

Nevada State Library & Archives

A Division of the Department of Cultural Affairs

www.nevadaculture.org

Nevada Statewide Digital Planning 2008-2009

Final Report

Prepared by
Liz Bishoff, BCR and Tom Clareson, Lyrasis

For the
Nevada Statewide Digital Advisory Committee and the
Nevada State Library and Archives

June, 2009



www.BCR.org

Liz Bishoff, Director, Digital and Preservation Services, BCR, 14394 E. Evans, Aurora, CO 80014.

Tom Clareson, Program Director for New Initiatives, Lyrasis, 3000 Market Street, Philadelphia, PA 19014.

Published June, 2009 for the Nevada State Library and Archives



Project funded with monies from the federal Library Services and Technology Act (LSTA) through the Institute of Museum and Library Services (IMLS).

Table of Contents

Executive Summary	4
Scope of Work	6
Outcome	6
Stakeholder Involvement	7
Data Collection	7
Access to Content	10
Governance	10
Standards and Best Practices	11
Collaboration	11
Appendix A: Nevada Statewide Digital Advisory Committee	13
Appendix B: Nevada Statewide Digital Plan	18
Appendix C: Nevada Statewide Stakeholder Meeting Reports	32
Appendix D: Nevada Statewide Digital Survey	48

Executive Summary

“There is general agreement that digital information is fundamental to the conduct of modern research, education, business, commerce, and government. Future accomplishments are accelerated through persistent access to data and digital materials, and their use, re-use and re-purposing in ways both known and as yet unanticipated.”¹

The Nevada State Library and Archives in conjunction with representatives from the library, archive and museum communities and others interested in sharing responsibility to preserve, to protect and to make the state’s unique heritage available, have developed a statewide digital plan that will guide the development of Nevada’s digital collections. The plan provides a framework for development and implementation of Nevada’s digital library and archives.

For the purposes of this project, libraries, archives, museums, and historical societies are referred to as cultural heritage institutions. Allied information providers include state, local and tribal governments and educational institutions.

For more than a decade, Nevada’s libraries and information providers have been digitizing selections from their collections and providing access via the internet. As of 2009, 61 of the 110 Nevada cultural heritage organizations have been creating digital resources. To meet the future educational, informational, research, and business needs of the people of Nevada, the amount of digital content must be substantially increased, and access to the collections expanded.

The Statewide Digital Plan (April, 2009) was developed under the leadership of the Nevada State Library and Archives (NSLA) and the Statewide Digital Advisory Committee (SDAC) (Appendix A). Through a series of activities that involved a wide range of Nevadans, including the cultural heritage community, K-12 community, and community arts organization, four goals and objectives were developed and activities prioritized.

Over the next five years the library and cultural heritage community will focus on these goals:

Goal I: Provide online access to digital collections held by Nevada cultural heritage organizations and allied information providers that are distributed throughout Nevada.

Goal II: Develop & implement standards/best practices that will support access to Nevada’s digital collections.

¹ *Sustaining the digital investment: issues and challenges of economically sustainable digital preservation.* interim report of the Blue Ribbon Task Force on Sustainable Digital Preservation and Access (December, 2008). (<http://www.brtf.sdsc.edu>.) Accessed March 15, 2009.

Goal III: Develop a leadership/governance structure that will support the growth and sustainability of a standards-compliant digital initiative created by Nevada's cultural heritage organizations and allied information providers.

Goal IV: Establish a collaborative digitization model where the full range of types and sizes of Nevada cultural heritage organizations and allied information providers can participate.

Scope of work

The Nevada State Library and Archives in conjunction with representatives from the library, archive and museum communities and others interested in sharing responsibility to preserve, to protect and to make the state's unique heritage available, have developed a statewide digital plan that will guide the development of Nevada's digital collections. The plan provides a framework for development and implementation of Nevada's digital library and archives.

For the purposes of this project, libraries, archives, museums, and historical societies are referred to as cultural heritage institutions. Allied information providers include state, local and tribal governments and educational institutions.

Outcome

The Statewide Digital Plan (April, 2009) was developed under the leadership of the Nevada State Library and Archives (NSLA) and the Statewide Digital Advisory Committee (SDAC) (Appendix A). Through a series of activities that involved a wide range of Nevadans, including the cultural heritage community, K-12 community, and community arts organization, four goals and objectives were developed and activities prioritized.

Over the next five years the community will focus on these goals:

Goal I: Provide online access to digital collections held by Nevada cultural heritage organizations and allied information providers that are distributed throughout Nevada.

Goal II: Develop & implement standards/best practices that will support access to Nevada's digital collections

Goal III: Develop a leadership/governance structure that will support the growth and sustainability of a standards-compliant digital initiative created by Nevada's cultural heritage organizations and allied information providers.

Goal IV: Establish a collaborative digitization model where the full range of types and sizes of Nevada cultural heritage organizations and allied information providers can participate

The Nevada Statewide Digital Plan can be found in Appendix B.

Stakeholder Involvement

Key to development of the plan was broad based stakeholder involvement. This objective was achieved through several approaches. The original SDAC was expanded from 7 to 10 members, bringing in representatives from small and rural museums and historical societies, folklife centers, and a representative of city government, and representatives from public and academic libraries and archives. This committee met regularly from August, 2008 through March, 2009 both in person and via conference call.

Stakeholder involvement was also garnered through the statewide survey of digital activities, where a 55% response rate was realized. The project consultants reported the Nevada survey was the first statewide digital survey in the nation. Additionally this survey realized a higher than average response for this type of instrument, in part due to NSLA staff who contacted many of the institutions encouraging their participation.

A 2-day Stakeholder Meeting was held December 11-12, 2009 in Henderson, Nevada attended by 30 individuals representing libraries, archives, museums, historical societies, and other information organizations. Utilizing the Open Space Technology methodology², these thirty participants developed the foundation of the plan. Lastly three regionally based community forums were hosted by NSLA and SDAC and attended by 33 individuals. These meetings, held in Elko, Las Vegas and Reno provided community representatives to comment on the Digital Plan, review results of the statewide survey and provide general comments on the how to approach creation of a Nevada digital library and archives. Reports of the meetings can be found in Appendix C.

Data Collection:

Nevada's cultural heritage organizations have been creating and acquiring digital collections for more than a decade as identified through the statewide survey. Of those surveyed, 32 are creating and/or acquiring digital collections. As part of the data collection activities, the project has identified existing digital projects and collections, metadata best practices, and websites. The Nevada State Library and Archives has created a website to provide access to the resources which is located at http://nevadaculture.org/nsla/index.php?option=com_content&task=view&id=1702&Itemid=1.



² Open Space Technology offers a method to run meetings of groups of any size. OST represents a self-organizing process; participants construct the agenda and schedule during the meeting. OST allows diverse groups to address somewhat controversial topics. Wikipedia May 31, 2009.

Statewide Survey:

In October-November, 2008 the NLSA, SDAC and project consultants developed and conducted the nation's first statewide survey of digital activities. Email notice was sent regarding the availability of the online survey to all Nevada's cultural heritage institutions³. Those who requested were provided a paper survey. Data analysis and the report were prepared by consultants from BCR/Lyrasis (formerly Palinet).

The survey can serve to establish a baseline measurement of digital activity in Nevada's libraries, archives, museums and historical societies. A copy of the final report of the survey is at: http://nevadaculture.org/nsla/index.php?option=com_content&task=view&id=1702&Itemid=1. Additionally a copy is in Appendix D.

The survey, distributed to 110 Nevada organizations with 61 organizations responding, realized a 55% response rate. Thirty-two of the 61 respondents reported that they are creating digital content. Nevada organizations have been creating digital content since 1989, with many starting between 1994-96 and another group beginning 1999-2001. As early as 1998, Nevada organizations began collecting digital resources. Most organizations reported beginning their acquisition of digital collections between 1998-2001.

Digital collections:

Nevada cultural heritage organizations are creating content from wide range original formats. The top material types for digitization include:

- flat works on paper/photographic prints – 18% of the content held by 21 institutions
- maps, architectural drawings and posters – 12% of the content held by 14 institutions
- film materials (negatives or glass plate negatives) – 10% of the content held by 13 institutions

Twenty organizations reported creating or acquiring born-digital resources:

- photography or other still images – 17 institutions
- simple text – 14 institutions
- encoded text (including blogs, websites, listservs and PDF documents) – 10 institutions
- digital audio – 9 institutions
- digital video—9 institutions

The survey respondents felt image materials (69%) and text materials (54%) would be most valuable to Nevada residents.

³ The survey list was created by the NLSA with the assistance of representatives from the Nevada Museum Association. Survey was sent to all libraries, except schools, and archives. Surveys were sent to all museums who have regularly established hours and professional staffing.

Key findings of the survey:

Policies: In the fall, 2008, the majority of institutions reported that they had neither written policies nor procedures that address digital holdings including: mission and goals, digital collection development, emergency preparedness, exhibitions and presentation, strategic planning for digital projects, public services issues for digital items, or rights and licensing. Policies and procedures have been developed or were being developed by some organizations in the areas of: digital collection development, rights and licensing and emergency preparedness.

Information Technology support: Sixty-one percent (40) of the institutions reported not having a separate information technology department; rather information technology needs were met by either the department handling their own needs, outsourcing to an internal unit other than the library/archive/museum or a combination of these approaches.

Digital Asset Management: Organizations supported a wide range of digital collection management applications, including digital imaging (e.g., scanning, direct digital capture and digital photography), and collection management and design. Digital asset management systems, digital or institutional repositories and publicly searchable collections databases were not supported at the majority of organizations surveyed.

Digital Collections: As defined in the survey, the term “digital collection initiative” refers to a broad range of programs and projects undertaken in cultural heritage organizations to build a collection of materials with a unifying characteristic. For this survey, the unifying element is the fact that the collections are digital in format. When asked if they had a digital initiatives program, 33, or 64%, of respondents said no, and 19, or 36%, said yes. This low response rate may be due to the organizations believing they have developed digital projects, but they have not developed a continuing program of digital activity.

Training: Fifteen potential digitization training topics were listed in the survey. The survey found that the topics of greatest interest included copyright/rights management, funding of digitization projects, digital preservation, understanding digital standards and procedures, understanding technology and options for digital images.

Collaboration: Only 13 of the 61 respondents currently collaborate with other cultural heritage organizations in their digital initiatives. Most collaborative relationships were with other state institutions or were multi-type collaborations. Only three organizations reported having formal agreements or contracts to establish collaborative relationships. This finding points toward collaboration as a way to cooperatively grow individual and statewide digital offerings.

Digital preservation: Seventy-seven percent of the respondents do not have a digital preservation plan, even though these organizations expect to retain their collections for the long-term (e.g. more than 10 years). The leading approach to digital preservation is data backup. As of the fall of 2008, over 96% of the respondents were backing up their data. Throughout the digital preservation field, it has been established that “backup is not enough,” and a variety of approaches, policy, documentation and human resource allocation is needed to assure long term access to digital collections. Most organizations

reported only in-house storage of their backup files, in systems managed by the organization. Following widespread regional damage caused by natural disasters such as hurricane Katrina, many organizations across the U.S. are considering multi-state regionally based approaches to backup rather than locally stored backup strategies.

Access to Content

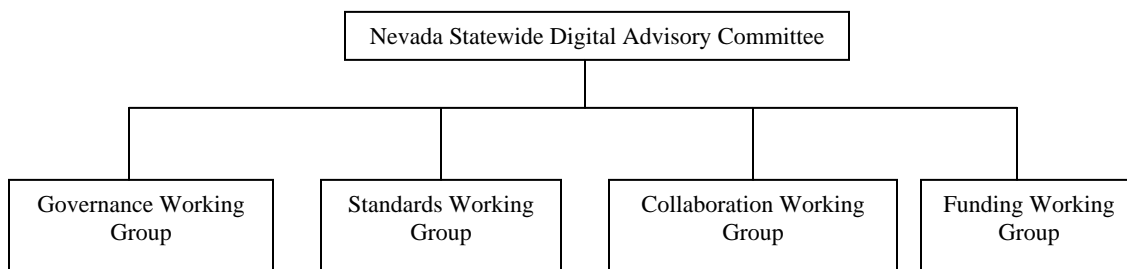
One of the primary goals of the initiative is to improve access to the existing digital content. Following the initial meeting of the Statewide Digital Advisory Committee meeting, the staff from University of Nevada Reno, University of Nevada Las Vegas, Cooperative Libraries Automated Network (CLAN), and others who utilize CONTENTdm content management software worked on implementing Google Search capability which would allow searching across the existing CONTENTdm implementation. Implementation of this functionality eliminated the need to purchase and implement the CONTENTdm multi-site server software.

Following the December Stakeholder meeting, the same functionality was tested using the Past Perfect software, an application that is used by historical societies and history museums. This test was successful. Using the Google Search capability allows the searching of Nevada libraries and museums with Past Perfect and CONTENTdm implementations.

As a result of these approaches, it appears that it may not be necessary to move towards a single software solution for all Nevada cultural heritage institutions.

Governance

To achieve the goals and activities of the Statewide Digital Plan, it will be necessary to establish a means by which the cultural heritage community can come together to oversee the implementation of the plan. The Statewide Digital Advisory Committee can provide that structure however some modifications are needed. At the February meeting of the SDAC, a structure was proposed that could achieve this objective. The Statewide Advisory Committee would be chaired by a member of the committee and each committee member will have liaison responsibilities to the working groups which report back to the advisory committee.



With the establishment of working groups, representatives from the various communities, libraries, archives and museums will be actively involved in development

and implementation of best practices, development of a Nevada based training program, development of funding programs, etc. The structure is flexible and can bring in new leadership and participants as the program needs grow and change.

The Nevada State Library and Archives will provide overall guidance and facilitation to the group's activities.

Standards and Best Practices

Through the survey the project identified digital standards and best practices used in Nevada's cultural heritage organizations. Best practices along with other documentation used by Nevada organizations have been aggregated on the project website. These two activities laid the foundation for the next step of activities, which is establishing a Nevada standard/best practice framework. During the December Stakeholder meeting the need for statewide best practices in the area of metadata, content creation, and rights management were all identified as a priority. As a result it is one of the goals in the digital plan. Many of the organizations already use the *BCR CDP Digital Imaging Best Practices* and the *BCR CDP Dublin Core Best Practices*. These documents can provide a foundation for the Nevada best practices, as many other states and collaboratives have done.

Collaboration

Underlying all the discussions of the past several months has been an overriding commitment of the Nevada's cultural heritage community to steward and provide access to the resources that these organizations are responsible for whether these collections are in analog or digital format.

During all the events, SDAC meetings, the December Stakeholder meeting and the community forums there were discussions of collaboration. Two important questions were addressed during the meetings:

How does it benefit an individual institution to participate in a statewide project?

- Provides more access points to the institution's digital collections
- Makes the collection much more available to the public (especially important for government agencies serving the public)
- Collaborative activities are attractive to funding agencies
- Enriches the K-12 "history of Nevada" curriculum
- Provides wider access to "local" information
- Access to a stronger infrastructure
- Develops a sense of community with colleagues – provides networking opportunities
- We are stronger together – in efficiencies and effectiveness
- Allows us to bridge physical distances

How can institutions that have established digitization programs benefit from helping less experienced institutions?

- The opportunity to help other people, in the spirit of community

- Contribute to the greater good for the people of Nevada
- Enriching the established collection with more diverse content
- Writing better collaborative grants through more knowledge of other kinds of organizations
- Gaining access to additional funding sources
- Providing opportunities for faculty service and publications (in academic institutions)

Many more questions were asked, but addressing these two critical questions on collaboration lays a foundation for a statewide collaborative. In light of the current financial climate, individual Nevada's cultural heritage organizations realize they cannot make the kind of financial investment that is required to create, manage, disseminate and preserve digital content on their own. Through collaborative efforts, it is possible to realize the goal of increasing access to Nevada's heritage through digitization. As a result one of the goals in the Digital Plan is to *'Establish a collaborative digitization model where the full range of types and sizes of Nevada cultural heritage organizations and allied information providers can participate.'*

Prepared by Liz Bishoff, Director, Digital and Preservation Services, BCR and Tom Claeson, Senior Consultant, Lyris for the Nevada State Library and Archives.

Appendix A

Nevada Statewide Digital Advisory Committee

Statewide Digital Advisory Committee – 9/08

ARCHIVES

Sabrina Mercadante
Archives and Records Administrator
City of Henderson
240 Water Street, Room 102
P.O. Box 95050
Henderson, NV 89009-5050
Phone: 702-267-1412, Fax 702-267-1401
Sabrina.Mercadante@cityofhenderson.com

Steve Green, Archivist
Western Folklife Center
501 Railroad Street
Elko, Nevada 89801
Fax: 775-738-7508, Fax 775-738-2900
sgreen@westernfolklife.org

DEPARTMENT OF EDUCATION

Cindy Sharp, CRT/HSPE Consultant – for Kim Vidoni
Nevada Department of Education
700 E. Fifth Street
Carson City, NV 89701
775-687-9166; Fax: 775-687-9101
csharp@doe.nv.gov

LIBRARY - ACADEMIC

Jason Vaughan
Director of Library Technologies
University of Nevada, Las Vegas
4505 Maryland Parkway, Box 457001
Las Vegas, NV 89154-7001
702-895-2179; Fax 702-895-2236
jason.vaughan@unlv.edu

Donnelyn Curtis
Director of Research Collections and Services
University Library, M/S 322
University of Nevada, Reno
Reno, NV 89557-0322
775-682-5668; Fax 775-784-4529
dcurtis@unr.edu

LIBRARY - PUBLIC

Dana Hines, Administrator
Cooperative Libraries Automated Network (CLAN)
100 North Stewart Street
Carson City, NV 89701
775-684-3370; Fax 775-684-3330
dlhines@clan.lib.nv.us

Michelle Mazzanti, ABS Manager
Henderson District Public Libraries
280 South Green Valley Parkway
Henderson, NV 89012-2301
702-492-6587; Fax 702-492-1711
mlmazzanti@hdpl.org

Lauren Stokes, Virtual Branch Manager
Las Vegas-Clark County Library District
833 Las Vegas Boulevard North
Las Vegas, NV 89101-2062
702-507-3414; Fax 702-507-3609
stokesl@lvccld.org

LIBRARY - SPECIAL

Phyllis Sargent
Asst. Administrator for Library Services
Nevada State Library and Archives
100 North Stewart Street
Carson City, NV 89701
775-684-3314; Fax 775-684-3311
psargent@nevadaculture.org

Jeanne Price, Director
Wiener-Rogers Law Library
William S. Boyd School of Law
4505 Maryland Parkway, PO Box 451080
Las Vegas, NV 89154-1080
702-895-2404; Fax 702-895-2410
jeanne.price@unlv.edu

Museums

Cindy Sutherland, Archivist
The Historic Fourth Ward School

537 South "C" Street, P.O. Box 4
Virginia City, NV 89440
775-847-0975 Fax: 775-847-1011
pogonip@att.net

Michael Maher, Librarian
Nevada Historical Society
1650 N. Virginia Street
Reno, NV 89503
775-688-1191 – 227; Fax 775-688-2917
mmaher@nevadaculture.org

VIRTUAL MEMBERS

Jane Pieplow, Director
Churchill County Museum & Archives
1050 South Maine Street
Fallon, Nevada 89406
775-423-3677; Fax 775-423-3662
ccmuseum@phonewave.net

Mark Hall-Patton, Administrator
Clark County Museum
1830 S. Boulder Highway
Henderson, NV
702-455-7955
mhp@co.clark.nv.us

Claudia Wines, Director
Northeastern Nevada Museum & Historical Society
1515 Idaho Street
Elko, Nevada 89801
775-738-3418 ext. 01; Fax 775-778-9318
director@museum-elko.us

NSLA STAFF

Daphne DeLeon, Administrator
Nevada State Library and Archives
100 North Stewart Street
Carson City, NV 89701
775-684-3315; Fax 775-684-3311
ddeleon@nevadaculture.org

Karen Starr, Assistant Administrator
Library and Archive Development
Nevada State Library and Archives

100 North Stewart Street
Carson City, NV 89701
775-684-3324; Fax 775-684-3311
kstarr@nevadaculture.org

PROJECT CONSULTANTS

Liz Bishoff, Director
Digital & Preservation Services
BCR
14394 E. Evans
Aurora, CO 80014
1-303-751-6277
lbishoff@bcr.org

Tom Clareson, Senior Consultant
New Initiatives
Lyrasis
3000 Market St. #200
Philadelphia, PA 19104-2801
clareson@palinet.org

Appendix B

Nevada Statewide Digital Plan 2009-2014



Nevada Statewide Digital Plan 2009-2014

Nevada Statewide Digital Advisory Committee and the
Nevada State Library and Archives

Prepared with the assistance of
Liz Bishoff, BCR and Tom Clareson, Lyrasis

June 4, 2009

people.
action.
noise.



www.BCR.org

Liz Bishoff, Director, Digital and Preservation Services, BCR, 14394 E. Evans, Aurora, CO 80014.

Tom Clareson, Program Director for New Initiatives, Lyrasis, 3000 Market Street, Philadelphia, PA 19014.

Published May, 2009 for the Nevada State Library and Archives



Project funded with monies from the federal Library Services and Technology Act (LSTA) through the Institute of Museum and Library Services (IMLS).

Nevada Statewide Digital Action Plan, 2009-2014

*“There is general agreement that digital information is fundamental to the conduct of modern research, education, business, commerce, and government. Future accomplishments are accelerated through persistent access to data and digital materials, and their use, re-use and re-purposing in ways both known and as yet unanticipated.”*⁴

For more than a decade, Nevada’s libraries and information providers have been digitizing selections from their collections and providing access via the Internet. As of 2009, 61 of the 110 Nevada cultural heritage organizations have created digital resources. To meet the future educational, informational, research, and business needs of the people of Nevada, the amount of digital content must be substantially increased, and access to the digital collections expanded.

Realizing the goal of expanded access and increased content, the Nevada State Library and Archives (NSLA) established as one of its goals, that “the people, governments and associated cultural heritage organizations of Nevada will share responsibility to preserve, protect and make the state’s unique heritage available.”⁵ A Statewide Digital Advisory Committee (SDAC), representing Nevada’s cultural heritage community was established to explore how this goal could be realized. This committee recommended development of a digital action plan. Under the combined leadership of the NSLA and the SDAC, the plan was developed over an eight month period beginning in the fall, 2008 and completed in the spring, 2009.

Digital Action Plan Purpose:

The purpose of the digital plan is to assist Nevada’s cultural heritage organizations and allied information providers to:

- preserve and provide access to the greatest amount of materials possible documenting Nevada’s history and development;
- further the services of libraries, archives, museums, information centers and educational systems to meet expanding educational needs of students and residents;
- develop their digital collections on a statewide basis; and
- develop a digital governance structure.

This action plan guides development of Nevada’s digital collections on a statewide basis. The key stakeholders required to implement the plan include Nevada’s academic, public,

⁴ *Sustaining the digital investment: issues and challenges of economically sustainable digital preservation.* interim report of the Blue Ribbon Task Force on Sustainable Digital Preservation and Access (December, 2008). (<http://www.brtf.sdsc.edu>.) Accessed March 15, 2009.

⁵ *LSTA five year plan 2008-2012 for the Institute for Libraries and Museum Services.* Nevada State Library and Archives, (http://nevadaculture.org/nsla/dmdocuments/LSTAPlan20082012_posting.pdf.) Accessed April 13, 2009.

school and special libraries; archives; history museums and historical societies; educational institutions; arts and science museums; state and local government, and tribal governments.

For the purposes of this plan, libraries, archives, museums, and historical societies are collectively referred to as cultural heritage organizations. Allied information providers include state, local and tribal governments and educational institutions.

Nevada's digital landscape:

To inform the decision making, the Nevada State Library and Archives conducted a statewide digitization survey in October-November 2008. The focus of the survey was to establish a baseline measurement of digital activity in Nevada's libraries, archives, museums and historical societies. From this study, an overview of digitization activities within the state was created by project consultants. (<http://nevadaculture.org/nsla/dmdocuments/NVDigPlanningSurveyReportFinal-0315.pdf>).

The survey, distributed to 110 Nevada organizations, with 61 organizations responding realized a 55% response rate. Thirty-two of the 61 respondents reported that they are creating digital content. Nevada organizations have been creating digital content since 1989, with many starting between 1994-96 and another group beginning 1999-2001. As early as 1998, Nevada organizations began collecting digital resources, including reformatted and born digital resources. Most reported that they began acquiring digital collections between 1998-2001.

Digital collections:

Nevada cultural heritage organizations are creating content from a range of original formats. The top material types for digitization include:

- flat works on paper/photographic prints – 18% of the content by 21 institutions
- maps, architectural drawings and posters – 12% of the content by 14 institutions
- film materials (negatives or glass plate negatives) – 10% of the content by 13 institutions

Twenty organizations reported creating or acquiring born-digital resources:

- photography or other still images – 17 institutions
- simple text – 14 institutions
- encoded text (including blogs, websites, listservs and PDF documents) – 10 institutions
- digital audio – 9 institutions
- digital video—9 institutions

The survey respondents indicated image materials (69%) and text materials (54%) would be most valuable to Nevada residents, based on their experience working with the public and knowing the types of resources requested.

Nevada Statewide Digital Initiative Mission:

To support Nevada residents and scholars and researchers interested in Nevada's culture and history, by providing increased access to collections held by Nevada's cultural heritage organizations and allied information providers through digital access to the collections in a statewide collaborative initiative.

Digital collection markets:

Nevada's cultural heritage organizations serve more than 2.7 million Nevadans. In 2001, the Nevada Electronic Records Committee defined user categories, three of which applied to this statewide digital initiative. Using that information, the Statewide Digital Advisory Committee identified the digital initiative segments to assist in guiding the development of digital products and services to support the needs of Nevadans.

- General users/visitors: a library or archive patron; or museum visitor seeking general information, recreational reading, viewing of material or access a new exhibit or experience.
- Learners/K-16 students: individuals seeking information that supports their learning environment including K-16 learners or the lifelong learner exploring topics to advance his/her career or for general enrichment.
- Scholars/researchers, including graduate students: individuals who desire in-depth information in support of his/her research
- Donor/funder: individuals and organizations who support the mission of a cultural heritage organization through financial donations, donation of collections, and through sponsorships.
- Staff of cultural heritage organizations, including boards, volunteers, etc.: individuals who are responsible for creating and implementing the mission, goals, and activities of cultural heritage organizations.

Goals and Activities:

Goal I: Provide online access to digital collections held by Nevada cultural heritage organizations and allied information providers distributed throughout Nevada.

❖ Activities:

- Expand implementation of Google search to include additional content management platforms—Summer, 2009
- Create digital collection development policy for collaborative work—Winter, 2009/2010
- Explore options for enhanced search capabilities beyond those offered by Google search—Winter, 2009/2010
- Propose digital rights management policy for collaborative work—Winter, 2009/2010

- Increase access to all collections through a Nevada shared web presence—Spring, 2010
- Identify subject areas for collaborative digitization—Spring, 2010
- Support digitization of additional collections—Spring, 2010
- Explore interest in statewide digitization initiatives, e.g. oral history, newspaper digitization, including funding strategies—Fall, 2012
- In collaboration with the standards working group, evaluate impact of the metadata best practices on collaborative statewide initiative—Fall, 2013
- Submit grant for long term preservation solution, i.e. National Endowment for the Humanities—Summer, 2013

Goal II. Develop and implement standards/best practices that will improve access to Nevada's digital collections

❖ Activities

- Establish working groups to adopt best practices/standards for metadata, digital imaging, collection development—Summer, 2009
- Recommend adoption of best practices/standards for metadata, digital imaging, digital audio, rights management to improve access to online collections.—Winter, 2009 - Spring 2010
- Develop a strategy to train cultural heritage organization practitioners and volunteers in Nevada's best practices/standards—Winter, 2009/2010
- Establish a long term digital preservation working group that will explore and recommend a digital preservation program for Nevada.—Spring, 2010
- Implement ongoing training program—Summer, 2010 - Summer, 2014
- Recommend options for long term digital preservation program for digital content in Nevada—Spring, 2011

Goal III: Develop a leadership/governance structure that will support the growth and sustainability of a standards-compliant digital initiative created by Nevada's cultural heritage organizations and allied information providers.

❖ Activities:

- Expand statewide digital advisory to represent all stakeholders—Summer, 2009
- Develop Nevada statewide digitization initiative promotional program—Summer, 2009

- Develop task force to explore governance structure for the program—Summer, 2009
- Initiate a pilot digitization project addressing curatorial traditions—Summer, 2009
- Implement project management structure—Fall, 2009
- Develop task force to explore funding options—Winter, 2010
- Recommend governance structure—Spring, 2010
- Recommend funding options—Summer, 2010
- Initiate 3rd digital initiative LSTA grant—Summer, 2010
- Implement promotional program for statewide initiative—Fall, 2009
- Implement governance structure—Winter, 2010
- Evaluate effectiveness of promotional program—Winter, 2011
- Design and implement Phase II promotional program—Winter, 2011
- Evaluate governance structure—Winter, 2012
- Work with the collaboration working group on promotion, and program evaluation—annual

Goal IV: Establish a collaborative digitization model where the full range of types and sizes of Nevada cultural heritage organizations and allied information providers can participate

❖ Activities

- Develop a centralized website with links to the digital collections, existing standards/best practices, expertise, training, funding sources, etc.—COMPLETED 3/09
- Establish task force on collaboration—Summer, 2009
- Review 2008 survey to identify needs of smaller organizations—Summer, 2009
- Identify opportunities for partnerships between large and small organizations—Fall, 2009
- Initiate a pilot digitization project demonstrating large/small organization partnership—Spring, 2010

- Develop white paper on benefits of digitization for Nevada cultural heritage organizations—Winter, 2009/Spring 2010
- Promote & publish white paper on benefits of digitization—Spring, 2010
- Develop Nevada digital collaborative promotional program—Spring, 2010
- Recommend model for collaboration in Nevada—Summer, 2010
- Implement model for collaboration as appropriate—Fall, 2010
- In collaboration with governance and collaboration working groups, develop promotional materials on benefits of collaboration—Winter, 2010
- With the collaboration working group, explore opportunity for mentor/mentee clearinghouse—Winter, 2010
- Establish a working group to explore impact of digital content on on-site visits—Winter, 2010
- Report results of pilot collaborative project—Winter, 2011
- In collaboration with the governance working group establish participation criteria—Spring, 2012
- Demonstrate statewide multi-cultural heritage organization initiative creating a model project, for example an online oral history collection, an online historic newspaper collection or some statewide collection—Spring, 2013

Evaluation and Monitoring:

The Nevada State Library and Archives and the Nevada Statewide Digitization Advisory Committee are responsible for monitoring and evaluating progress on the Nevada Statewide Digital Action Plan. Working together, the plan includes annual program review to assure that it meets the needs of Nevadans.

The measurable outcomes for this plan are:

- Nevada’s cultural heritage organizations and allied information providers share a common vision and set of goals in the development of the Nevada Digital Heritage Initiative.
- Nevada’s cultural heritage organizations and allied information providers develop a statewide network based on the best set of solutions for Nevada’s statewide digitization.
- Nevada’s cultural heritage organizations and allied information providers have established a shared web presence.

Additional outputs which will be collected and reported as part of the plan include:

- The number of institutions agreeing to participate in a statewide digital network initiative;
- The number of funded projects that result from grant applications and which utilize goals and activities in the plan's identified focus areas for implementation of the projects;
- The number of institutions that adopt the metadata best practices;
- The number of institutions that adopt the collection development policy;
- The number of local partnerships that are formed; and
- The number of visits to a shared web presence

Timeline

Annual
3.15. Work with the collaboration working group on promotion, and program evaluation—Annual
Spring 2009
4.1. Develop a centralized website with links to the digital collections, existing standards/best practices, expertise, training, funding sources, etc.—COMPLETED 3/09
Summer 2009
1.1. Expand implementation of Google search to include additional content management platforms—Summer, 2009
2.1. Establish working groups to adopt best practices/standards for metadata, digital imaging, collection development—Summer, 2009
3.1. Expand statewide digital advisory committee to represent all stakeholders—Summer, 2009
3.2. Develop Nevada statewide digitization initiative promotional program—Summer, 2009
3.3. Develop task force to explore governance structure for the program—Summer, 2009
3.4. Initiate a pilot digitization project addressing curatorial traditions—Summer, 2009
4.2. Establish task force on collaboration—Summer, 2009
4.3. Review 2008 survey to identify needs of smaller organizations—Summer, 2009
Fall 2009
3.5. Implement project management structure—Fall, 2009
3.10. Implement promotional program for statewide initiative—Fall, 2009
4.4. Identify opportunities for partnerships between large and small organizations—Fall, 2009
Winter 2009/2010
1.2. Create digital collection development policy for collaborative work—Winter, 2009/2010
1.3. Explore options for enhanced search capabilities beyond those offered by Google search—Winter, 2009/2010

1.4. Propose digital rights management policy for collaborative work—Winter, 2009/2010
2.3. Develop a strategy to train cultural heritage organization practitioners and volunteers in Nevada’s best practices/standards—Winter, 2009/2010
Winter 2009 – Spring 2010
2.2. Recommend adoption of best practices/standards for metadata, digital imaging, digital audio, rights management to support access to online collections—Winter, 2009 - Spring 2010
4.4. Develop white paper on benefits of digitization for Nevada cultural heritage organizations—Winter, 2009/Spring 2010
Spring 2010
1.5. Increase access to all collections through a Nevada shared web presence—Spring, 2010
1.6. Identify subject areas for collaborative digitization development—Spring, 2010
1.7. Support digitization of additional collections—Spring, 2010
2.4. Establish a long term digital preservation working group that will explore and recommend a digital preservation program for Nevada.—Spring, 2010
3.7. Recommend governance structure—Spring, 2010
4.5. Initiate a pilot digitization project demonstrating large/small organization partnership—Spring, 2010
4.7. Promote & publish white paper on benefits of digitization—Spring, 2010
4.8. Develop Nevada digital collaborative promotional program—Spring, 2010
4.9. In collaboration with governance and collaboration working groups, develop promotional materials on benefits of collaboration—Spring, 2010
Summer 2010
3.8. Recommend funding options—Summer, 2010
3.9. Initiate 3 rd digital initiative LSTA grant—Summer, 2010
4.10. Recommend model for collaboration in Nevada—Summer, 2010
Summer 2010 – Summer 2014
2.5. Implement ongoing training program—Summer, 2010 - Summer, 2014

Fall 2010
4.11. Implement model for collaboration as appropriate—Fall, 2010
Winter 2010
3.6. Develop task force to explore funding options—Winter, 2010
3.11. Implement governance structure—Winter, 2010
4.12. With collaboration working group, explore opportunity for mentor/mentee clearinghouse—Winter, 2010
4.13. Establish a working group to explore impact of digital content on on-site visits—Winter, 2010
Spring 2011
2.6. Recommend options for long term digital preservation program for digital content in Nevada—Spring, 2011
Winter 2011
3.12. Evaluate effectiveness of promotional program—Winter, 2011
3.13. Design and implement Phase II promotional program—Winter, 2011
4.14. Report results of pilot collaborative project—Winter, 2011
Fall 2012
1.8. Explore interest in statewide digitization initiatives, e.g. oral history, newspaper digitization, including funding strategies—Fall, 2012
Winter 2012
3.14. Evaluate governance structure—Winter, 2012
Spring 2012
4.15 With the governance working group establish participation criteria—Spring, 2012
Spring 2013
4.16. Demonstrate statewide multi-cultural heritage initiative creating a model project, for example an online oral history collection, an online historic newspaper collection or some other statewide collection—Spring, 2013
Summer 2013
1.10. Submit grant for long term preservation solution, i.e. National Endowment for the

Humanities—Summer, 2013
Fall 2013
1.9. In collaboration with standards working group evaluate impact on metadata best practices on statewide collaborative initiative—Fall, 2013

Appendix C

Nevada Statewide Stakeholder Meeting Reports

Nevada Statewide Digitization Initiative

Stakeholders Meeting—

Day 1 Report

December 11, 2008

Edited by
Liz Bishoff
BCR, INC
And
Tom Clareson
PALINET, Inc.

Daphne DeLeon, Nevada State Librarian, welcomed more than thirty representatives from Nevada libraries, museums, archives and historical societies a two day stakeholder meeting to address the impact of the continued transformation of the world's knowledge into digital form on Nevada institution and the people of Nevada. The creation, distribution and preservation of digital content is raising many issues for libraries, museums, archives and other cultural institutions as well as those who fund and utilize the digital content. Together cultural heritage institutions have the fundamental responsibility for maintaining society's cultural resources and for providing access to the communities they serve.

The Stakeholder two-day meeting is the first in a series of events to develop a five year plan for making the States' unique resources available digitally. Utilizing Open Space Technology methodology, the participants during the first day developed a series of recommendations to address issue. The following question was addressed by the participants.

What needs to occur for the people, government and cultural heritage institutions of Nevada to identify, preserve and make our States unique resources digitally available?

Day two the participants prioritized the recommendations, merged related activities and assigned specific next steps.

The Day one report was transcribed by the conveners.

I. Topic: Volunteer resources for digital projects

Discussion summary: Utilizing the Nevada Sesquicentennial (2011-2014) as a marketing angle for getting digital content on a publicly available system. Discussed the benefits of enabling volunteers to work from home or remote locations on digital projects; establish a volunteer networking program within/between institutions statewide; volunteer opportunity distribution systems (statewide).

Recommendation: Include an element promoting volunteer recruitment, management, training and recognition as part of the statewide digital project. This could include:

- Online referral list for community service, MLS, other relevant sources of qualified volunteers;
- Assist with matching tasks to interests to volunteers;
- Create a centralized task description/procedure bank;
- Shared training modules available online
- Pre-certification for selected volunteer positions

Convener and Participants: Rebecca Snetselaar (convener), Jeff Kintop, Glee Willis, Kate Hahn

II. Topic – Access: How do we provide access to the various digital collections throughout the State?

Discussion Summary:

- Users of information don't care where the information comes from
- Should we fund/create a single portal or use Google custom search?
- Should a standard platform be established?
- What is the cost of developing and maintaining a portal?
- Who would be responsible for maintaining the portal? This could be labor intensive. Is it the State's responsibility?
- Title of Google custom search box.
- Google custom search is cost effective and less labor intensive than a portal.

Recommendations: Explore using the Google Custom Search tool as a means of widespread searching of the digital collections and catalogs from participating Nevada institutions/projects.

Convener and Participants: Sabrina Mercadante, Lauren Stokes, Phyllis Sargent, Forrest Lewis, Cory Lampert, Sara Frantz, Dana Hines, Karen Wilkander, Michelle Mazzanti

III. Topic: Leadership/Governance

Discussion Summary

- What Nevada can sustain and grow is a digital initiative that is focused on providing support (best practices, guidelines, training, etc.) to cultural heritage institutions to create standard-compliant digital materials. The focus of this initiative is multifaceted:
- to ensure that digital materials would be harvestable, discoverable, exposed through aligned indexing, metadata, nomenclature,
- to provide a clearinghouse for collection and project information and
- collaboration to enhance the digital material available.

- Related topics that were discussed include: digital ownership, branding and jargon.

Recommendations

- Establish a leadership committee that is representative of Nevada's cultural heritage institutions.
 - Identify action plan for the next 12 months.
- Establish/identify who can serve as a clearinghouse of collection and project information.

Convener and Participants: Daphne DeLeon, Brian Alvarez, Ed Feldman, Jeff Feldman, Michael Maher, Patty

IV. Topic: If a more established digitization entity could provide assistance to less established players, what sort of assistance would be most valuable to the smaller entities?

Discussion Summary: The group brainstormed types of assistance that would be useful to smaller entities. The underlying premise is that there was a desire to make things available in digital format. For the items listed, some could perhaps be accomplished by training; some might be associated with grant work (e.g. funding for a staff person to do x or y); some could be done by some other collaborative arrangement between a larger player and a smaller player (e.g. the larger institution could provide some of the services on a contracted fee structure, or gratis, depending on the circumstances).

The group had 8 participants and thus represented only a very small slice of the smaller institutions in the state. Following is a list of assistance items, as well as a ROUGH numerical rating on a 5 point scale. A "5" indicates that we think all or most of the smaller entities would have a need of this item and could benefit from assistance; a "1" indicates that they really wouldn't need assistance with this item – they have staff that can handle this, they have experience with this, etc. Still, the fact that it rated a "1" still indicates that at least one (maybe more) institutions could use this type of assistance. Following is a list of ideas in the order they were generated:

- Hosting final product (e.g. in an online, searchable environment) – 3
- Ensuring appropriate branding of who owns/ provided the items for digitization – 5
- Metadata input, metadata quality control, training on established metadata format, assistance with taking basic data and expanding it to a fuller metadata record -5
- Use of hardware / software that a larger institution may possess, such as a large format scanner – 4 to a 5. This may also include intermediate hardware/software that can convert something from analog to digital format – such as transfer of an 8 mm tape to digital format; or a large format flatbed scanner. Some smaller entities don't even have a free PC that could be hooked up to a \$100 scanner for basic scanning.
- Cross hosting of collection – that is assistance with making things harvestable by a larger front end portal, but also still having materials accessible from local website (and this may be as basic as providing a link to the larger front end portal) – 3
- Transfer of digital files. That is, transfer of digital assets from one entity to another – ex. Via an FTP server, etc.

Planning: 3 – a large umbrella that included the following things –

- Collection assessment – “what is valuable and should be online?”
- How can collections be combined to make a stronger collection – that is “what do I have that would feed into a collection owned by someone else, and make it stronger?”
- Assistance with prioritization. What parts of my collection are most important? Which collection do I start with? Where does “my stuff” fit into the larger picture?

Standards: 4 -- Best practices related to scanning and describing materials correctly. Also, how perfect a record does it have to be?

Grants: 2 -- Assistance with identifying grant opportunities and with writing a collaborative grant application. Do you have a person at your smaller entity that is able to do this work?

Access and Ownership: – 4. This includes agreements between two entities in Nevada – “you host but I still own,” types of stuff, and also includes the larger picture – understanding copyright questions/concerns, can you even put this stuff online, etc.

Cross walking data: -- 5 Assistance with cross walking and exporting data. The record exists in one format and it needs to exist in an agreed upon standard format. There was an agreement that this involves both technical work of IT staff, but most also include someone knowledgeable on the content – to make sure “nothing is lost in the translation.”

Hardware: 2 -- I have some money to buy equipment or software, I have this particular digitization need, and I need help on what hardware I should purchase.

Authority control best practices – 5.

Preparing and organizing physical materials – 4: for shipment and receipt; and also in reprocessing those physical items once they are returned to the owning entity.

Recommendations: A survey should be conducted to identify what types of assistance the smaller entities could use, and to reach a larger audience than the 8 participating in the discussion. Also, focus on the form of the assistance required by these organizations, is it training, or “I’ll do it for you and provide staff,” etc.

Convener and Participants: Convener: Jason Vaughan; Participants: Peter Michel, Donnie Curtis, Tom Fay, Jeanne Price, Donna, Rebecca, Vicky Tripps

V. Topic: Selection Criteria: Local vs. Group

Discussion Summary: The discussion centered on two topics: eligibility of items and themes. Eligibility was defined as a decision based on the comprehensiveness and accuracy of the digital item and its indexing. The group would define what the minimum standards for indexing and image capture. Selection of materials to digitize based on content would be the sole jurisdiction of the local institution.

An interesting discussion of themes was conducted. Themes were viewed more as a strategy to market digital materials to users and to provide intellectual access to materials to wider audiences. Perhaps most interesting was the idea that participating institutions would agree up front that digital materials can be re-used by other participating institutions. Borrowed materials would retain their link to their home institution.

Recommendations: Representative leadership committee develops documentation.

Convener and Participants: Daphne DeLeon (Convener) Dana Hines, Jeanne Price, Sabrina Mercandente, Peter Michel, Lauren Stokes

VI. Topic: Standards for Indexing and Tech Services

Discussion Summary: We discussed specific standards to have – templates, authority lists, software needs, nomenclature, etc and decided that all institutions have their own methods of creating records already established. We determined that there are many types of standards in existence and we needed to find the one(s) that best suit our project.

Recommendations: Establish a committee to find and promote best practices for a digital project. Members of the committee will be from all types of institutions.

Convener and Participants: Phyllis Sargent, Karen Wikender, Cory Lampert, Donna Smith, Sara Franz, Mark Hall-Patton, Vicky Tripp, Michelle Mazzanti, Anthea Humphreys

VII. Topic: Keeping People coming In the Door

Discussion Summary

- Use Digitization project as marketing tool.
- Display in low resolution to protect ownership of original item.
- Need to change the concept of “Door Count”
- Is it more important to have five people come in the door or have one hundred people visit the website?
- The power to reach a larger audience, and residence in rural areas.
- Digitization project will give institution more exposure.
- Use digitization project to increase awareness of resources and holdings at institution.

Recommendations: Because of the above reasons move ahead with the Digitization Project.

Convener and Participants: Michael Maher, Jason Vaughan, Ed Feldman, Phyllis Sargent

VIII. Topic: Collaboration with local government entities

Discussion Summary

Areas for collaboration include:

- Digitization service
- Training – assessment, policy creation, collection development
- Content
- Access

Recommendations: Develop tiers for services that each organization can provide. Tiers will provide a common vocabulary to increase communication.

Suggested tiers:

- Digitization Services: Training, Platform Provider, Access
- Content: Access
- Content or access

Convener and Participants: Sabrina Mercadante, Tom Fay, Dana Hines

IX. Topic- Inventory & Identify Records for Institutions that do not have resources to image/preserve their historical records that is of value to the community and state

Discussion Summary: It was determined that an assessment or survey of records/items would need to be made prior to implementing a process to digitizing records. The content and condition of document was considered a part of criteria.

Recommendations: Provide a standardized form to help determine if document would be identified as of value, condition of record, etc. Then establish a State grant that would provide for the inventorying of institutional records and create a database of said records to determine what needs to be digitized.

Convener and Participants: Vicky Tripp, Phyllis Sargent, Peter Michel, Lauren Stokes, Corey Lambert

X. Topic: What are the benefits of digitization? How can institutions with established digitization programs benefit from helping less experienced organizations?

Discussion Summary: We looked at three main issues:

Some Nevada cultural institutions are not sure of the benefits of getting their materials digitized. A group discussion identified some of these benefits:

- Promoting the institution and its collections, enticing more users to come into the archive, which is important because visitor metrics sustain funding.
- Helping your users become more comfortable with electronic resources by providing local primary resources. This could be valuable for rural institutions.
- Preserving materials – reducing the handling of originals by creating digital facsimiles – in some cases the originals will eventually be lost and the digital copy will be the only copy.
- Bringing new content to light.
- Generating some revenue, if digital objects are chosen and managed well.
- Meeting the needs of a new generation of researchers with a different mindset about research (it must be available online).
- Bringing new awareness of the institution to web users who will come across the digital content through search engines and established websites. Improved results by proactively linking to the institution's digital objects in sites like Wikipedia.

An important question: How does it benefit an individual institution to participate in a statewide project?

- Provides more access points to the institution's digital collections
- Makes the collection much more available to the public (especially important for government agencies serving the public)
- Collaborative activities are attractive to funding agencies
- Enriches the K-12 "history of Nevada" curriculum
- Provides wider access to "local" information
- Access to a stronger infrastructure
- Develops a sense of community with colleagues – provides networking opportunities
- We are stronger together – in efficiencies and effectiveness
- Allows us to bridge physical distances

How can institutions that have established digitization programs benefit from helping less experienced institutions?

- The opportunity to help other people, in the spirit of community
- Contribute to the greater good for the people of Nevada
- Enriching the established collection with more diverse content
- Writing better collaborative grants through more knowledge of other kinds of organizations
- Gaining access to additional funding sources
- Providing opportunities for faculty service and publications (in academic institutions)

Recommendations: One of the plan deliverables should be lists of the benefits of participation for organizations that haven't begun a digitization program and for those that have established digitization programs.

Convener and participants: Donnelyn Curtis (convener) Jason Vaughn, Michael Maher, Forrest Lewis, Edward Feldman, Jonnica McClure, Brian Alvarez

XI. Topic: Models of collaboration and funding

Discussion: The group met to discuss the range of different models that collaboration might take and funding mechanisms that might best serve and support those models. Those models might involve, at one extreme, a repository centrally managed and funded, to which all institutions contribute, and, at the other, individual repositories with some coordination and standardization.

Given the current economy, funding is likely to be insufficient to support a centralized vehicle. But, cash-strapped individual institutions are likely to find more success in grant applications to the extent that they collaborate and can demonstrate efficiencies. The resources created are likely to be richer.

One approach that might work in the current economy would involve a clearinghouse model, where centralized leadership would provide support to individual digitization projects. That support might take several forms, including,

- the establishment of standards and best practices,
- the implementation of tools that would enable users to search across collections, thereby integrating collections, enabling discovery, and allowing users (and institutions) to see connections among materials, and

- the establishment a forum that will encourage networking and partnership formation among institutions. This support would enable the group to at least begin the development of an infrastructure that will be able to act quickly and efficiently on funding opportunities that arise in the future. The leadership would not in any way dictate the means by which digitization projects are developed or implemented, but, rather, would serve as a clearinghouse for the exchange of information, a resource for best practices, and a connection among the several institutional projects.

The group also discussed how different funding opportunities will arise from time to time for even the smallest of institutions, and the ways in which individual institutions may work with others to capitalize on each others' strengths. Creation of some sort of clearinghouse will allow individual institutions to maximize those opportunities and to have the resources necessary to pursue them.

Recommendations: I am not sure we really came up with recommendations; I think we were all convinced that, while there are, of course, advantages to other models, the current state of affairs limits our options, and the clearinghouse model enables the group to move forward and to be ready for opportunities that may be available in the future.

Convener and participants: Jeanne Price, Karen Starr, Daphne DeLeon, Jeff Feldman, Sara Franz, Forrest Lewis, Donnie Curtis

XII. Title: Digital Preservation

Discussion Summary: Even the Library of Congress with its seven layers of back up is grappling with data preservation integrity issues. There are a variety of needs based on the institution size and access to financial resources. It is difficult for a variety of institutions to follow a standard in data preservation.

Recommendation: A well funded central entity needs to be created to develop standards and assist the institutions in following them, especially for testing storage mediums before and after data transfer to them. This entity could potentially provide a central storage area for backup copies. Other states models for consort ally funded digital preservation projects needs to be investigated.

Convener and participants: Anthea Humphreys, Jonnica McClure, Glee Willis

XIII. Title: Copyrights etc.

Discussion Summary: It needs to be recognized that the various institutions are digitizing for different reasons – Preservation vs. Access/Information Delivery. Not all of the institutions want to place all of their digitized data online for public access – perhaps they could provide an index of what they have available. Part of the reason that museums do not want the information online is because their funding sources require “through the door” numbers for justification. Curatorial traditions need to be taken into consideration as ownership is different for different institutions. The context in which information is presented is more of a consideration for museums and plays a role in the “permission” to use the information. If there was a central data base there would be issues of who takes legal responsibility for ensuring copyrights etc are adhered to.

Recommendations: Each institution should deal with the ownership issues as they see fit. Any overall entity that is formed should develop standards that are encouraged, but are not necessarily imposed. Institutions should each manage their own projects with a shared portal to access the information with basic standards in place to facilitate compatibility.

Sample language should be made available to help institutions develop legal forms that include digital content.

A board should be formed to address the development of standards that would be acceptable to the various types of institutions.

Convener and Participants: Anthea Humphreys, Rebecca Snetslaar, Mark Hall Patton, Donna Smith, Kate Halm, Jonnica McClure

Nevada Statewide Digitization Initiative

Stakeholders Meeting

Day 2 Report

December 12, 2008

Edited by
Liz Bishoff
BCR, Inc.
And
Tom Claeson,
PALINET, Inc.

Following the first day's efforts at developing recommended actions, the participants in the Nevada Statewide Digitization Initiative Stakeholder Meeting reconvened to prioritize the actions. The following activities were the top five activities that the group felt would move forward the challenge of providing access to digital collections to the residents of Nevada.

The top five priorities identified by the participants were:

1. Access: Determine how to provide access to various collections that are distributed throughout the state?
2. Develop Leadership/Governance
3. Identify models for Nevada collaborative, including funding model
4. Develop standards for indexing and technical services that will support statewide digitization initiative.
5. Determine benefits to digitization & how larger institutions could assist smaller institutions, creating the statewide digital initiative.

Related issues were assigned to each priority, along with next steps. Meeting participants committed to working on these top priorities and identified additional organizations whose involvement would be important for program success.

Priority 1

Topic: Access: Determine how to provide access to various collections that are distributed throughout the state?

Related issues: #5—Selection Criteria; #6—Standards; #9—Inventory; #12—Digital Preservation; #13—Copyright

Convener: Sabrina Mercadante

Participants: Lauren Stokes, Michelle Mazzanti, SHRAB representative, Dana Hines, Tom Fay, Peter Michel

Next Steps:

- Put Google Search instructions on Wiki
 - Broader distribution of Wiki (Association)
 - Identify all URLs for collections
- Research Advanced Search functionality
- Work with standards committee
 - Develop Selection criteria

Priority 2

Topic: Develop Leadership/Governance

Related issues: #1—Volunteers; #6—Standards, #13—Copyright; #11—Collaborative Models/Funding; #10—Benefits of Digitization; #4—Types of Assistance

Convener: Daphne DeLeon

Participants: Leadership Committee; Karen Wikander, Sara Frantz, Tom Fay, Mark Hall-Patton, SCLL—Linda Deacy

- CONTENTdm Licenses—UNR, UNLV, DCA-NSLA, CLAN, Sierra NV College, Henderson PLD
- UNR willing to create pilot project (100+/- items for other institutions) using their CDM installation.
- Clearinghouse of collection information and project information; human resources, including knowledge/training and digital infrastructure.
- Use wiki for point of communication—DO IT.

Next steps:

- Expand Leadership Committee with people who volunteered.
- Establish/develop diverse communication mechanisms
 - Project Wiki—open it up to others.
 - Send progress reports to institutional leaders
- Develop governance documents—create a working group
- Develop statement of intent (mission statement)

Priority 3:

Topic: Identify models for Nevada collaborative, including funding model

Related topics: #1—volunteers; #8—Collaboration with local governmental entities

Convener: Jeanne Price

Participants: Donnie Curtis, Cory Lampert, Althea Humphreys, Karen Wikander, SCLL representatives, SHRAB representative, Jeff Kintop, Digital Advisory Committee.

Next Steps:

- Develop a clearinghouse that includes:
 - Links to Digital Collections
 - Links to existing standards & best practices
 - Expertise
 - Funding sources
 - Training
- Marketing & Promotion
- Accomplishments & success stories (digital month)
- Want ads & classifieds
- Conference call on a regular basis.

Priority 4:

Topic: Develop standards for indexing and technical services that will support statewide digitization initiative.

Related topics: #12—Digital Preservation, #2—Access, #5—Selection Criteria, #13--Copyright, #9--Inventory

Convener: Phyllis Sargent

Participants: Karen Wikander, Michelle Mazzanti, Sabrina Mercadante, Donna Smith, Sara Frantz.

Next Steps:

- Search for standards, including data dictionaries that are currently used by Nevada institutions.
- Communication with others
- Establish minimum fields for records
- Identify shared controlled vocabularies
- Post results to clearing house
- Identify forms used for copyright
- Identify training opportunities
- Develop job description/s
- Develop guidelines/procedure manual

Priority 5

Topic: Determine benefits to digitization & how larger institutions could assist smaller institutions, creating the statewide digital initiative.

Related topics: #10—Benefits of Digitization, #1--Volunteers, #7—keep people coming in the door

Convener: Jason Vaughn

Participants: Jonnica McClure, Michael Maher, Ed Feldman, Jason Vaughan, Anthea Humphreys

Next Steps:

- Review existing survey data.
- Examine published research on benefits of collaboration/providing assistance to smaller institution.
- Follow-up survey on types of desired assistance.

- Establish mentor/mentee program
- Identify areas of expertise
- Understand what equipment is available that can be shared—who has it.
- Sponsor open houses/field trips.

Appendix D

**Nevada Statewide Digital Survey
March, 2009**



Nevada Statewide Digital Planning Survey Summary Report

Prepared by
Tom Clareson, PALINET, Inc.
and
Liz Bishoff, BCR, Inc.

For the Nevada State Library and Archives

March 15, 2009

people.
action.
noise.



www.BCR.org

Liz Bishoff, Director, Digital and Preservation Services, BCR, 14394 E. Evans, Aurora, CO 80014.

Tom Clareson, Director, New Initiatives, PALINET, 3000 Market Ave. Philadelphia, PA 19104.

Published March, 2009 for the Nevada State Library and Archives



Project funded with monies from the federal Library Services and Technology Act (LSTA) through the Institute of Museum and Library Services (IMLS).

**Nevada Statewide Digital Planning Survey
Summary Report
Liz Bishoff
Tom Claresson
March 2009**

Executive Summary

The Nevada State Library and Archives, in collaboration with BCR's Digital & Preservation Services, conducted a Statewide Digitization Planning Survey in October-November 2008. The project was developed to determine the current activities and plans and future needs of Nevada's cultural heritage institutions in the creation, delivery and preservation of digitized resources.

The sample for this study was 110 libraries, archives, museums, historical societies and other cultural heritage institutions. A total of 61 completed surveys were received for a response rate of 55%, which is considered an excellent level of return by market research experts. The largest number of respondents came from public libraries, museums and academic libraries. Of the 24 identified archives in the state, many are housed with libraries or museums. Twenty of those institutions responded to the survey. The primary role of the majority of the respondents (35, or 58%) was administrator or librarian (10, or 60%).

Key findings of the survey:

- At the time of the survey, the great majority of institutions reported that they had neither written policy documents nor procedures addressing digital holdings in the areas of: mission and goals; digital collection development; emergency preparedness; exhibitions and presentation; strategic planning for digital projects; public services issues for digital items; or rights and licensing. The areas where most policies and procedures had been, or were being developed, were digital collection development, rights and licensing and emergency preparedness.
- A majority of institutions (40, or 61%) reported not having an IT Department. Information technology needs were met through each department handling their own needs, outsourcing to an internal institution other than the library/archive/museum or a combination of these activities. Institutions supported a number of applications for digital collections management, including digital imaging (e.g., scanning direct digital capture and digital photography), collection management and design. However, digital asset management systems, digital or institutional repositories and publicly searchable collections databases were not supported at the majority of institutions surveyed.
- As defined in the survey, the term "digital collection initiative" refers to a broad range of programs and projects undertaken in cultural heritage institutions to build a collection of materials with a unifying characteristic. For this survey, the unifying

element is the fact that the collections are digital in format. When asked if they had a digital initiatives program, 33, or 64%, of respondents said no, and 19, or 36%, said yes. Part of this low response rate may be because institutions feel they have developed digital projects, but have not yet mounted a continuing program of digital activity.

- Fifteen potential training course topics in digitization were listed in the survey. The highest-interest topics were copyright/rights management, funding of digitization projects, digital preservation, understanding digital standards and procedures and understanding technology and options for digital images, although relatively high interest was expressed about all of the topics.
- To gain an idea of the scope of resources to be made available to Nevada residents, the survey gathered information about the subject areas and formats held by Nevada's cultural heritage institutions. The greatest numbers of respondents had collections in the areas of Nevada history and local history, including photographs, maps, manuscripts, audio or video materials, books and textual materials. For example, 80% of respondents held photographic material on Nevada history, and 76% held books related to the topic. Photos, maps and books on mining history and books on Western History were also widely held. Gaming, politics, geology, and ghost towns also had high concentrations of book holdings, and there were numerous photographic collections on ghost towns.
- Most respondents do not currently collaborate with other cultural heritage institutions in their digital initiatives, although 13 institutions do. Most collaborative relationships listed were with other state institutions or were multi-type collaborations. Only three institutions reported having formal agreements or contracts to establish collaborative relationships. This finding points toward collaboration as a way to cooperatively grow individual and statewide digital offerings.
- Seventy-seven percent of the respondents do not have a digital preservation plan, even though these institutions expect to retain their collections long-term (more than 10 years). The leading digital preservation strategy implemented in Nevada institutions is data backup, at over 96% of the respondents. Throughout the digital preservation field, it has been established that "backup is not enough," and a variety of approaches, policy, documentation and human resource power is needed for digital preservation. Additionally, backup files are mostly stored in-house, in systems managed by the institution. Following widespread regional damage caused by Hurricane Katrina, many institutions across the U.S. are considering storing backup copies at a distance.

Introduction

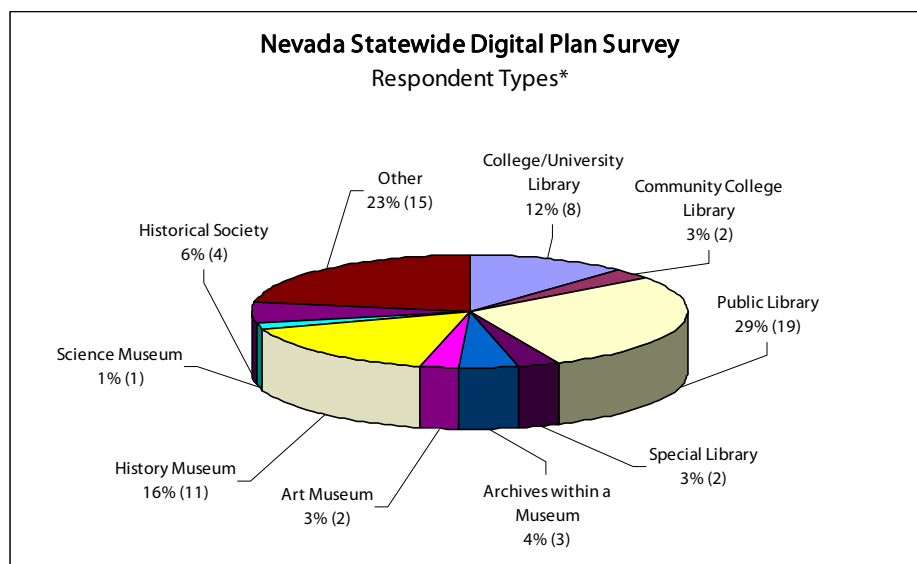
The Nevada State Library and Archives conducted a Statewide Digitization Planning survey in October-November 2008. The project was focused on establishing an initial measurement of digital activity in Nevada's libraries, archives, museums and historical societies.

BCR's Digital & Preservation Services, in collaboration with the Nevada State Library and Archives and the Nevada Statewide Digitization Project Leadership Committee, developed the online survey to determine the needs, activities and plans for digitization among Nevada's cultural heritage institutions. Among the key areas of focus of the survey:

- Information Technology Policies and Procedures
- Digital Collection Management and Administration
- Selection and Acquisition of Digital Collections
- Training
- Digital Collections in Nevada
- Digital Collections Rights Policies and Practices
- Access to Digital Collections
- Partnerships and Collaborations
- Digital Preservation
- Digital Collection Usage and Evaluation

The sample for this study was 110 libraries, archives, museums, historical societies and other cultural heritage institutions identified by the project management staff at the Nevada State Library and Archives. Respondents were invited via email to answer the web-based survey by November 21, 2008. The original invitation and several reminders gathered 61 completed surveys for a response rate of 55%.

The largest number of respondents was from public libraries (19, or 28% of respondents), and museums (art, historical, science and children's) and academic libraries were also well represented. There are 24 identified archives in the state, many of which are housed with libraries or museums. Twenty of those institutions responded to the survey. The primary role of the majority of the respondents (36, or 55%) was administrator or librarian (9, or 13%).



The range of Full-Time Equivalent (FTE) staff employed at the responding institutions ranged from zero to one FTE at more than 10 institutions to the highest level of more than 520 employees. The vast majority of institutions reported between 1-14 FTE. Annual operating budgets for the institutions ranged from \$25,000 to nearly \$58 million, with the majority reporting budgets ranging between \$1-2 million.

Thirty-two institutions reported that they create digital content. Responding institutions began creating digital resources as early as 1989, with many starting between 1994-96 or 1999-2001. Respondents were also asked when they began collecting digital resources; although the earliest date reported was 1988, most institutions reported that their digital collecting began between 1999 and 2001.

At the time of the survey, the great majority of institutions reported they had neither written policy documents nor procedures addressing digital holdings in the areas of:

- Mission and goals
- Collection development
- Emergency preparedness
- Exhibitions
- Presentation
- Strategic planning
- Public services
- Rights and licensing

The areas where most policies and procedures had been, or were being developed, were digital collection development, rights and licensing and digital emergency preparedness.

Information Technology Infrastructure

A majority of institutions (40, or 61%) reported **not** having an IT Department. Information technology needs were met through each department handling their own needs, outsourcing to an internal institution other than the library/archive/museum, or a combination of these activities. Regardless of how technology services were acquired, a vast majority of the institutions surveyed had IT services in the areas of:

- Workstation support
- Network support
- File management and storage
- Backup and disaster recovery
- Centralized hardware and software acquisition and maintenance
- Security and protocols (authentication, authorization, etc.)

Institutions supported numerous applications for digital collections management, including digital imaging (e.g., scanning direct digital capture and digital photography), collection management and design. However, digital asset management systems, digital

or institutional repositories and publicly searchable collections databases were not supported at the majority of institutions surveyed.

While as many as 117 FTE staff in one institution were identified as responsible for IT activities, 19 institutions (31%) reported no FTEs responsible and 17 (27%) reported less than one or only one FTE responsible.

IT departments in responding institutions supported up to 3,000 workstations, but many institutions reported supporting none or one. At 31 (49%) of the institutions, 100% of the workstations were networked and another 17 institutions (28%) said 76-99% were networked.

By far, most institutions had broadband Internet access via cable or DSL (37, or 58%) or had T1 lines (22, or 34%).

An incredibly wide array of hardware and software is being used to create digital content in Nevada's cultural heritage institutions. Past Perfect software, Adobe Photoshop or Creative Suite, and HP and Canon equipment were the most often used items.

Digital Collections: Administration and Management

As defined in the survey, the term "digital collection initiative" refers to a broad range of programs and projects undertaken in cultural heritage institutions to build a collection of materials with some unifying characteristic. For this survey, the unifying element is the fact that the collections are digital in format.

When asked if they had a digital initiatives program, 33, or 64%, of respondents said no and 19, or 36%, said yes. Part of this low response rate may be because institutions feel they have developed digital projects, but not yet mounted a continuing program of digital activity. Where digital initiatives existed, the staff members most often responsible were registrars, directors, or digital project librarians. The majority of institutions had no staff in digital collections departments or other departments and no volunteers working on digital collections initiatives. Those that did have FTE staff or volunteers (only 14% of respondents reported having volunteers, a much lower percentage than found in previous statewide studies) doing these activities generally reported one-to-five staff or volunteers on this task.

The most important criteria in selecting materials for digitization included:

- Materials are of high value and digitizing will increase access (18 respondents)
- Strong local interest in the collection (16)
- Fragile or deteriorating materials (14)
- Heavily used materials (12)

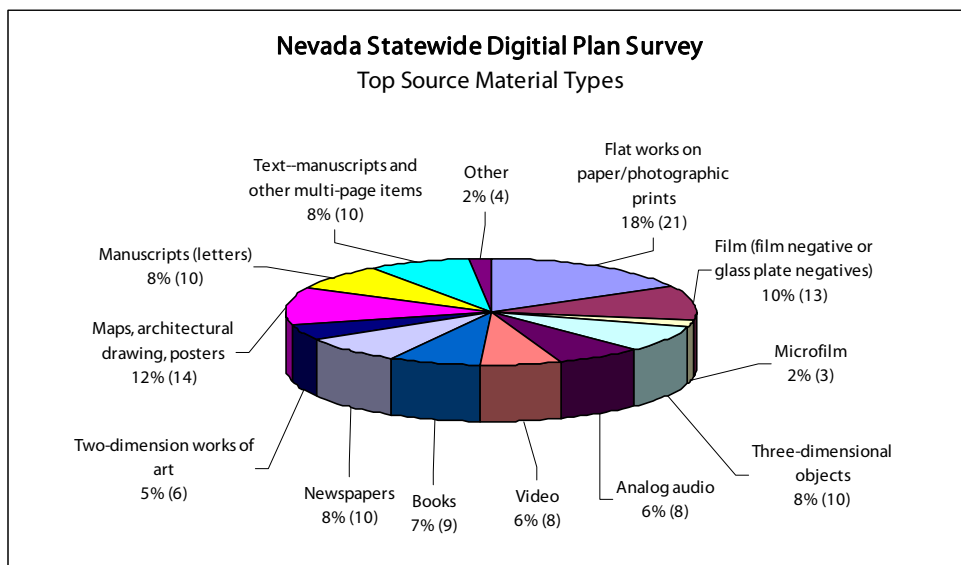
Operating budgets for the digital collection initiative, including staffing, technology and other costs, ranged from no budget, to no separate budget line item assigned. A few respondents did note dedicated budgets of \$60,000 to \$100,000 and one reached a level of \$300,000. The most important sources of funding were the organization's operating budget (18 respondents) and grants (eight respondents). Sales of products associated with digital collections, fees from activities and fundraising were all ranked low in importance.

Eighteen institutions reported creating digital resources from physical source materials. A variety of standards/best practices are being used for digitization — the most-often mentioned standards were the Western States/BCR-CDP Digital Standards, Version 2.0.

In-house creation of digital collections was used at 20 institutions and 9 used outsourced vendor services, but no specific vendor was mentioned by more than one institution.

Top source material types included:

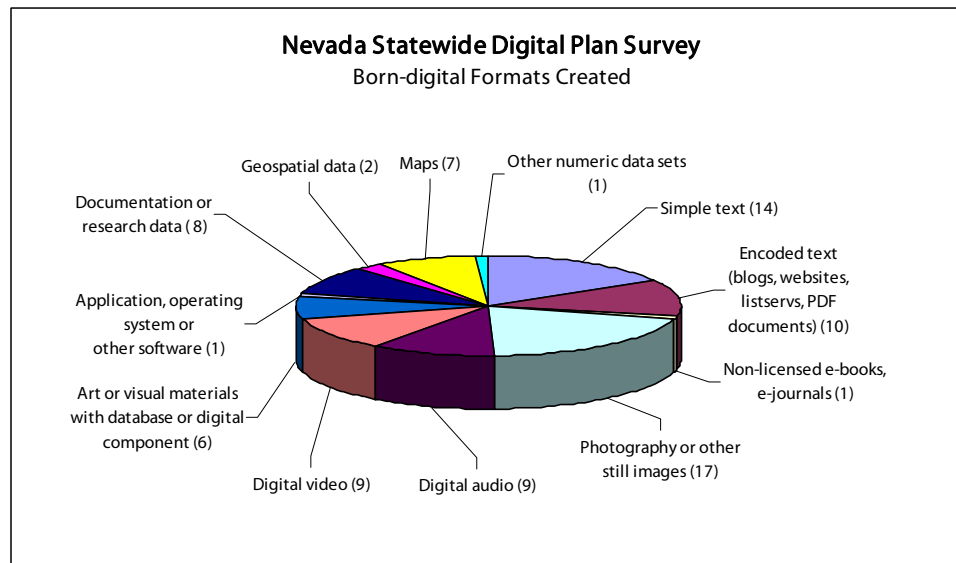
- Flat works on paper/photographic prints (21 respondents)
- Maps, architectural drawings and posters (14)
- Film materials (negatives or glass plate negatives (13)



Twenty institutions reported creating or acquiring born-digital resources; the formats most often created were:

- Photography or other still images
- Simple text
- Encoded text (including blogs, websites, listservs and PDF documents)
- Digital audio

These same formats, plus digital video, were among the most often acquired.



The leading reasons for creating or acquiring digital resources included increasing access to the collection, study and use by local and remote users and to preserve the original by reducing handling.

Top metadata standards adopted for digital work included Dublin Core, XML, MARC and VRA Core. The leading digital imaging file formats used were TIFF, JPEG and PDF.

Most institutions did not know the types of “persistent identifiers” or permanent links their digital content had; URLs were the most-cited identifiers.

Training

Fifteen potential training course topics in digitization were listed in the survey. The highest-interest topics were copyright/rights management, funding of digitization projects, digital preservation, understanding digital standards and procedures and understanding technology and options for digital images, although relatively high interest was expressed about all of the topics.

Online training and reference information were the additional types of assistance most often requested.

Nevada Statewide Digital Plan Survey Training Topics
Understanding digital standards and procedures
Understanding technology and options for digital images
Developing digitization project plans (introduction, management)
Determining cost of digitization projects
Funding of digitization projects
Digital project infrastructure
Introduction to digital imaging
Digitization of video
Digitization of audio
Preserving digital materials
Copyright/rights management
Software-specific digitization workshops (CONTENTdm, Greenstone)
Metadata for digital projects
Text digitization and encoding
Introduction to Encoded Archival Description

Very few of the respondents had previously taken continuing education courses on digitization; the most-often cited provider was the American Association for State and Local History (AASLH) with its digitization workshop series.

Nevada Collections

To gain an idea of the scope of resources to be made available to Nevada residents, the survey gathered information about the subject areas and formats held by Nevada's cultural heritage institutions.

The greatest numbers of respondents had collections in the areas of Nevada history and local history, including photographs, maps, manuscripts, audio or video materials, books and textual materials. For example, 80% of respondents held photographic material on Nevada history and 76% held books related to the topic. Photos, maps and books on mining history and books on Western history were also widely held.

Gaming, Politics, Geology and Ghost Towns also had high concentrations of book holdings, and there were numerous photographic collections on ghost towns as well. However, photographic holdings in some other topics, such as climate (28%) and technology (44%) were much lower and illustrated the possible need to expand or combine topics in order to bring together a sizeable enough corpus of materials or body of institutions to adequately cover the topic. Survey respondents felt image materials (69%) and text materials (54%) would be most valuable to Nevada residents, based on their experience working with the public and knowing the types of resources requested.

Answer Options	Photos	Maps	Manuscripts	Audio	Video	Books	Text	Other
Nevada History	37	32	25	19	24	35	26	13
Energy Resources	8	11	9	5	5	18	6	1
Water Resources	15	17	9	4	5	21	11	3
Western History	25	19	16	12	11	28	14	7
Tourism	18	11	9	8	9	17	7	6
Mining	27	23	16	7	9	22	15	8
Land Use	15	15	13	6	7	18	11	3
Entertainment Industry	13	3	6	6	9	16	8	5
Ranching	20	9	14	11	11	22	14	8
Art and Architecture	18	5	8	7	12	21	8	9
Music	7	1	9	13	11	15	6	5
Literature	5	1	7	6	9	18	7	0
Climate	5	5	5	2	6	15	6	3
Business	14	7	8	8	7	18	10	6
Local History	32	26	25	19	22	30	26	11
Religion	9	4	7	7	7	14	5	4
Gaming	11	5	11	8	10	19	10	7
Ethnicity	14	5	11	13	13	19	7	6
Politics	14	7	10	13	11	21	9	10
Transportation	17	13	10	11	13	19	11	9

Answer Options	Photos	Maps	Manuscripts	Audio	Video	Books	Text	Other
Technology	8	3	7	3	5	14	4	4
Anthropology	15	7	9	6	10	17	6	7
Ghost Towns	18	15	10	5	11	19	9	4
Geology	14	13	8	4	9	20	9	6
Nuclear Testing	12	9	7	6	8	18	9	6
Marriage and Divorce	7	2	7	4	6	17	7	3
Brothels	8	4	6	3	4	17	7	3
Extraterrestrials	3	2	3	3	5	13	3	1

Digital Collections: Rights

Institutions strongly consider copyright and intellectual property concerns in their management of digital materials. Copyright and licensing issues are not deterring the institutions from creating and preserving digital collections. Institutions felt very to somewhat confident in making copyright, licensing and digital copyright decisions about their digital collections.

A majority of responding institutions (13) attempt to acquire digital preservation rights to born-digital materials they collect or materials they plan to digitize; however, 11 institutions did not know if they should attempt to acquire these rights. Another concern in the rights management area is that a vast majority of respondents have not updated their deed of gift agreement to include digital content.

Digital Collections: Access

Staffs, on-site faculty/researchers/visitors, students and the general public are the groups which may access digital collections at a majority of the respondents' institutions. These audience groups gain access most often through a website associated with the institution or through a content management system. While a few institutions reported that 75-100% of their digital resources are available online, the great majority noted that none of their collections, or 5-10%, was available.

Descriptive metadata (e.g., title and subject information) is created by 24 responding institutions to help provide information for discovery, access, management and preservation of their digital resources. Administrative metadata (including access privileges, rights and ownership information) is created by 14 respondents and technical metadata (information describing the production process or digital attributes of the work) is available from 11 institutions. Five institutions do not create any type of metadata. Tools used in preparing metadata include Library of Congress Subject Headings, the Art and Architecture Thesaurus, Cataloging Cultural Objects (CCO) and AACR2.

The survey asked which digital asset management systems the responding institutions used. The systems could be used to manage the full life cycle of digital objects, including data creation, metadata and image repository activities, registry of preservation metadata and as a means of providing access to users. Past Perfect Software, in use at 12

institutions and OCLC's CONTENTdm, used at nine, were far and away the most-utilized systems. Most respondents did not know if their systems were Open Archives Initiative (OAI)-harvestable.

Digital Collections: Partnership

Most respondents do not collaborate with other cultural heritage institutions in their digital initiatives, although 12 institutions do. Most collaborative relationships listed were with other state institutions or were multi-type collaborations. Only three institutions reported having formal agreements or contracts to establish collaborative relationships; four others said they did this type of formality "sometimes."

The most important goals of these collaborative digitization projects were:

- To increase visibility and expand the audience for institutions' collections and organizations
- To participate in a grant that supports collaborative initiatives
- To identify and share standards and best practices for the digitization of different types of media, improving access to collections

Digital Collections: Preservation

Institutional staffs with responsibility for preservation were involved in the digital preservation programs in 58% of the responding institutions. These staff members were part of the responding institution. A slight majority of IT staff were involved in the institution's digital preservation program, as well. Other institutions noted that a combination of several staff were involved.

Seventy-seven percent of the respondents do not have a digital preservation plan, even though these institutions expect to retain their collections long-term (more than 10 years).

Funding, or planned funding for digital preservation, is expected to come from the institutions' operating budgets, through grants or through the IT budget.

The leading digital preservation strategy implemented in Nevada institutions is data backup, at over 96% of the respondents. Throughout the digital preservation field it has been established that "backup is not enough," and a variety of approaches, policy, documentation and human resource power is needed for digital preservation. It should be noted that almost 35% of the respondents to this question are employing some type of migration for digital preservation.

A variety of media is used for storage, with most institutions using tape, optical media (CD or DVD) and online magnetic media such as networked hard drives. Backup files

are mostly stored in-house, in systems managed by the institution. Following widespread regional damage caused by Hurricane Katrina, many institutions nationwide are considering storing backup copies at a distance (for example, according to one institution's plan, "three states away.") Backups are performed daily at a majority of institutions reporting.

Digital Collection Usage and Evaluation

A great majority of institutions have not done visitor or user evaluation for their digital program. Those that do are counting website hits, number of pages retrieved, new users to the site and average length of time spent, or "stickiness." Some institutions were reporting more than 10 million page views annually, although most do not keep this type of data yet.

Conclusions

The Nevada Statewide Digital Planning Survey project served two purposes: to develop an initial measurement of digital activities in Nevada's cultural institutions and, as a result of institutional participation in the survey, to raise awareness of the needs for standards and best practices in digital projects.

The survey response rate of 55% is excellent, as many market research practitioners are pleased with response rates of even 20%. The mix of respondent types, between public and academic libraries, archives and a variety of museum types, also provided for rich results. This vast array of institutions was reflected in the wide-ranging types of equipment, standards and metadata schemas used in digital projects in the state.

The range of institutional staff size — from one FTE to over 500 and annual operating budgets from \$25,000 to \$58 million, showed the range in sizes of institutions within the state. These same trends were evident in the presence, size, budget and scope of activities of IT departments within the cultural heritage institutions. The number of institutions with no IT staff was quite surprising to the consultants and presents a concern about the infrastructure at those institutions for mounting and managing digital collections.

Institutions generally lacked policies and procedures in many areas of digital practice which followed national trends. Development of these important documents should be a strong focus at the local level, which can be supported through future programming within the state. Bringing this type of stability to institutional digitization initiatives can help them move from having a variety of disparate digitization projects to a coordinated digital program.

A lack of dedicated staff or departments for digital activities and a lack of separate budget line items for digitization also illustrated the need for further digital program development. In the area of budgeting, the most important source of funding for digital activity was the organization's operating budget, by a 2-to-1 margin, over the use of grants. This may show that organizations are serious about establishing digitization as a core activity. It may also indicate that at other organizations they are allocating funds

from their general operating accounts to fund digitization activities, rather than establishing separate budget lines for digitization program..

In-house creation of digital collections was favored by more than 2-to-1 over outsourcing. The most implemented standards for digital creation, by whatever method was done, were the Western States/BCR-CDP Digital Standards.

A variety of source materials, ranging from flat works on paper and photographic prints, to maps, to film materials, have been digitized. Born-digital materials, including photographs, text and audio have been acquired by numerous institutions.



The leading reason for selecting, creating, or acquiring digital resources in Nevada was to increase access to the collection; preservation of the original by reducing handling was also rated high.

Key training topics in digitization for Nevada cultural heritage institutions include copyright, digital preservation, digital standards and digitization technology, although all 15 potential continuing education courses listed in the survey attracted a good level of interest. This interest may be due in part to a lack of previous workshop offerings in digital practice within the state.

Potential collection topics ripe for digitization included Nevada history, local history, Western history, mining, ranching, gaming, politics, geology and ghost towns. In these subject areas, collaboration can bring together enough institutions and collections to develop a broad statewide representation of materials; for other topics, topics may have to be combined or expanded to bring a large enough corpus of material together.

The institutions that have been digitizing were keenly aware of copyright and intellectual property issues. One area where almost all of the respondents needed to improve was in updating their deed of gift agreements to include provisions for digital content.

Staff, on-site users and the general public gain access to Nevada's digital collections through websites or content management systems. One of the most important goals of future digital activity should be to increase the percentage of institutions' digital content that is available online, as many institutions said only 5-10% of their collections were available and some said none was accessible.

Institutions are creating descriptive, administrative and technical metadata; few were creating structural metadata which can provide information about the relationships between parts of the digital object.

As with the types of equipment used to create digital collections, the type of digital asset management systems used to control the collection materials ranged widely, with PastPerfect and CONTENTdm leading the way.

The time is now for digital partnerships and collaboration, as very few respondents were currently involved in formal or informal cooperative projects. Expanding collection visibility, participating in grants and utilizing standards and best practices were seen as key benefits of working with collaboratives.

A vast majority of responding institutions do not have a digital preservation plan. However, institutions have traditional preservation and IT staff involved in digital preservation at some locations, which is important because of the policy development and technical expertise these staff contribute.

Digital resource backup to tape, optical media and online magnetic media (CD, DVD, etc.) is used as a digital preservation practice by many institutions in Nevada, although this activity alone cannot be considered digital preservation and must be supplemented by additional policies, practices and systems. Exploring migration and other emerging practices for digital preservation will be important at an institutional and statewide level.

Finally, in a trend noted in other studies nationwide, very few institutions were doing visitor or user evaluation of their digital program. This activity is an important area for keeping digital collections useful and relevant and must be considered as an important future goal for Nevada cultural institutions.