beaverton City Library
- Mary Finney, Pendleton Public Library
- Irene Green, Gladston Public Library
- Melissa Hansen, Willamina Public Library
- Brenda Harris, Lyons Public Library
- Harold Hayes, Douglas County Library System
- Dave Hegeman, Oregon State Library
- Mary Beth Herkert, Secretary of State - Archives Division
- Brenda Herren, St. Helens Public Library
- Janet Hickam, Yachats Public Library
- Susan Hinken, University of Portland, Clark Library
- Penny Hummel, Canby Public Library
- John Hunter, Woodburn Public Library
- Lydia Hunter, Albany Public Library
- Amy Hutchinson, Lake County Library District
- Serenity Ibsen, Pacific Northwest College of Art
- Merrill Johnson, George Fox University
- Lynn Kauffman, Albany Public Library
- Genevieve Kingsford, Joseph Public Library
- Michele Kinnamon, Estacada Public Library
- Karen Kunz, Oregon Institute of Technology
- Debra Lien, Mary Gilkey City Library
- Su Liudahl, Lane Library District
- Jeanney McArthur, Sherman County Public/School Library
- Mary McRobinson, Willamette University, Hatfield Library
- Marion Mercier, CTGR Tribal Library
- Lynne Mildestein, Deschutes Public Library
- Kevin Mittge, Siuslaw Public Library
- Teresa Montgomery, Southern Oregon University
- Karen Muller, Hillsboro Public Library
- Karen Nitz, Harney County Library
- Maggie Pando, The Dalles-Wasco Co. Pub. Library
- Cristine Paschild, Portland State University
- Erin Passehl-Stoddart, Western Oregon University
- Chris Petersen, Oregon State University
- Denine Rautenstrauch, Enterprise Public Library
- Shirley Roberts, Eastern Oregon University
- Kathleen Schmidtgal, Weston Public Library
- John Schoppert, Columbia Gorge Community College
- Kathleen Searles, Oregon Coast Community College
- Gary Sharp, North Bend Public Library
- Steve Silver, Northwest Christian University
- Jeremy Skinner, Lewis & Clark College
- Lorna Stafford, Dept of State Lands

- Christina Sweet, Kam Wah Chung State Heritage Site
- Elizabeth Tice, Willamette Valley Genealogical Society
- Louise Walkowiak, Dufur School/Community Library
- Les Watters, Columbia County Museum Association
- Geoff Wexler, Oregon Historical Society
- Suzanne Wicklin, Josephine Community Libraries

APPENDIX 2. OREGON'S DIGITAL COLLECTIONS: SURVEY REPORT

The survey was conducted in SurveyGizmo beginning August 14, 2013. The survey was initially scheduled to close on August 30, 2013, but was left open through September 24, 2013 to allow interested institutions to participate.

Notices of survey availability were sent to the following lists:

- Oregon Libraries (libs-or)
- Oregon State Library – Tribal Library Directors list (tl-directors)
- Oregon State Library – Public Library Directors list (pl-directors)
- Oregon State Library – Academic Library Directors list (al-directors)
- Oregon Heritage News (Oregon Heritage Commission)

In addition, the announcement was sent directly to representatives of institutions with collaborative digital projects and to selected other institutions.

In the survey report, only responses from Oregon institutions are included. Partial responses are included, but duplicate responses for five academic libraries were removed in order to permit accurate comparisons.

1. Name of Institution:

Count	Response
1	Adams Public Library
1	Albany Public Library
1	Athena Public Library
1	Beaverton City Library
1	CTGR Tribal Library
1	Canby Public Library
1	Columbia County Museum Association
1	Columbia Gorge Community College
1	Corvallis-Benton County Public Library
1	Dept of State Lands
1	Deschutes Public Library
1	Douglas County Library System
1	Driftwood Public Library
1	Dufur School/Community Library
1	Echo Public Library
1	Enterprise Public Library
1	Estacada Public Library
1	George Fox University
1	Gladston Public Library
1	Harney County Library
1	Hillsboro Public Library
1	Jackson County Library Services
1	Joseph Public Library
1	Josephine Community Libraries
1	Kam Wah Chung State Heritage Site
1	Lake County Library District
1	Lane Library District
1	Lewis & Clark College
1	Linn Genealogical Society
1	Lyons Public Library
1	Mary Gilkey City Library
1	Mount Angel Abbey Library
1	North Bend Public Library
1	Northwest Christian University
1	Oregon Coast Community College
1	Oregon Health & Science University
1	Oregon Historical Society
1	Oregon Institute of Technology
1	Oregon State Library
1	Oregon State University
1	Oregon State University Libraries
1	Pacific Northwest College of Art
1	Pendleton Public Library
1	Portland State University Library
1	Secretary of State - Archives Division

1	Sherman County Public/School Library
1	Siuslaw Public Library
1	Southern Oregon University
1	St. Helens Public Library
1	The Dalles-Wasco Co. Pub. Library
1	The History Museum of Hood River County
1	Tillamook County Library
1	University of Portland, Clark Library
1	Western Oregon University
1	Weston Public Library
1	Willamette University, Hatfield Library
1	Willamette Valley Genealogical Society
1	Willamina Public Library
1	Woodburn Public Library
1	Yachats Public Library

1.a. In which state is your institution located?

Count	Response
60	OR

1.b. In which county in Oregon is your institution located?

Count	Response
3	Benton
3	Clackamas
2	Columbia
1	Coos
1	Deschutes
1	Douglas
1	Grant
1	Harney
1	Hood River
2	Jackson
1	Josephine
1	Klamath
1	Lake
3	Lane
3	Lincoln
3	Linn
7	Marion
6	Multnomah
2	Polk
1	Sherman
1	Tillamook
5	Umatilla
2	Wallowa
3	Wasco
2	Washington
3	Yamhill

1.c. In which city is your institution located?

Count	Response
1	Adams
2	Albany
1	Ashland
1	Athena
1	Beaverton
1	Bend
1	Burns
1	Canby
2	Corvallis
1	Corvallis, with branches in Philomath, Monroe, & Alsea
1	Creswell
1	Dayton
1	Dufur
1	Echo
1	Enterprise
1	Estacada
1	Eugene
1	Florence
1	Gladstone
1	Grand Ronde
1	Grants Pass
1	Hillsboro
1	Hood River
1	John Day
1	Joseph
1	Klamath Falls
1	Lakeview
1	Lincoln City
1	Lyons
1	Medford
1	Monmouth
1	Moro
1	Newberg
1	Newport
1	North Bend
1	Pendleton
6	Portland
1	Roseburg
5	Salem
1	St. Benedict
2	St. Helens
2	The Dalles
1	Tillamook
1	Weston
1	Willamina

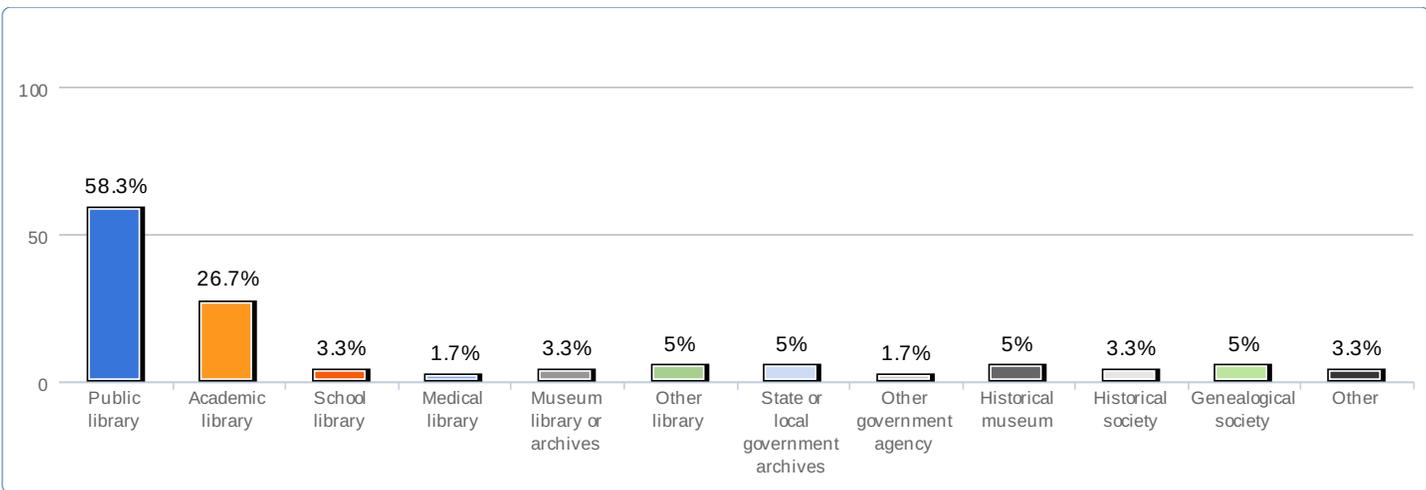
1	Woodburn
1	Yachats

1.d. What type of institution do you consider your institution to be? You may select more than one option (for example, a public library that houses materials from a historical or genealogical society).

Value	Count	Percent %
Public library	35	58.3%
Academic library	16	26.7%
School library	2	3.3%
Medical library	1	1.7%
Museum library or archives	2	3.3%
Other library	3	5.0%
State or local government archives	3	5.0%
Other government agency	1	1.7%
Historical museum	3	5.0%
Historical society	2	3.3%
Genealogical society	3	5.0%
Other	2	3.3%

Statistics	
Total Responses	60

Open-Text Response Breakdown for "Other"	Count
<i>Left Blank</i>	58
State Agency	1
Tribal Library	1

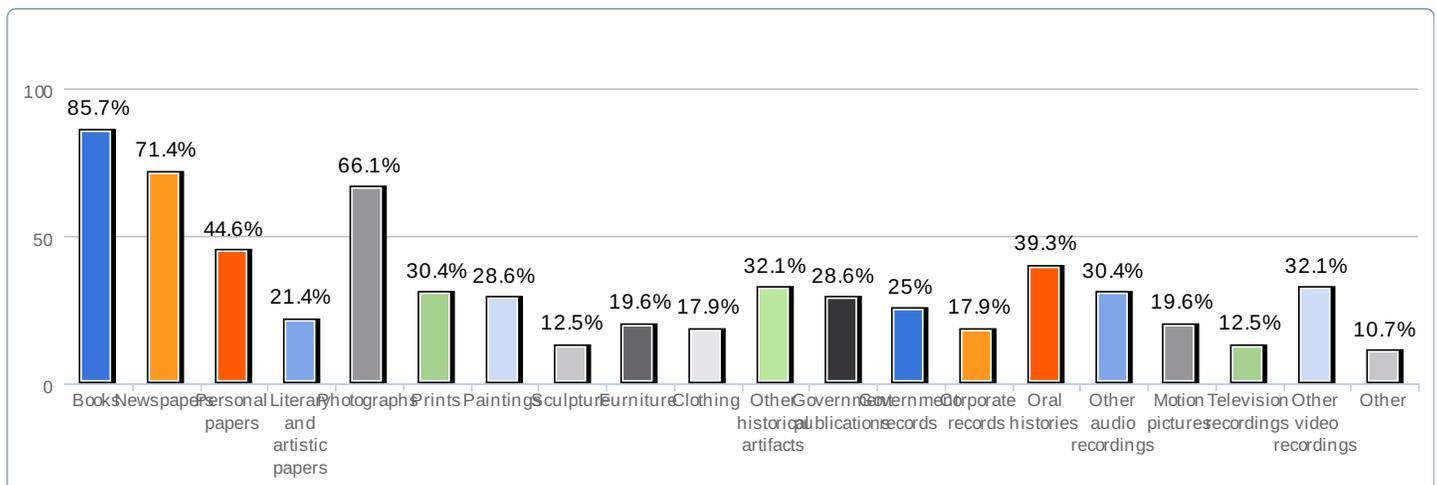


2. What types of original historical materials are held by your institution? Please select the type of work regardless of format (paper, electronic, microform, etc.). Select all that apply.

Value	Count	Percent %
Books	48	85.7%
Newspapers	40	71.4%
Personal papers	25	44.6%
Literary and artistic papers	12	21.4%
Photographs	37	66.1%
Prints	17	30.4%
Paintings	16	28.6%
Sculpture	7	12.5%
Furniture	11	19.6%
Clothing	10	17.9%
Other historical artifacts	18	32.1%
Government publications	16	28.6%
Government records	14	25.0%
Corporate records	10	17.9%
Oral histories	22	39.3%
Other audio recordings	17	30.4%
Motion pictures	11	19.6%
Television recordings	7	12.5%
Other video recordings	18	32.1%
Other	6	10.7%

Statistics	
Total Responses	56

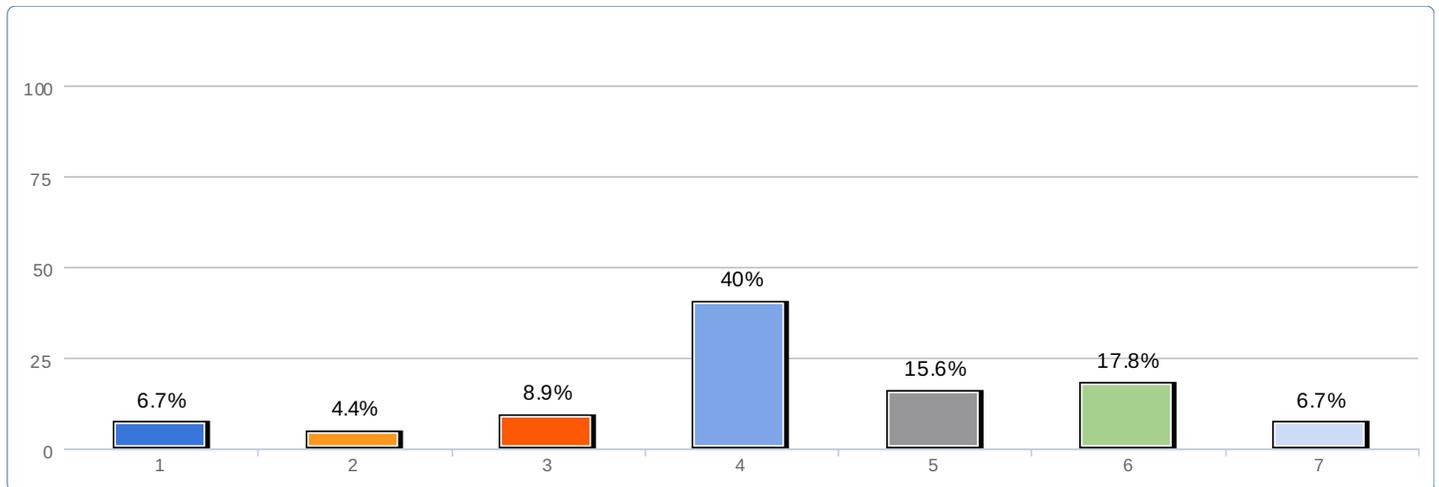
Open-Text Response Breakdown for "Other"	Count
<i>Left Blank</i>	55
Blueprints, drawings, multiple other formats	1
Corvallis Gazette-Times index 1969-1999 & Corvallis City Directories.	1
Maps	1
death certificates	1
textiles, jewelry, old machinery (i.e. washing and wringing machines, cast iron stoves, equipment from the fruit industry)	1
old vehicles (i.e. horse drawn carriage, laundry cart), obsolete technology (i.e. typewriters, computers, radios, television sets)	



3. What strategic value does your institution place on digitizing its historical collections?

Value	Count	Percent %
1	3	6.7%
2	2	4.4%
3	4	8.9%
4	18	40.0%
5	7	15.6%
6	8	17.8%
7	3	6.7%

Statistics	
Total Responses	45



4. For your institution's patrons, how important is it to have access to the following types of online historical collections?

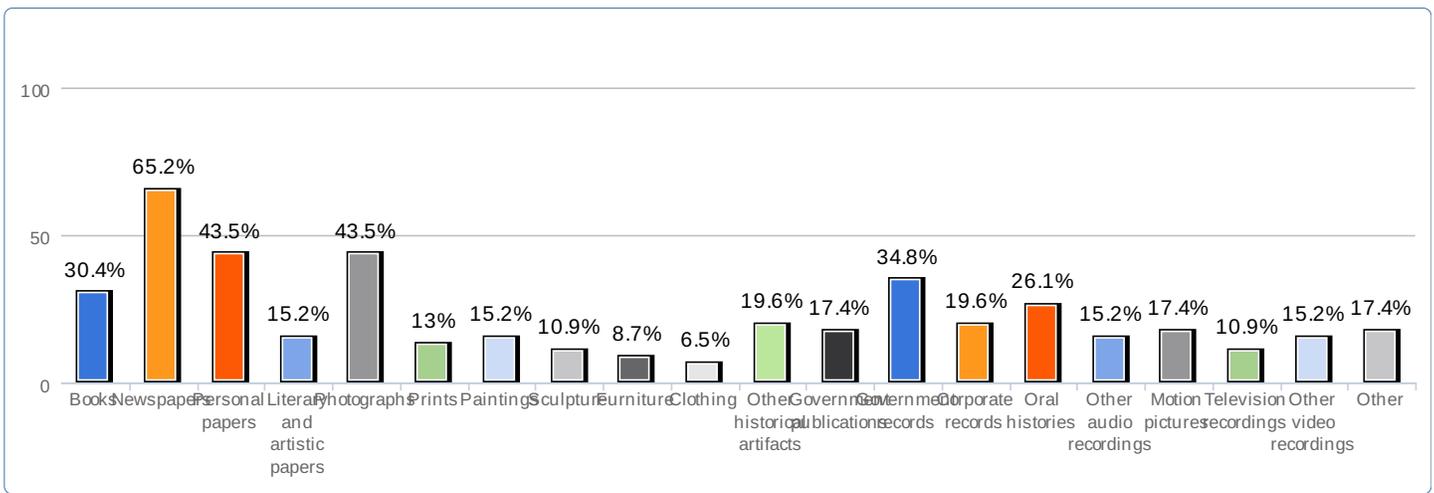
For your institution's patrons, how important is it to have access to the following types of online historical collections?	
Collections about your local community: <ul style="list-style-type: none"> Count 55 Min: 1 / Max: 7 StdDev: 1.49 	Avg. 5.33
Collections about Oregon: <ul style="list-style-type: none"> Count 55 Min: 2 / Max: 7 StdDev: 1.48 	Avg. 4.53
Other collections held by Oregon institutions: <ul style="list-style-type: none"> Count 53 Min: 1 / Max: 7 StdDev: 1.54 	Avg. 3.89

5. Consider the historic materials that have been digitized by your institution and similar institutions. What types of original historical collections or items do you or your patrons have the most difficulty finding online? Please select all that apply, and add any comments about specific collections or topics that seem to be "missing."

Value	Count	Percent %
Books	14	30.4%
Newspapers	30	65.2%
Personal papers	20	43.5%
Literary and artistic papers	7	15.2%
Photographs	20	43.5%
Prints	6	13.0%
Paintings	7	15.2%
Sculpture	5	10.9%
Furniture	4	8.7%
Clothing	3	6.5%
Other historical artifacts	9	19.6%
Government publications	8	17.4%
Government records	16	34.8%
Corporate records	9	19.6%
Oral histories	12	26.1%
Other audio recordings	7	15.2%
Motion pictures	8	17.4%
Television recordings	5	10.9%
Other video recordings	7	15.2%
Other	8	17.4%

Statistics	
Total Responses	46

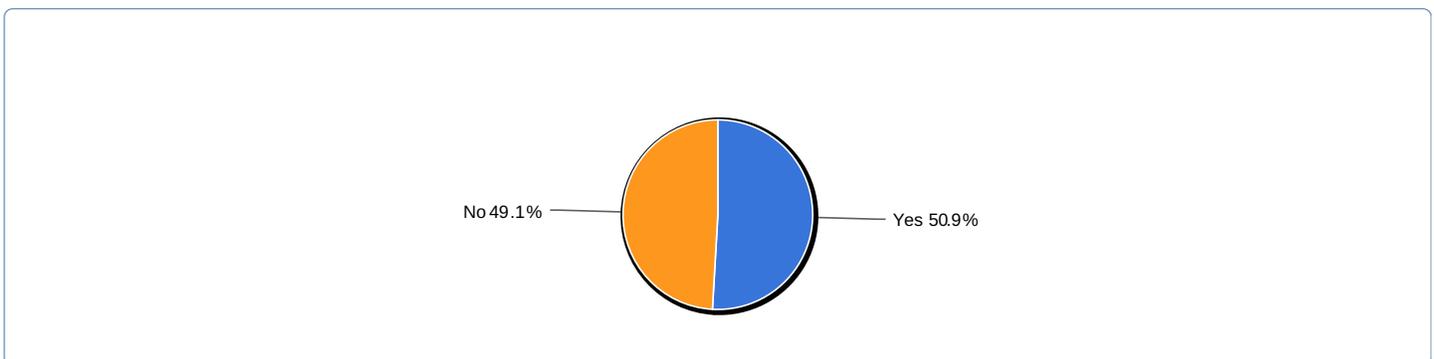
Open-Text Response Breakdown for "Other"	Count
<i>Left Blank</i>	53
Audio recordings	1
Land ownership records	1
everything else	1
genealogical materials	1
maps	1
unknown	1
vital records	1



6. Has your institution digitized any historical collections or items?

Value	Count	Percent %
Yes	28	50.9%
No	27	49.1%

Statistics	
Total Responses	55

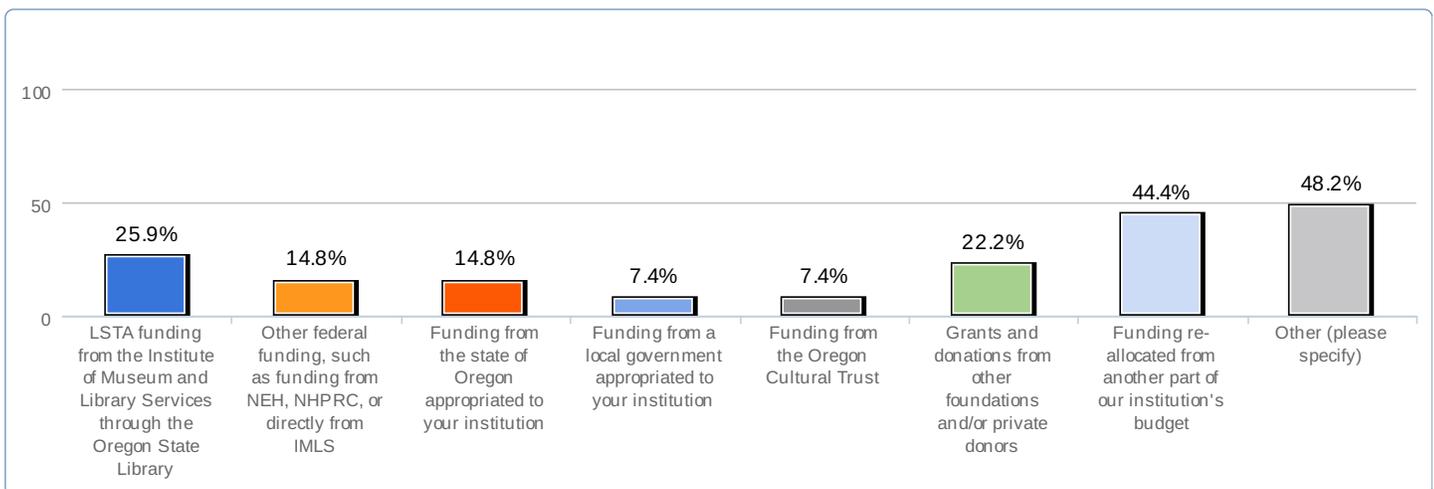


7. What source(s) of funding did your institution use to digitize its historical collections? Select all that apply.

Value	Count	Percent %
LSTA funding from the Institute of Museum and Library Services through the Oregon State Library	7	25.9%
Other federal funding, such as funding from NEH, NHPRC, or directly from IMLS	4	14.8%
Funding from the state of Oregon appropriated to your institution	4	14.8%
Funding from a local government appropriated to your institution	2	7.4%
Funding from the Oregon Cultural Trust	2	7.4%
Grants and donations from other foundations and/or private donors	6	22.2%
Funding re-allocated from another part of our institution's budget	12	44.4%
Other (please specify)	13	48.2%

Statistics	
Total Responses	27

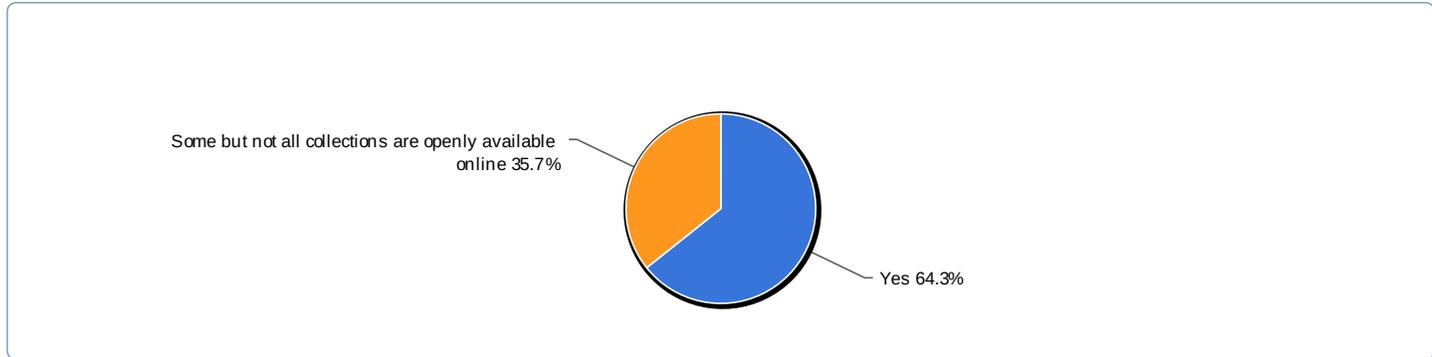
Open-Text Response Breakdown for "Other (please specify)"	Count
<i>Left Blank</i>	47
American multinational corporation (Google)	1
Ancestry.com	1
Common School Fund	1
Funding from Friends Group	1
Government agency funding	1
Institutional fundraising	1
Library budget	1
Regular library budget	1
We did not receive any funding to this this. We do this on an as requested basis at this time.	1
as part of regular projects, not budgeted for separately	1
volunteer work no professional digitization	1
Columbia County Cultural Coalition which receives some of its funds through the Oregon Cultural Trust	1
Oregon government funding, but not specially allocated for digitization; cost of doing routine business	1



8. Are your institution's digitized historical collections openly available online? Select the best answer.

Value	Count	Percent %
Yes	18	64.3%
Some but not all collections are openly available online	10	35.7%

Statistics	
Total Responses	28

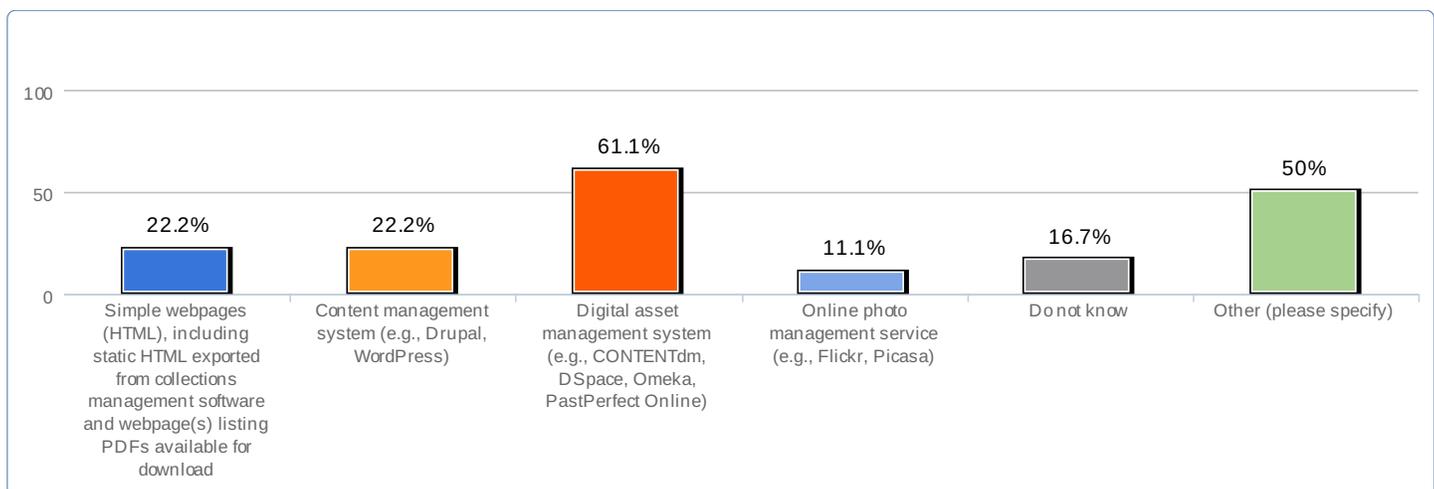


10. Please indicate the type of system(s) used to host your digitized historical collections online. Select all that apply.

Value	Count	Percent %
Simple webpages (HTML), including static HTML exported from collections management software and webpage(s) listing PDFs available for download	4	22.2%
Content management system (e.g., Drupal, WordPress)	4	22.2%
Digital asset management system (e.g., CONTENTdm, DSpace, Omeka, PastPerfect Online)	11	61.1%
Online photo management service (e.g., Flickr, Picasa)	2	11.1%
Do not know	3	16.7%
Other (please specify)	9	50.0%

Statistics	
Total Responses	18

Open-Text Response Breakdown for "Other (please specify)"	Count
<i>Left Blank</i>	52
Archive-It (heratrix)	1
HP TRIM PDF's MP3's etc.	1
Omeka	1
ResourceSpace, Digital Commons, YouTube, Soundcloud	1
Socrata web service	1
bePress (institutional repository software)	1
custom programming	1
hosted by the University of Oregon -- ODNP program	1

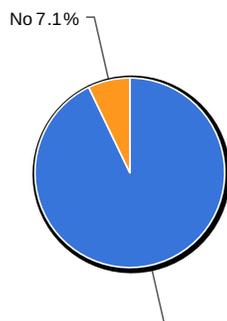


11. Please describe any other type of access researchers may have to your digitized historical collections.

11.a. Digitized materials are available to researchers on-site at our institution.

Value	Count	Percent %
Yes	26	92.9%
No	2	7.1%

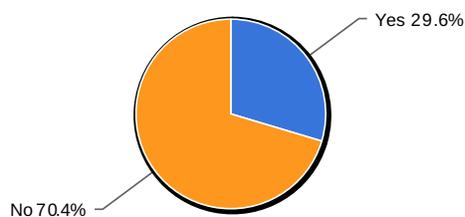
Statistics	
Total Responses	28



11.b. Digitized materials are available to researchers online via an authenticated login.

Value	Count	Percent %
Yes	8	29.6%
No	19	70.4%

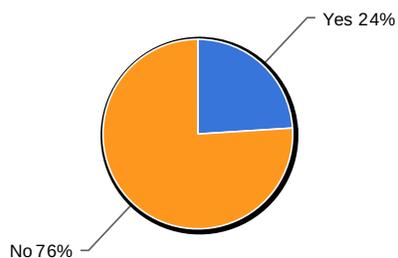
Statistics	
Total Responses	27



11.c. Digitized materials are stored in a "dark archive" and are unavailable to researchers.

Value	Count	Percent %
Yes	6	24.0%
No	19	76.0%

Statistics	
Total Responses	25



11.d. Please provide any other information that will help explain how researchers can access your digitized historical collections.

Count	Response
1	Access to collections is currently available to interested users online without login.
1	All of our digital collections are freely available online.
1	Also digitization on-demand, primarily through photo and moving images sales.
1	Authentication not required.
1	Can provide via email or disk.
1	Generally, volunteers at the Museum will look through files for patron
1	Once we digitize we make all materials open to the public
1	Our web address will be changing soon.
1	The collection is freely available online and may be searched for via Google.
1	Through City of Echo website for sources above, by appointment to see actual copies
1	Weston Leader newspaper is currently in the process of being digitized.
1	Eventually our website, woodburnhistory.org will be freely available. It is currently under development, but many photos have already been staged.
1	Our newspapers are listed on the ODNP. Links to the ODNP are on our website www.sthelens.plinkit.org and are on the Columbia County Museum Association website.
1	In cases where our institution owned the copyright or if the material was in the public domain, we decided to scan and publish some of the material online. All of the material is available for researchers in-house. In cases where copyright is not owned by the institution or unknown entirely, the material is still scanned, but not published online. Under the Fair Use Doctrine, the institution decided to scan and disseminate the material for in-house researchers only.
1	The vast majority of our content is freely available online and described by metadata of generally robust quality. Certain materials have been digitized for local consumption and are only available on site.
1	They can access unrestricted and authenticated resources online and get mediated assistance obtaining digitized materials that are not available online
1	All digital collections are made openly available to the public. We have archival items that are digitized but not part of a collection which are available on a local drive, which researchers can access onsite with archive staff.

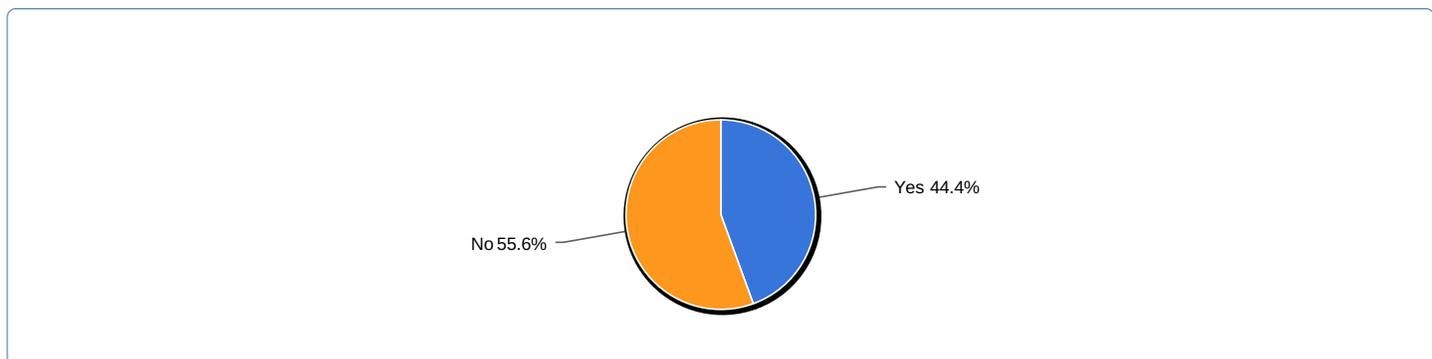
12. What challenges, if any, does your institution face in providing continued online access to its digitized historical collections?

Count	Response
1	Backups and budgeting for the software.
1	Funding and staff are inadequate to provide level of access desired
1	Funding, staffing, outreach to promote available online collections
1	Our challenges are allocating staff time, and finding funding for digitization projects.
1	Resources
1	Time and expertise to continue to grow the collection
1	indexing is incomplete
1	Being equipped to handle upgrades to digital management software. Funding and personnel resources for software upgrades. Funding for upgrades to new hardware, e.g., scanners, servers, and backup storage systems.. Adequate ongoing funding for overall staffing.
1	The primary challenge that we face is balancing digitization along the spectrum of other work on-going in the department. Each of our staff is asked to do many things and digitization can sometimes fall down the food chain.
1	none at this time. More will be added as time allows. particularly photos which have been scanned from Echo Museum, but haven't been uploaded to website yet. Some Historic Photos are also on the city's Facebook page.
1	Lack of adequate funding Lack of adequate staffing, expertise & training Lack of adequate equipment and work space for large-scale projects Lack of focus Questions about adequate storage space
1	None to continue what we have. Would really like to start an institutional repository to help with some of this.
1	Some of the reasons we partnered with the University of Oregon are their expertise, ability to maintain the resource as technology changes, and free access for everyone

13. Has your institution ever partnered with another institution to digitize historical collections?

Value	Count	Percent %
Yes	12	44.4%
No	15	55.6%

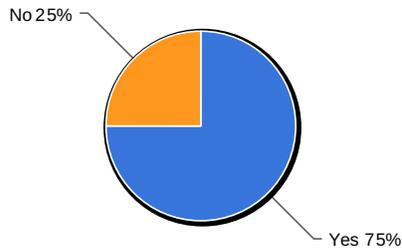
Statistics	
Total Responses	27



13.a. Another institution (not a vendor) has digitized our historical collections as a partner in a collaborative project.

Value	Count	Percent %
Yes	9	75.0%
No	3	25.0%

Statistics	
Total Responses	12



13.a.1. Please enter the name(s) of the institutions with which your institution has partnered.

ResponseID	Response
21	University of Oregon Columbia County Cultural Coalition
25	Echo Historical Museum
41	Linn Genealogical Society
52	Ancestry.com
57	Albany Public Library
78	Dept. of Corrections
97	Oregon State University
99	University of Oregon Libraries National Library of Medicine
100	Oregon Historical Society

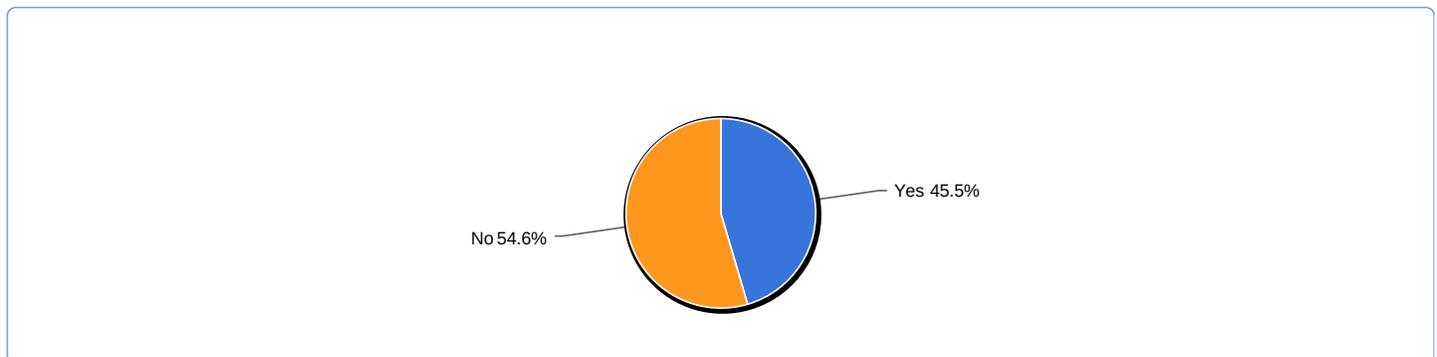
13.a.2. What challenge(s), if any, did you experience in partnering with another institution to have them digitize your historical collections?

Count	Response
1	None
1	Many of the documents Ancestry scanned are not indexed and therefore not searchable Lack of clarity in agreements because there was an additional organization involved in this project
1	This process went very smoothly as we already work closely with LGS and they are located inside the Library.
1	Logistical challenges, mainly. In the case of the National Library of Medicine, the materials to be digitized were transported across the country by hand.
1	Working with the other institution was a lot of fun and a great learning experience. The real challenge was in working with the donor.

13.b. We have digitized collections for another institution as a partner in a collaborative project.

Value	Count	Percent %
Yes	5	45.5%
No	6	54.6%

Statistics	
Total Responses	11



13.b.1. Please enter the name(s) of the institutions with which your institution has partnered.

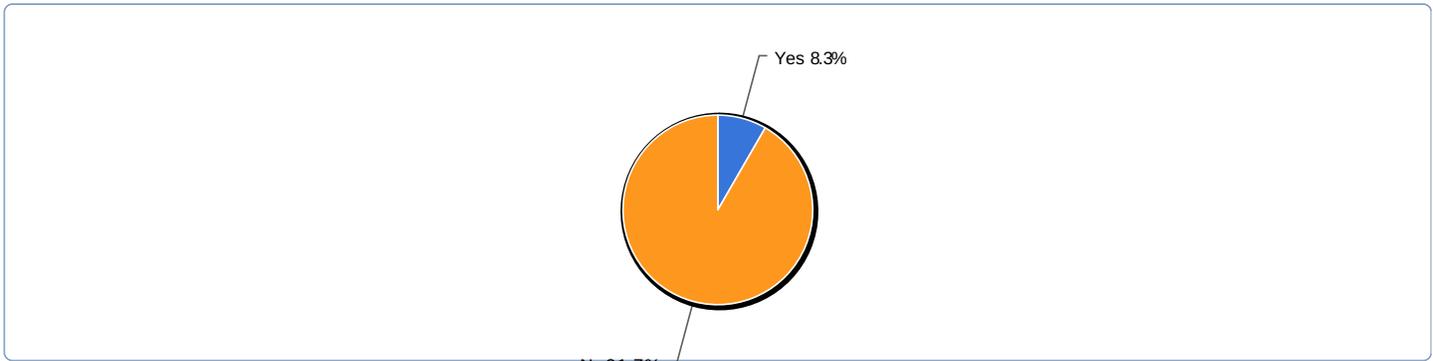
ResponseID	Response
25	Echo Historical Museum
41	Albany Regional Museum
43	Southern Oregon Historical Society Oregon Shakespeare Festival Rogue River Siskiyou National Forest
99	Siuslaw National Forest
108	Oregon State Multicultural Archives Chinese Consolidated Benevolent Association NW News Network

13.b.2. What challenge(s), if any, did you experience in partnering with another institution to digitize their historical collections?

Count	Response
1	A lack of staff time and training with regard to handling historic items.
1	We wrote an article on the experience: http://digitalcommons.usu.edu/westernarchives/vol4/iss1/5/
1	Metadata creation according to Dublin Core standards and format necessary for CONTENTdm. Authorization to scan items from the institutions. Copyright concerns.
1	Determining rights issues proved to be a challenge as our repository does not own the original contents.

14. Does your institution host any digitized historical collections from another institution?

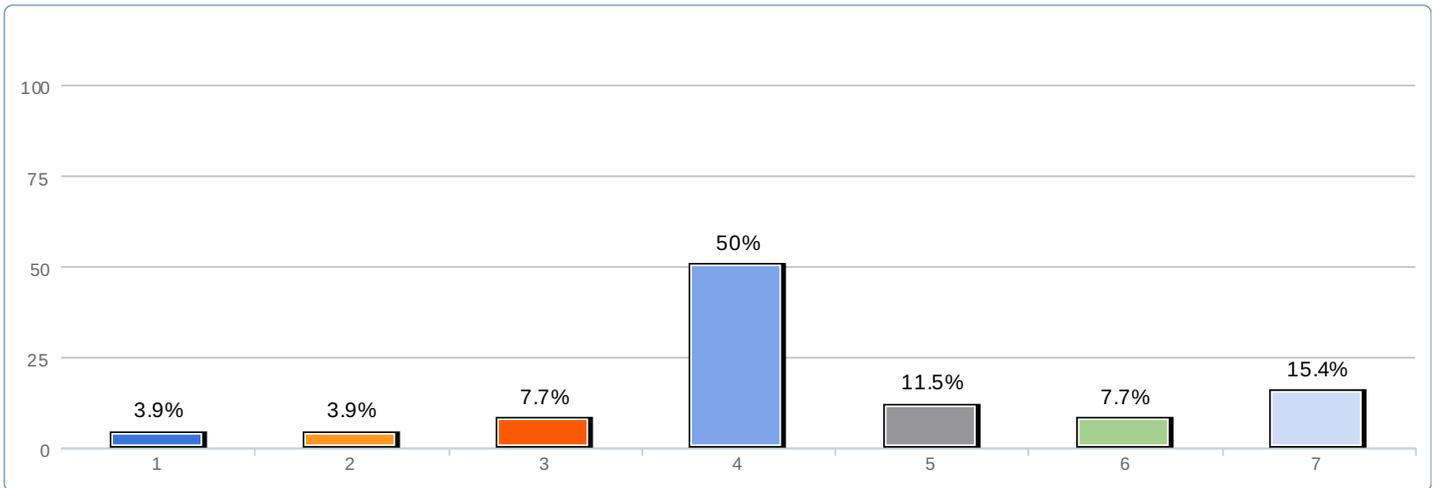
Value	Count	Percent %	Statistics	
Yes	1	8.3%	Total Responses	12
No	11	91.7%		



15. Please rate the future likelihood that your institution would be willing to have another institution digitize its historical collections.

Value	Count	Percent %
1	1	3.9%
2	1	3.9%
3	2	7.7%
4	13	50.0%
5	3	11.5%
6	2	7.7%
7	4	15.4%

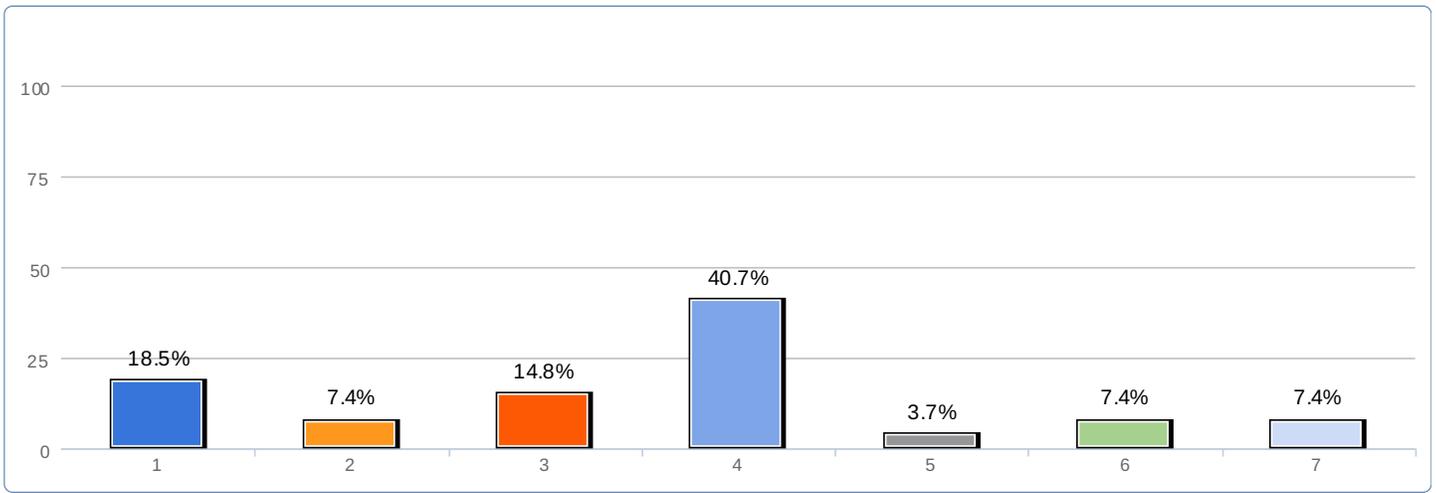
Statistics	
Total Responses	26



16. Please rate the future likelihood that your institution would be willing to have another institution host your digitized historical collections online.

Value	Count	Percent %
1	5	18.5%
2	2	7.4%
3	4	14.8%
4	11	40.7%
5	1	3.7%
6	2	7.4%
7	2	7.4%

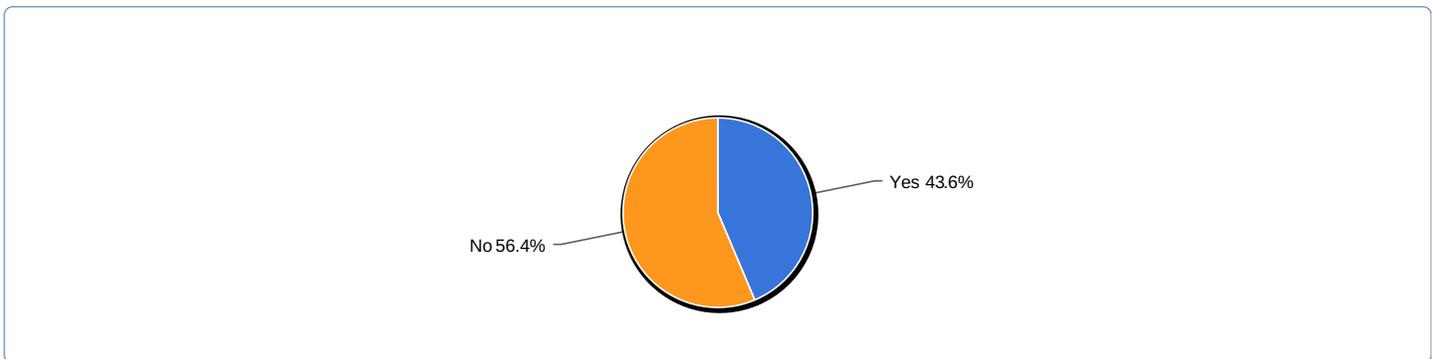
Statistics	
Total Responses	27



17. Does your institution have online finding aids, inventories, or guides to its collections available online?

Value	Count	Percent %
Yes	24	43.6%
No	31	56.4%

Statistics	
Total Responses	55

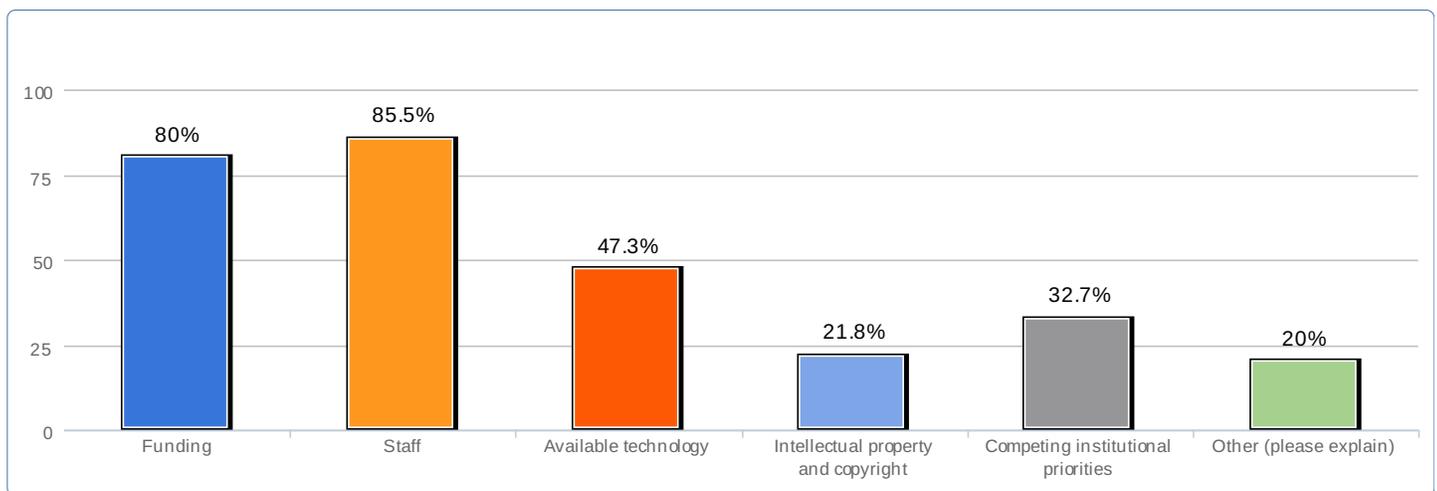


18. What are the main barriers to digitization of your institution's collections? You may select multiple responses or add your own.

Value	Count	Percent %
Funding	44	80.0%
Staff	47	85.5%
Available technology	26	47.3%
Intellectual property and copyright	12	21.8%
Competing institutional priorities	18	32.7%
Other (please explain)	11	20.0%

Statistics	
Total Responses	55

Open-Text Response Breakdown for "Other (please explain)"	Count
<i>Left Blank</i>	49
Collection is in Chinese, do not have staff that can read Chinese	1
Lack of time and effort for planning and prioritization	1
Need for digital asset management plan.	1
Technical knowledge about digitization	1
Volume of material	1
We don't have a collection of original materials to digitize	1
We don't hold any historical items.	1
We have a very limited amount of material to digitize.	1
requires volunteer time	1
Identifying what we have, how it should be cared for, how and when to digitize, limited staff with limited knowledge	1
Library's mission and collection development policy is not historical but rather popular materials focused.	1



19. What are your top 3 recommendations to the Oregon State Library for supporting digitization of and access to Oregon's historical collections?

19.a. Recommendation 1:

Count	Response
1	Assuring OAI compliance of digital collection records
1	Bring historical collections together under one, easy to use website.
1	Common interface for access to collections -- perhaps working with NWDA?
1	Conduct needs assessment (such as this one) and follow up as appropriate
1	Consider building a platform from scratch using Ruby on Rails.
1	Continued support of the Newspaper Digitizing project.
1	Create a centralized clearinghouse to access items.
1	Create a dept. that takes on digitization tasks for libraries
1	Digitize Oregon history information & make accessible to Oregon Libraries
1	Establish a proof of concept that is both effective and sustainable
1	Having a place to host online the collection
1	How-To guides
1	Local and regional newspapers
1	Local historic newspaper items are always in demand and are hard for people to access.
1	Make the technology needed available
1	Provide funding for equipment and staff.
1	Provide staff/volunteers
1	Provide technical knowledge/guidebook for how to digitize small collections
1	Providing databases
1	Research avenues to digitize small local newspapers.
1	The need for a central facility to digitize materials for Oregon's libraries
1	Understand different institution types and their missions.
1	help small libraries with their local history
1	help to create and promulgate shared best practices for the implementation of Dublin Core
1	help with funding
1	open access for Oregonians
1	photographs
1	standards would be great!
1	support digitization of local newspapers
1	regional digitization centers: e.g. UO for newspapers, microfilm; OSU for photographs, textual materials, a-v
1	Online website dedicated to best practices in digitizing: how to, equipment needed, recommendations
1	Collaborate with other institutions leading statewide digitization efforts, such as the Oregon Digital Library.
1	Establish a state-wide digital repository for county institutions to import their collections. The state should provide storage options (either network or local) for its county institutions.
1	Develop a system like U of O digitized newspaper program or expand it to include other historic resources & documents
1	Provide state and county level materials that will provide a chronological view of the development of the area
1	Continue to support collaborative digitization around a particular subject or topic in Oregon (like the LSTA Oregon governors project)
1	Support (through funds, training, etc.) the digitization of searchable Oregon newspapers and Oregon Historical Quarterly
1	Digital collections need to be considered as primary collections rather than as an afterthought. So they must be funded as such rather than given a few crumbs after "traditional" services which have been in decline for years have been funded
1	Common platform for digital objects that is easy for institutions to use, affordable, and searchable. Preferably a single discover tool for the whole state
1	What are you looking to do? I am not clear on what is trying to be accomplished and how it will be done.

- | | |
|----------|---|
| 1 | Confirm long-term infrastructure and viability of institution and collection-holdings units before funding projects |
| 1 | Help small institutions/collections achieve grant funding for digitization projects. This is more than just identifying grants. |
| 1 | Partner with ODNP to bring more rural and marginal collections online in order to expand statewide comparisons ie coast to far eastern Oregon |

19.b. Recommendation 2:

Count	Response
1	Articulate clearly how digitization can enhance the availability and use of historical materials
1	Cataloging assistance
1	Consider how preservation challenges are distinct from digitization and access issues.
1	Determine best approaches to initiate program if sufficient demand
1	Develop an inventory of historical resources that can be digitized and made searchable on line
1	Grants available for digitization projects
1	Have you thought about using the Archives statewide web portal to do this?
1	Help facilitate collaboration of indexed cemetery records.
1	Make digitized materials accessible at K-3rd and 4th -8th reading levels
1	Need cooperative effort to cut down on duplication and share resources
1	Newspapers
1	Oral histories
1	Prioritize digitization for LSTA funding.
1	Provide basic training in how to start digitization projects.
1	Provide electronic storage or suggestions
1	Provide materials for students as well as local and family historians
1	Provide training
1	Provide training.
1	Streaming server access and financial support
1	Try not to get caught up in the vendor treadmill of constant updates and madatory new versions.
1	Vet and recommend companies that offer "free digitization" in exchange for future business
1	create network for exchange of ideas and communication
1	digitize as many as possible
1	grant funding to assist local digital projects
1	let the public know how to access the collections (bookmarks, flyers?)
1	support statewide digital history collection
1	training
1	Require archivist involvement for funded or supported projects to ensure professional standards and practices
1	Help Vital Records understand the importance of making their records available freely to all via digitization.
1	Create best practices that can be partitioned out to different levels of institutions (i.e. small archives with no support, medium size with some training, large institutions in a good place, etc.)
1	Promote best practices in digitization and digital imaging technology through education. This task includes educating individuals on how to develop scanning workflows, how to manage operating systems and scanning software, as well as how to handle pattern interferences like Newton's Rings (created when scanning glass and film negatives).
1	Provide funding to those libraries and institutions where historical preservation is part of the mission.
1	Provide a common space/platform/software that small institutions can collectively take advantage of for digitization and possibly for providing access to collections
1	Provide long term storage and preservation of digital masters (so collections are not lost over time)
1	purchase of high-end scanning equipment, housed centrally (OSU or UO), and available for digitization of materials from across the state
1	Staff need technical and metadata competence to be able to provide quality collections. Otherwise, it is just more junk on the internet.
1	Develop a checklist/heirarchy/flowchart to assess collections especially of non-standard item such as scrapbooks or other mixed media types

19.c. Recommendation 3:

Count	Response
1	Avoid duplicating efforts.
1	Be sensitive to differing cultural attitudes regarding digitization and the open web.
1	Consider the patron, consider the mission.
1	Have you looked at other institutions to see if they are already working on this?
1	Make collections available for use by other libraries
1	Make products accessible / available to all school libraries.
1	People/institutions/manuals available for implementing digitization projects
1	Personal papers
1	Provide funding or staff, consultant to undertake the project
1	Pursue grant funding as appropriate
1	Technology assistance for those who need it
1	Train librarians in what is available and how to access it.
1	accessibility to all collections; sharing
1	can't think of a third
1	fee structure for the above
1	local history
1	provide grants for labor to digitize collection that are high-priority to the State of Oregon
1	Give priority to items that are in danger of degradation or are difficult to house in a collection such as maps
1	develop a website like the ODNP that all digital collections could be listed on and hopefully linked to -- using plinkit????
1	Common state digital library but only with ability to house items simultaneously in our own local digital library.
1	Promote best practices in digital curation through education. The more content that we generate through digitization, the more vital digital curation and life cycle management processes become. We all generate born-digital content on a daily basis. As representatives of our cultural heritage institutions, we need to communicate the importance of digital stewardship to the public.
1	Digital training opportunities for local library staff to learn how to digitize collections such as local history
1	Affordable, high quality accessible training in processes, standards, metadata, etc. (local or online)
1	Provide expertise to libraries and library districts about which of their records to digitize and how to do so at reasonable cost.
1	Institutions need to pool resources and avoid excessive customization. Having every institution do everything from scratch is both inefficient and ineffective.
1	Help establish mutually beneficial networks between established public institutions and smaller institutions
1	Consider hosting web portals that pull together digital objects/collections around topics instead of focusing on one host for state content (similar idea to North Carolina portal)
1	A mobile team with technology that could set up a schedule and visit important collections that don't have support for digitization and get the work done.
1	Define bottom-line technology standards and maintenance schedule to which libraries must meet to participate in program
1	Everything is "historical" in some sense so it may make sense to insert additional scope into your planning.

20. If you are familiar with any models of successful regional, statewide, or other collaborations that you think we should consider when planning for Oregon's future digital collections, please share your thoughts about them here.

Count	Response
1	Colorado Digitization Project
1	Europeana and Flickr Commons.
1	NA
1	No
1	None at this time.
1	Not familiar.
1	UO Newspaper digitization project Pacific Northwest digital collections project
1	Washington State's digitized vital statistics are very easily accessed and used.
1	n/a
1	NWDA, DPLA, and CDL strike me as good examples, but there are others too. The main thing is that you need technological infrastructure, training, and procedures to work together.
1	I do think that are collaboration, though very small and contained, with OSU, the CCBA, and the Northwest Network was a fruitful one: http://digitalcommons.usu.edu/westernarchives/vol4/iss1/5/
1	The Washington State Library has a great digitization project, run through the Washington Rural Heritage project.
1	In our region the Southern Oregon Digital Archives (SODA) at Southern Oregon University are online and very useful. http://soda.sou.edu/
1	The Northwest Digital Archives has done a nice job of standardizing description and encoding to conform with the best practices of EAD. This is a somewhat different type of program but it has been effective in unlocking collections that would otherwise have gone unnoticed; particularly so at smaller repositories.
1	The state Archives already has a statewide initiative to manage electronic records in Oregon. This system has a web portal and this should be seriously considered for use in delivering results.
1	Our goal is to get the Horner Papers in a word searchable document. We are working with the Wallowa County Chieftain at this time to use our reels to make that a word searchable document. Those are the most important to our patrons and my focus at this time.
1	WCHO project seems to be well done. They have focused on photographs for now. It seems sustainable.
1	Washington Rural Heritage (http://www.sos.wa.gov/library/libraries/projects/rural.aspx) provides both of these services and surely would share information. I, personally, have been trying to figure out how to digitize some of our historic photographs and start collecting oral histories and put them online. For both projects, I am always greatly discouraged that I can't seem to find directions and standards to use, and I'm afraid that in the future a less technically inclined librarian may not know how to maintain the digital collection I haven't contacted WRH in the past because I just found out about their existence at April's OLA/WLA joint conference. I immediately thought, "This is awesome. Can we get some of this done in Oregon?"
1	Washington State Heritage Project. We saw a presentation about this centralized effort through the Washington State Library that was very impressive.
1	Washington Rural Libraries: good model for sharing resources, training, etc. SODA project (Southern Oregon University) Klamath Waters (OIT) Oregon newspaper project (UO)
1	Colorado has a nice digital newspaper collection; Washington State Digital Archives is very nice also, as is the Missouri State Archives site and collection.
1	It's unclear what you're looking for. Models of online catalogs, websites, onsite access, storage, preservation, etc? Some that come to mind are: Oregon Digital Library, Northwest Digital Archives, California Light and Sound, University of Virginia newsreels

APPENDIX 3. SURVEY REPORT CODED RECOMMENDATIONS

Each respondent in the Oregon’s Digital Collections: Survey was given the opportunity to make three recommendations to the Oregon State Library for supporting digitization of and access to Oregon's historical collections. A total of 111 responses were received (non-responsive entries were discarded). These responses were coded into the following categories:

- Audiences (including open access, cultural sensitivity, and promotion of collections)
- Consulting (services that could be offered by Library Development staff at the Oregon State Library)
- Digitization (recommendations for actual digitization)
- Funding (including both grants and fee-based funding)
- Local (various recommendations concerning local history)
- Newspapers (focus on Oregon Digital Newspaper Program)
- Partnerships (collaboration, networking, need to avoid duplication of effort)
- Portal/Metasearch (responses related to shared content but not specifically a shared repository)
- Preservation (preservation and curation of digital materials)
- Repository (responses related to one or more shared repositories)
- Standards (need for standards, best practices, recommendations)
- Training (need for training in various areas)
- Other (all other responses)

In many cases, the coding is subjective. Though some responses could have been assigned multiple codes, only one code per response was allowed. Each response retained its original ranking, though these should not be assumed to convey priority, as in some cases respondents entered similar comments in each of the three available response areas.

Recommendation	Ranking	Code
Be sensitive to differing cultural attitudes regarding digitization and the open web.	3	Audiences
Consider the patron, consider the mission.	3	Audiences
Help Vital Records understand the importance of making their records available freely to all via digitization	2	Audiences
Let the public know how to access the collections (bookmarks, flyers?)	2	Audiences
Make collections available for use by other libraries	3	Audiences
Make digitized materials accessible at K-3rd and 4th -8th reading levels	2	Audiences
Make products accessible / available to all school libraries.	3	Audiences
Open access for Oregonians	1	Audiences
Provide materials for students as well as local and family historians	2	Audiences
Understand different institution types and their missions.	1	Audiences

Recommendation	Ranking	Code
Articulate clearly how digitization can enhance the availability and use of historical materials	2	Consulting
Conduct needs assessment (such as this one) and follow up as appropriate	1	Consulting
Provide expertise to libraries and library districts about which of their records to digitize and how to do so at reasonable cost.	3	Consulting
Vet and recommend companies that offer "free digitization" in exchange for future business	2	Consulting
A mobile team with technology that could set up a schedule and visit important collections that don't have support for digitization and get the work done.	3	Digitization
Create a dept. that takes on digitization tasks for libraries	1	Digitization
Digitize as many as possible	2	Digitization
Digitize Oregon history information & make accessible to Oregon Libraries	1	Digitization
Purchase of high-end scanning equipment, housed centrally (OSU or UO), and available for digitization of materials from across the state	2	Digitization
Regional digitization centers: e.g. UO for newspapers, microfilm; OSU for photographs, textual materials, a-v	1	Digitization
The need for a central facility to digitize materials for Oregon's libraries	1	Digitization
Digital collections need to be considered as primary collections rather than as an afterthought. So they must be funded as such rather than given a few crumbs after "traditional" services which have been in decline for years have been funded	1	Funding
Fee structure for the above	3	Funding
Funding for digitization and indexing	2	Funding
Grant funding to assist local digital projects	2	Funding
Grants available for digitization projects	2	Funding
Help small institutions/collections achieve grant funding for digitization projects. This is more than just identifying grants.	1	Funding
Help with funding	1	Funding
Prioritize digitization for LSTA funding.	2	Funding
Provide funding for equipment and staff.	1	Funding
Provide funding or staff, consultant to undertake the project	3	Funding
Provide funding to those libraries and institutions where historical preservation is part of the mission.	2	Funding

Recommendation	Ranking	Code
Provide grants for labor to digitize collection that are high-priority to the State of Oregon	3	Funding
Provide staff/volunteers	1	Funding
Pursue grant funding as appropriate	3	Funding
Support in make collections available online	3	Funding
Technology assistance for those who need it	3	Funding
Help small libraries with their local history	1	Local
Local history	3	Local
Oral histories	2	Local
Personal papers	3	Local
Photographs	1	Local
Provide state and county level materials that will provide a chronological view of the development of the area	1	Local
Continued support of the Newspaper Digitizing project.	1	Newspapers
Local and regional newspapers	1	Newspapers
Local historic newspaper items are always in demand and are hard for people to access.	1	Newspapers
Newspapers	2	Newspapers
Partner with ODNP to bring more rural and marginal collections online in order to expand statewide comparisons ie coast to far eastern Oregon	1	Newspapers
Research avenues to digitize small local newspapers.	1	Newspapers
Support (through funds, training, etc.) the digitization of searchable Oregon newspapers and Oregon Historical Quarterly	1	Newspapers
Support digitization of local newspapers	1	Newspapers
Cataloging assistance	2	Other
Confirm long-term infrastructure and viability of institution and collection-holdings units before funding projects	1	Other
Consider building a platform from scratch using Ruby on Rails.	1	Other
Everything is "historical" in some sense so it may make sense to insert additional scope into your planning.	3	Other
Make the technology needed available	1	Other
Providing databases	1	Other
Software subscription	1	Other

Recommendation	Ranking	Code
Streaming server access and financial support	2	Other
Try not to get caught up in the vendor treadmill of constant updates and madatory new versions.	2	Other
Avoid duplicating efforts.	3	Partnerships
Collaborate with other institutions leading statewide digitization efforts, such as the Oregon Digital Library.	1	Partnerships
Continue to support collaborative digitization around a particular subject or topic in Oregon (like the LSTA Oregon governors project)	1	Partnerships
Create network for exchange of ideas and communication	2	Partnerships
Have you looked at other institutions to see if they are already working on this?	3	Partnerships
Have you thought about using the Archives statewide web portal to do this?	2	Partnerships
Help establish mutely beneficial networks between established public institutions and smaller institutions	3	Partnerships
Help facilitate collaboration of indexed cemetery records.	2	Partnerships
Institutions need to pool resources and avoid excessive customization. Having every institution do everything from scratch is both inefficient and ineffective.	3	Partnerships
Need cooperative effort to cut down on duplication and share resources	2	Partnerships
Accessibility to all collections; sharing	3	Portal/Metasearch
Common interface for access to collections -- perhaps working with NWDA?	1	Portal/Metasearch
Consider hosting web portals that pull together digital objects/collections around topics instead of focusing on one host for state content (similar idea to North Carolina portal)	3	Portal/Metasearch
Create a centralized clearinghouse to access items.	1	Portal/Metasearch
Develop a website like the ODNP that all digital collections could be listed on and hopefully linked to -- using plinkit????	3	Portal/Metasearch
Develop an inventory of historical resources that can be digitized and made searchable on line	2	Portal/Metasearch
Consider how preservation challenges are distinct from digitization and access issues.	2	Preservation
Give priority to items that are in danger of degradation or are difficult to house in a collection such as maps	3	Preservation
Provide long term storage and preservation of digital masters (so collections are not lost over time)	2	Preservation

Recommendation	Ranking	Code
Bring historical collections together under one, easy to use website.	1	Repository
Common platform for digital objects that is easy for institutions to use, affordable, and searchable. Preferably a single discover tool for the whole state	1	Repository
Common state digital library but only with ability to house items simultaneously in our own local digital library.	3	Repository
Develop a system like U of O digitized newspaper program or expand it to include other historic resources & documents	1	Repository
Establish a proof of concept that is both effective and sustainable	1	Repository
Establish a state-wide digital repository for county institutions to import their collections. The state should provide storage options (either network or local) for its county institutions.	1	Repository
Having a place to host online the collection	1	Repository
Provide a common space/platform/software that small institutions can collectively take advantage of for digitization and possibly for providing access to collections	2	Repository
Provide electronic storage or suggestions	2	Repository
Support statewide digital history collection	2	Repository
Assuring OAI compliance of digital collection records	1	Standards
Create best practices that can be partitioned out to different levels of institutions (i.e. small archives with no support, medium size with some training, large institutions in a good place, etc.)	2	Standards
Define bottom-line technology standards and maintenance schedule to which libraries must meet to participate in program	3	Standards
Determine best approaches to initiate program if sufficient demand	2	Standards
Develop a checklist/heirarchy/flowchart to assess collections especially of non-standard item such as scrapbooks or other mixed media types	2	Standards
Help to create and promulgate shared best practices for the implementation of Dublin Core	1	Standards
How-To guides	1	Standards
Online website dedicated to best practices in digitizing: how to, equipment needed, recommendations	1	Standards
People/institutions/manuals available for implementing digitization projects	3	Standards
Provide technical knowledge/guidebook for how to digitize small collections	1	Standards

Recommendation	Ranking	Code
Require archivist involvement for funded or supported projects to ensure professional standards and practices	2	Standards
Standards would be great!	1	Standards
Affordable, high quality accessible training in processes, standards, metadata, etc. (local or online)	3	Training
Digital training opportunities for local library staff to learn how to digitize collections such as local history	3	Training
Promote best practices in digital curation through education. The more content that we generate through digitization, the more vital digital curation and life cycle management processes become. We all generate born-digital content on a daily basis. As representatives of our cultural heritage institutions, we need to communicate the importance of digital stewardship to the public.	3	Training
Promote best practices in digitization and digital imaging technology through education. This task includes educating individuals on how to develop scanning workflows, how to manage operating systems and scanning software, as well as how to handle pattern interferences like Newton's Rings (created when scanning glass and film negatives).	2	Training
Provide basic training in how to start digitization projects.	2	Training
Provide training	2	Training
Provide training.	2	Training
Staff need technical and metadata competence to be able to provide quality collections. Otherwise, it is just more junk on the internet.	2	Training
Train librarians in what is available and how to access it.	3	Training
Training	2	Training

**APPENDIX 4. RECOMMENDATIONS SUMMARY
(SORTED BY CATEGORY AND PRIORITY)**

RECOMMENDATION	AREA	COST CATEGORY	PRIORITY	YEAR 1 COST	ONGOING COST
Identify audiences and establish common outcomes for recipients of LSTA digital projects grants	Governance and Funding	Minimal	1	OSL Staff: \$6,000	OSL Staff: \$3,000
Adopt the Association for Library Collections & Technical Services (ALCTS) Minimum Digitization Capture Recommendations (2013)	Infrastructure	Minimal	1	OSL Staff: \$1,000	OSL Staff: \$500
Develop an Oregon Metadata Application Profile	Infrastructure	Minimal	1	OSL Staff: \$2,000 Consultant: \$4,000	OSL Staff: \$1,000
Develop best practices and resource guides for promotion of content in Wikipedia and social networks.	Promotion of Content	Minimal	1	OSL Staff: \$2,000 Consultant: \$4,000	OSL Staff: \$1,000
Establish an Oregon Libraries Content Area in the Internet Archive Texts Archive	Infrastructure	Minimal	2	OSL Staff: \$2,000	OSL Staff: \$1,000 Grants: \$10,000 or TBD
Coordinate grant funding of digital projects	Governance and Funding	Minimal	2	OSL Staff: \$1,000	OSL Staff: \$1,000
Initiate a listserv for announcements of digital projects	Promotion of Content	Minimal	2	OSL Staff: \$500	OSL Staff: \$500
Establish an annual meeting of Oregon digital projects representatives	Training	Minimal	3	OSL Staff: \$2,000 Speakers: \$3,000 Other: \$1,000	OSL Staff: \$1,000 Speakers: \$3,000 Other: \$1,000
Provide training on digitization and other aspects of digital projects.	Training	Moderate	1	OSL Staff: \$5,000 Trainers: \$20,000	OSL Staff: \$5,000 Trainers: \$20,000
Prioritize grant funding for digitization of at-risk audio and video collections	Infrastructure	Moderate	1	OSL Staff: \$2,000	OSL Staff: \$1,000 Grants: \$50,000 or TBD
Create an online directory of Oregon digital collections	Infrastructure	Moderate	2	Partner: \$25,000	Partner: \$15,000
Create or identify a large-format digitization provider, with negotiated rates for Oregon institutions	Infrastructure	Moderate	2	OSL Staff: \$2,000 Partner: \$100,000	OSL Staff: \$1,000

RECOMMENDATION	AREA	COST CATEGORY	PRIORITY	YEAR 1 COST	ONGOING COST
Develop resources and best practices for Search Engine Optimization	Promotion of Content	Moderate	2	OSL Staff: \$2,000 Consultants: \$20,000	OSL Staff: \$2,000 Consultants: \$20,000
Re-establish statewide metasearch of Oregon digital collections	Promotion of Content	Moderate	1	Partner: \$50,000	Partner: \$25,000
Alternative: Expand metasearch of Oregon digital collections (DPLA)	Promotion of Content	Moderate	3	Partner: \$75,000	Partner: \$50,000
Create lesson plans and resources for use of digital collections in K-12 education	Promotion of Content	Moderate	3	OSL Staff: \$2,000 Partner: \$10,000 Consultants: \$20,000	OSL Staff: \$2,000 Partner: \$10,000 Consultants: \$20,000
Create an Advisory Committee on Digital Collections	Governance and Funding	Moderate	3	OSL Staff: \$5,000 Consultant: \$20,000	OSL Staff: \$5,000 Operations: \$20,000
Fund digitization of local newspapers	Infrastructure	Significant	1	OSL Staff: \$2,000	OSL Staff: \$1,000 Grants: \$100,000
Establish a statewide repository of Oregon digital content	Infrastructure	Significant	1	OSL Staff: \$2,000 Partner: \$200,000	OSL Staff: \$1,000 Partner: \$200,000
Join a regional or national preservation initiative.	Infrastructure	Significant	2	Partners: \$100,000	Partners: \$100,000
Apply for external funding to support collaborative digital projects	Governance and Funding	Significant	2	Matching funds (non-LSTA): \$100,000	Matching funds (non-LSTA): \$100,000
Establish regional scanning centers	Infrastructure	Significant	3	OSL Staff: \$6,000 Partners: \$180,000	OSL Staff: \$6,000 Partners: \$180,000