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Finding Aid Aggregation at a Crossroads

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Executive Summary

This report represents the first phase of the "Toward a National Archival Finding Aid Network" planning initiative.[1] Here, we are developing a collective understanding of the current landscape of archival description -- and in particular, finding aid aggregations -- as background for an exploration of how best to provide access to archival collections, ensure the long-term sustainability of that access, and plan for future developments in this space.

Finding aid aggregations formed at the state and regional level over the last two decades in an effort to solve a problem internal to libraries and archives: overcoming barriers to creating and presenting structured, consistent, and interoperable archival description. Thanks to early investment by institutions, states, and funders, this aggregation project made significant progress and spawned sixteen aggregators across the country. However, several years on, these aggregators are now struggling to find sufficient resources to update their infrastructure, meet user needs for access to archival collections, and engage with some of the most promising advances in the field.

This planning initiative situates finding aid aggregation at a crossroads by asking our community to consider what the future of creating, presenting, and sustaining archival descriptions should look like. Given the findings in this report, we feel it is incumbent upon us to ask ourselves some hard questions about where we are now and where we should be headed, including:

- What does our current approach to finding aids and finding aid aggregation offer our users? Where do those approaches hinder access?
- Is our current approach sustainable? If not, how do we create a more sustainable future?
- Should we continue to maintain existing statewide and regional aggregations? Or might we begin to pivot and work collectively towards a more robust, sustainable, shared infrastructure that would enable access to collections at a national level?

Either the status quo or change involves risks. But if we succeed in this effort, we have an opportunity to address a major gap in our scholarly communication infrastructure by creating a persistent, comprehensive, national-level aggregation of archival descriptions.

Changing course towards developing shared infrastructure will require strong leadership and a coalition of the willing. Our research suggests that aggregators have differential levels of capacity and investment in maintaining their existing services--and hence, are likely to approach any collective action toward shared solutions with varied resources, commitment, and will. What we share, however, despite these differences is a deep commitment to providing persistent, high quality access to archival collections. This alone should be enough for us to agree that we must act now to protect this domain and chart a path forward to a sustainable, technically robust, and user-centered future for archival description aggregation.

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[1] Project wiki: https://confluence.ucop.edu/display/NAFAN . LSTA grant proposal: https://www.library.ca.gov/Content/pdf/grantpdf/application/40-8847.pdf

Foundational Assumptions

We began this study by postulating the following assertions regarding archival description and the researchers it serves. These assertions serve as a backdrop to finding aid aggregation:

Finding aids are a fundamental research resource with an important role, but suffer from some limitations in their current form.

- They are valued and utilized by repositories and researchers to gain access to archival collections.
- They represent significant institutional investment in description and their creation requires many hours of professional time and a high level of expertise.
- Collection-level description is the main exposure mechanism for archives and manuscripts in academic libraries and government archives. The vast majority of these materials are not described at the item level. Beyond collection level descriptions, the metadata is very inconsistent and varies in how much it adds value.
- Not all cultural heritage institutions create them. Many non-academic libraries, museums, and other organizations do not produce finding aids. Instead, they tend to describe at the item level and to participate in digital collection aggregations.
- They do not necessarily need to be delivered in their current form. While archivists value the finding aid as a document, it is unclear whether they meet the needs of end users.

We suspect changes in, but do not have a fully informed understanding of, the user audiences and how well they are served by any forms of archival description.

- The user audience has expanded far beyond the academy during the time that aggregators have developed. Good search engine exposure means that a significant number of users come to archival descriptions without intending to.
- Users seeking archival resources related to a particular topic or person do not necessarily want to limit their searches to materials held by repositories in a given state or region. In order to gain a comprehensive picture of the extent of materials available to them for research purposes, they may need to access the holdings of repositories across the US -- or even internationally.
- We lack a broad understanding of how users interact with, navigate between, interpret, and utilize an expanding universe of descriptions that include finding aids, item-level descriptions, descriptions of creators, holding repositories, among others. We do, however, have significant literature on the more narrowly scoped problem of how end users interact specifically with finding aids and digital collections.

Key Findings

Our findings, based on surveys and interviews conducted with aggregators and meta-aggregators, are very much in alignment with the foundational assumptions we identified at the beginning of the study. Below is a high-level summary of our key findings:

- **Aggregators have helped increase the visibility and exposure of their contributors' finding aids, and expose connections between collections for researchers.** Aggregators strongly perceive the continued value of aggregation, and are

committed to exposing collections from a broad array of institutions, and enabling access to collections for all researchers.

- **Current aggregations and meta-aggregations are not comprehensive in scope.** Many institutions' finding aids are not represented because they do not participate, and institutions that do not create finding aids aren't included. Additionally, our current meta-aggregations are fragile: They are based on links back to finding aids that must be persistently maintained by aggregators and individual institutions.
- **Aggregations are in many cases an add-on to local hosting.** Thus, they do not alleviate a local cost and labor burden.
- **The development and launching of most aggregations has been enabled through initial grant funding.** Organizations have faced subsequent challenges in resourcing, sustaining, and updating aging infrastructure.
- **The organizational structures and limited resources of current aggregators and meta-aggregators reveal a landscape ripe for evolution**: a third of the current aggregators are evaluating their activities with the possibility of re-forming, merging, spinning off, or spinning down the service. Only a few aggregators are actively adding contributors or content.
- **Aggregators have implemented systems that are highly optimized for hosting, indexing, and displaying EAD finding aids, with no obvious choices for successor systems to replace aging infrastructure.** These systems are generally siloed from other platforms with related content (e.g., digital collections)--and hence, end user access to finding aids and related content is siloed. The systems are also not well-integrated with tools that institutions use to create EAD finding aids, such as archival collection management systems (e.g., ArchivesSpace).
- **EAD Version 2002 is the predominant finding aid format supported by aggregators;** a small number support finding aids in MARC, PDF, and other formats. No statewide or regional aggregators currently support EAD3, and reasons for moving to the new standard are few.
- **Most aggregators do not have stringent requirements for EAD files.** The resulting heterogeneity constrains connecting collections programmatically, most notably with subject metadata.
- **Few aggregators have invested significantly in understanding the needs of their users, who have expanded far beyond the category of academic researchers.** Most have not worked to identify diverse use cases or shape functional designs accordingly; and instead, they have focused on the needs of internal users (archivists and librarians).

The data collected in this report suggest that it is time for a new phase of development focused on rethinking aggregation and scale, providing users with more comprehensive and richer access to archival descriptions, and transitioning away from outmoded, legacy technologies -- all in a more sustainable way than we have managed in the past. Our community can view the past twenty years of aggregation projects with a sense of achievement. But we must also build on those early efforts to achieve a next-phase solution with even greater value. If we do not, our existing statewide and regional aggregations may be substantially at risk, resulting in a return to institution-based solutions that often serve users less well, require duplication of effort, and leave less-resourced institutions largely unable to expose their collections.

We hope this planning initiative will steer us away from such risk and, instead, toward the common goal of developing a robust, sustainable, shared infrastructure that leverages the advances in archival description and promises to enhance research and discovery for the future.

Introduction

This report represents the first phase of the "Toward a National Finding Aid Network" planning initiative. Here, we are developing a collective understanding of the current landscape of archival description -- and in particular, finding aid aggregations -- as background for an exploration of how best to provide access to archival collections, ensure the long-term sustainability of that access, and plan for future developments in this space. During a full-day symposium, project partners and advisers will use the data and analysis collected in this document as background for the following framework of inquiry:

- What is the real need we are addressing with aggregation?
- What are the value propositions for aggregation?
- What are the shared strengths? The shared challenges?
- What challenges and opportunities could collaboration bring?
- What are the high-level requirements for shared infrastructure/services?
- What is the level of interest and capacity to collaborate?
- What are sustainable means for providing resources in the current landscape?

By September 2019, the project will produce a concrete action plan for next steps based on our collective understanding of shared needs, interests and available resources within the community of finding aid aggregators. The action plan will also include discussions of viable collaboration models and sustainability strategies.

The remainder of this document will describe the methodology for gathering the presented data; the findings identified through the data collection and analysis; synthesized profiles of aggregators and meta-aggregators (see Appendix for definitions), a case study of some relationships between well-resourced institutions and aggregations; and a conclusion. Also included are a set of appendices covering definitions of essential concepts and individual aggregator profiles.

Methodology

Our purpose was to identify key challenges facing finding aid aggregators and to identify which areas might benefit from collaborative work. Building on longstanding efforts to facilitate cross-aggregator collaboration, we assembled a comprehensive list of all U.S. aggregators and meta-aggregators and asked each one to name a representative for this project; some also identified one or more additional representatives. Representatives responded to a survey, participated in a one-hour interview, and reviewed a draft profile of their aggregation for completeness and accuracy. All representatives agreed to speak for the aggregation rather than for themselves and provide information to the best of their ability, including speaking frankly of successes and failures and political/power situations. We specified that the information they provided would largely be public, and that they were welcome to identify any statements that were important but not suitable for a public document. AB Consulting performed quantitative and qualitative analysis of the data in order to produce the high-level findings. In addition, AB Consulting prepared a summary of the landscape of archival description to provide context for this report and for symposium discussions. For more details please see the Data Gathering Instruments.

Findings

The findings presented below were developed out of the analysis of the survey and interview data; a more in-depth view can be found in the [Composite Profile of Aggregators and Meta-Aggregators](#) section. Individual profiles of aggregators and meta-aggregators, along with an overview of the current landscape of archival description, can be found in the [Appendices](#).

Purpose and Value

- **Aggregations formed (**directly or indirectly) **to help archivists, librarians, and curators implement archival descriptive standards**, to **build shared infrastructure**, to **expose interconnections between collections** for researchers, and more. Aggregations and their participants have **largely accomplished these goals**. See [Organizational Histories of Aggregators and Meta-Aggregators](#).
- **Aggregators promote broader visibility of their contributing institutions' finding aids**, primarily by **facilitating search engine exposure,** as demonstrated by the usage analysis from aggregations that collect that data. See [Infrastructure Used by Aggregators and Meta-Aggregators](#).
- **Aggregators strongly perceive continued value in aggregation** and want to persist in these efforts, however they generally have not gathered formal evidence to test that belief. See [Organizational Histories of Aggregators and Meta-Aggregators](#).
- **Aggregators express strong ethics of access for all researchers** and, in service to that access, provide equal **exposure to collections whether they are held by well-known or obscure institutions**. There is a sense that in the absence of aggregations, small or less-resourced institutions would feel severe negative impacts. See [Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators](#).
- **Well-resourced institutions perceive less value in sharing finding aids with an aggregator relative to less resourced-institutions.** With few exceptions, these institutions do not rely on aggregators for basic infrastructure and would provide a similar level of access in the absence of aggregation. See [Individual Archival Repositories and Relationships with Aggregators](#) and [Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators](#).

Coverage and Scope

- **Aggregations are available to contributing repositories in 25 U.S. states**. Repositories in 25 states do not have access to an aggregation. See [Statewide and Regional Coverage of Aggregators](#) and [Defunct Aggregations](#).
- **The participation criteria for state and regional aggregations is largely based on geography rather than subject, with very few exceptions.** Most have a scope based on geographical boundaries and offer materials *in a state or region* rather than *about a state or region*. See [Statewide and Regional Coverage of Aggregators](#).
- **Meta-aggregations depend on aggregators and individual contributing institutions to provide persistent finding aid hosting**. For example, ArchiveGrid harvests data from finding aids that are hosted by aggregators or individual contributing

institutions. It is not comprehensive, and the metadata does not support some functions (e.g. subject slices). SNAC aggregates and hosts descriptions of persons, families, and organizations related to archival collections, but also links out to finding aids hosted by aggregators or individual contributing institutions. See Meta-Aggregator Profiles.

- **Individual institutions can contribute descriptions to meta-aggregations without also participating in an aggregation.** For example, ArchiveGrid works with both aggregators and individual institutions. If institutions hold materials with relevant subjects, they can also contribute to subject-specific aggregations. See Meta-Aggregator Profiles.

Resources

- **Grant funds started, but have not sustained, aggregation.** Federal grant agencies and foundations invested in nearly every finding aid aggregation between 1998 and 2015 for initial infrastructure development and EAD conversion or creation. Ongoing costs have not garnered support in most cases. In the last eight years, funders have focused on digital collections aggregation and EAC-CPF aggregation. See Organizational Histories of Aggregators and Meta-Aggregators and Resources to Support Aggregations and Meta-Aggregations.
- **Aggregations lack resources in general.** Many have no identified budget, and when one exists, it is small, averaging approximately $30,000 a year. Dedicated staffing, is rare, averaging about 0.4 FTE where it does exist. See Resources to Support Aggregations and Meta-Aggregations.
- **Aggregations lack capacity to update infrastructure.** Most platforms have been static for three years or more, and aggregators struggle to find resources for maintenance and development. See Infrastructure Used by Aggregators and Meta-Aggregators and Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators.
- **Most aggregations depend on a host organization for resources.** Higher level administrators of host organizations determine the resource level. Many participating institutions see membership models as untenable, since they feel unable to contribute financial or other resources to an aggregation. See Resources to Support Aggregations and Meta-Aggregations.
- **Well-resourced institutions often participate in an aggregation, yet still maintain institution-specific work.** Some institutions participate in an aggregation while continuing to publish finding aids locally in order to meet institution specific metadata and presentation requirements. Contributing records to an aggregator is a secondary and ancillary workflow and is not seen as a way to achieve efficiencies. See Individual Archival Repositories and Relationships with Aggregators.

Infrastructure

- **Aggregators utilize a range of different systems to host and manage finding aids**, but they are all highly optimized to index and display EAD finding aids. These systems are distinct from catalogs and discovery platforms, which are generally not designed to support EAD. See Infrastructure Used by Aggregators and Meta-Aggregators.
- **Aggregators have no obvious choices for successor systems to replace aging applications.** The market share is too small for significant vendor investment in finding-aid specific infrastructure. Where vendors have developed such systems, they are not interoperable. See Infrastructure Used by Aggregators and Meta-Aggregators and Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators.

- **Existing system implementations are moderately to heavily customized**. See [Infrastructure Used by Aggregators and Meta-Aggregators](#).
- **End user access to finding aids and to digital collections is nearly always siloed in separate interfaces, even for connected materials** (e.g. a finding aid description of an item, and a digital version of the item itself**).** No large-scale effort exists to integrate finding aids with related digital collections (e.g., local, state/regional, and national digital aggregations, such as HathiTrust, DPLA, etc.). See Digital Collection Management. See [Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators](#).
- **Archival collection management systems are not integrated with aggregator systems.** Contributing EAD exports to an aggregator is generally cumbersome and requires additional effort by the institution. See [Infrastructure Used by Aggregators and Meta-Aggregators](#).
- **Institutions have limited appetite for emerging technologies and standards.** Aggregators report that only a minority of participants are eager to adopt emerging technologies and standards (e.g. Linked Open Data, EAC-CPF) and are instead satisfied with minimal-level "utility" functions, fearing that innovation would require increased investments of money and time. See [Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators](#).

End Users

- **Few aggregators have invested significantly in understanding the needs of their users.** Most have not had specific initiatives to identify end user groups and shape functional decisions accordingly and instead maintain a strong focus toward internal users--archivists and librarians. See [User Audiences Served by Aggregations and Meta-Aggregators](#).

Data Structure and Content

- **Most aggregations set the bar for standards compliance low in order to make contribution accessible to the greatest number of institutions.** In order to avoid contribution barriers, most aggregators require little beyond the very minimal required EAD elements and collection-level DACS compliance; enforcement of those requirements is loose. See [Infrastructure Used by Aggregators and Meta-Aggregators](#).
- **Lack of standards compliance limits the benefits of large-scale aggregation without extensive metadata remediation.** EAD is an extremely flexible standard, particularly at the component level, where there is a wide and varied level of usage despite the proliferation of "best practice" guidelines. The resulting heterogeneity constrains connecting collections programmatically, most notably with subject metadata, where there is no common subject authority or assignment consistency. See [Infrastructure Used by Aggregators and Meta-Aggregators](#).
- **EAD Version 2002 is the predominant finding aid format supported by aggregators. No statewide or regional aggregators currently support EAD3.** Opportunities for date, extent, and identity granularity are, for most, insufficient reasons to implement EAD3. See [Finding Aid Formats Hosted by Aggregators and Meta-Aggregators](#).
- **Institutions have relatively little vision of finding aid re-use in other contexts.** Many institutions remain focused on local-level customization in order to achieve search, branding, and presentation in the institutional context. See [Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators](#).

Organizational Considerations

- **A third of the current aggregators identify with a "Transition" organizational life cycle stage,** as drawn from the Educopia Institute's *Community Cultivation Field Guide*. This stage is defined by purposeful transformation in response to constituents' changing needs and may result in services re-forming, merging, spinning off, or spinning down. See Organizational Lifecycle Stages and Vitality of Aggregators and Meta-Aggregators.
- **Aggregations have varying levels of support from their host organizations.** Some aggregations are regarded as an essential service that must be sustained, but many feel they need to "fly under the radar" so that the host organization perceives that they use minimal or no resources. See Resources to Support Aggregations and Meta-Aggregations.
- **Most aggregations operate with limited decision-making authority.** Most aggregations have a specific commitment to contributor consultation and democratic processes around changes or features, but cannot make funding decisions about implementation of those changes since resource allocations are determined by their host organization. See Governance of Aggregations and Meta-Aggregations.
- **Aggregations have varying degrees of vitality.** Only a few aggregations are adding contributors or content. Active maintenance and development of infrastructure is present in just a minority. See Growth Rate of Aggregators and Meta-Aggregators and Infrastructure Used by Aggregators and Meta-Aggregators.
- **Vitality is often dependent on a "champion" with an official or unofficial role.** Aggregation can wane without a strong individual driving engagement. See Organizational Lifecycle Stages and Vitality of Aggregators and Meta-Aggregators.

A Composite Profile of Aggregators and Meta-Aggregators

This section provides a composite profile of the aggregators and meta-aggregators listed below. This summary is based on individual profiles that include baseline information about these entities as well as the key challenges they face. From this data, we hope to uncover the areas that could most benefit from collaborative work.

These data were derived as follows: One or more representatives from each aggregator or meta-aggregator completed a survey, participated in a one-hour interview, and reviewed the resulting profile for accuracy and completeness. To view individual profiles, see Appendix: Aggregator Profiles. For more information on data gathering , see Appendix: Data Collection Instruments.

Aggregators

- Archival Resources in Wisconsin (AWI)
- Archives West (AW)
- Arizona Archives Online (AAO)
- Chicago Collections Consortium (CCC)
- Connecticut Archives Online (CAO)
- Empire Archival Discovery Cooperative (EADC)
- OhioLINK EAD (OHIO)
- Online Archive of California (OAC)
- Philadelphia Area Archival Research Portal (PAARP)
- Rhode Island Archives and Manuscript Collections Online (RIAMCO)

- Rocky Mountain Online Archive (RMOA)
- Texas Archival Resources Online (TARO)
- University of Nebraska Consortium of Libraries (UNCLE)
- Virginia Heritage (VH)
- Archives Florida (AF) *(defunct)*
- North Carolina EAD (NCEAD) *(defunct)*

Meta-Aggregators

- ArchiveGrid (AG)
- History of Medicine Finding Aids Consortium (HM)
- Social Networks and Archival Context (SNAC)

Statewide and Regional Coverage of Aggregators

The opportunity to participate in an aggregation varies widely:

- Institutions in 23 states have access to and participate in a state or regional aggregation
- Institutions in 25 states do not. These states are primary situated within a swath of the Midwest, much of New England, and nearly all of the Southeast.
- Repositories in an additional two states (Alaska and Nevada) have access to Archives West but do not participate. Alaska participation (three institutions at one time) waned with financial pressures. The reasons for Nevada's non-participation are unknown.

Figure 1: Access to State or Regional Aggregator

Legend
Green: Aggregator open to all, and one or more institutions in the state participate
Yellow: Aggregator open to a limited number of participants
Blue: Aggregator was present at one time but is not now

Extent of Institutions Contributing to Aggregators

Of the aggregators, the Online Archive of California and the Philadelphia Area Archives Research Portal have the greatest number of contributing institutions.[2]

Figure 2: Number of Institutions Per Aggregator
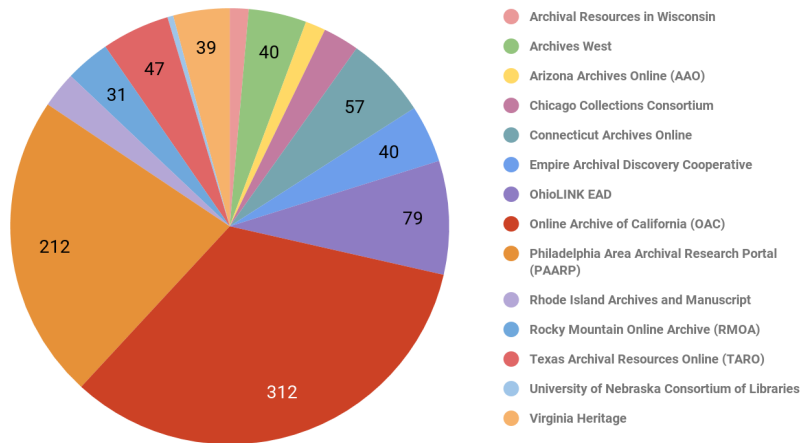
Extent of Finding Aids Hosted by Aggregators

Archives West and the Online Archive of California hold the largest number of records. Texas Archival Resources Online and Virginia Heritage are roughly of equal size, and the remaining aggregations hold five percent or less of the total corpus.

Figure 3: Number of Records Per Aggregator

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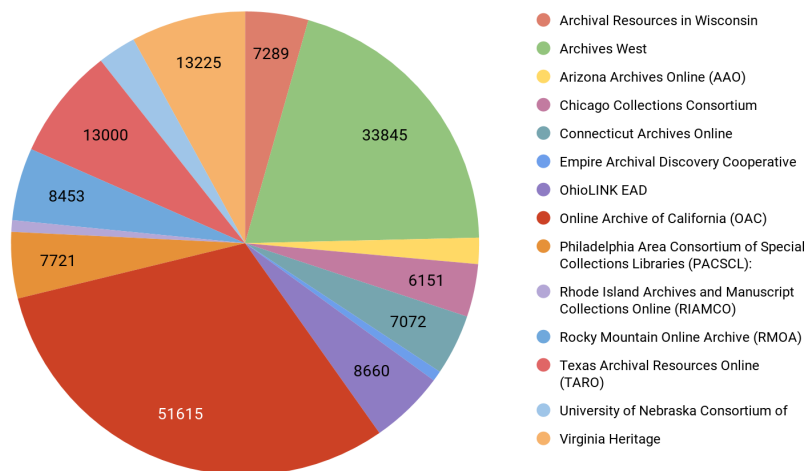
[2] We do not have data that measures the proportion of institutions represented per aggregator versus the total number of cultural heritage institutions in the geographic area, but that would be a useful measure for future research.

Growth Rate of Aggregators

The rate at which aggregators are adding participants and records is one measure of their vitality. **Many aggregators are adding contributors and records, but in rather small numbers proportional to their total participating institutions.** Respondents cited varying factors for this, including a lack of resources for active recruiting and onboarding participants, or reaching a near-limit of potential participants in a region or subject. Another common reason was that many potential contributors have not adopted EAD and are not interested in doing so.

Figure 4: Institutions Added in Last Year Relative to Total Institutions
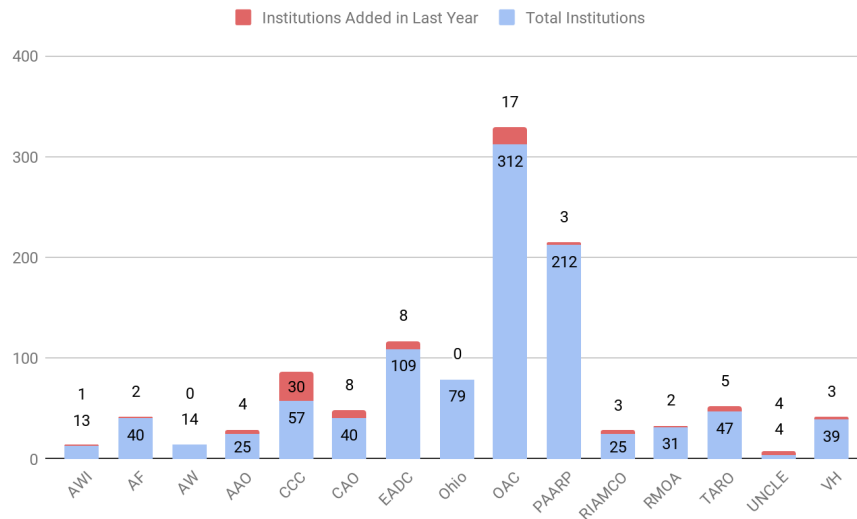
Figure 5: Records Added in Last Year Relative to Total Records
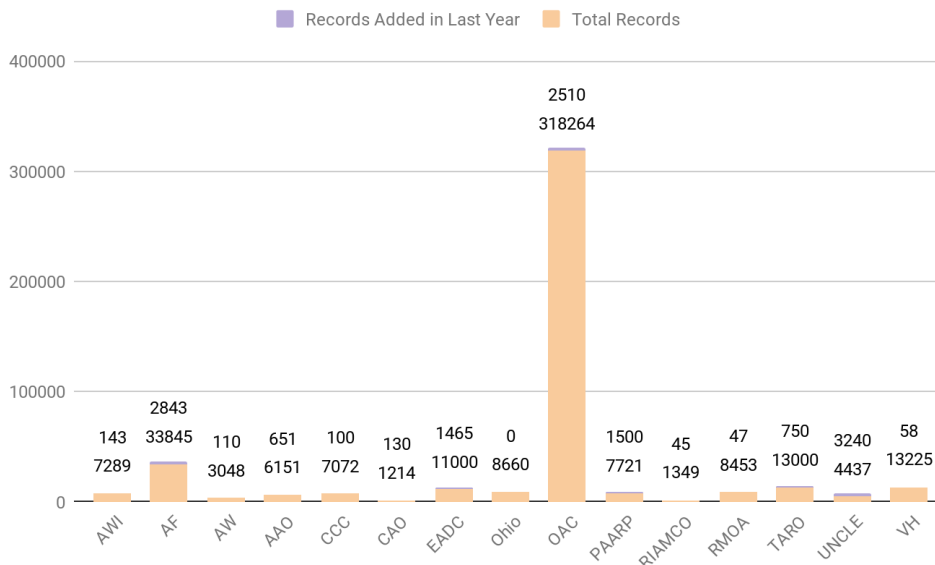
Finding Aid Formats Hosted by Aggregators and Meta-Aggregators

State and regional aggregators primarily host finding aids encoded in EAD Version 2002. A few aggregators also support MARC records, as well as supplemental PDF finding aids (e.g. a PDF container list that offers further detail, and is attached to a collection-level EAD record). To date, no aggregator has implemented EAD3.

Figure 6: Formats Hosted by Aggregators
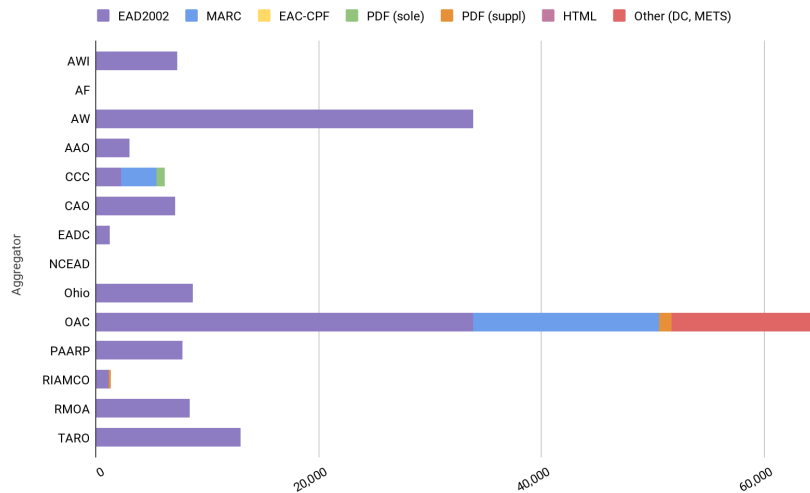
Meta-aggregators include primarily MARC records and EAC-CPF records. The proportion of EAD finding aids and resource descriptions (in this case, SNAC's proportion of "other" formats) is relatively small.

Figure 7: Formats Hosted by Meta-Aggregators [3]

Number of Records

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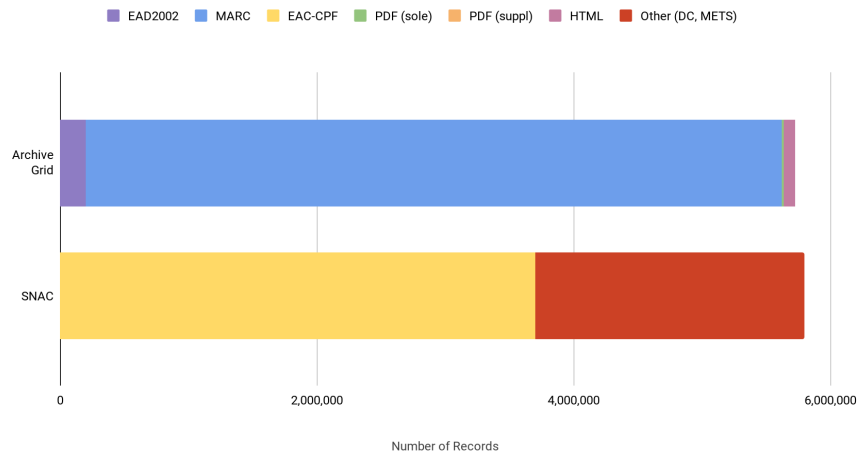
[3] The History of Medicine Finding Aids Consortium's number of documents is very small compared to ArchiveGrid and SNAC and is thus not well represented in this chart. Its formats by number are as follows: EAD2002: 4,239; PDF (sole): 2,011; HTML: 5,891

Given the role some aggregators play in facilitating ArchiveGrid harvesting and in providing records to SNAC during its initial phase, meta-aggregations are most likely not comprehensive. Not all aggregators share all finding aid data with ArchiveGrid (e.g., Online Archive of California contributors opt-in to share data, Archives West shares data comprehensively, Rhode Island Archives and Manuscripts Online doesn't share at all). SNAC's current corpus of records is based on a snapshot of finding aid data contributed by aggregators between 2012-2015. The current extent of duplication is unknown and would benefit from additional exploration.

Organizational Histories of Aggregators and Meta-Aggregators

Timeline of Founding
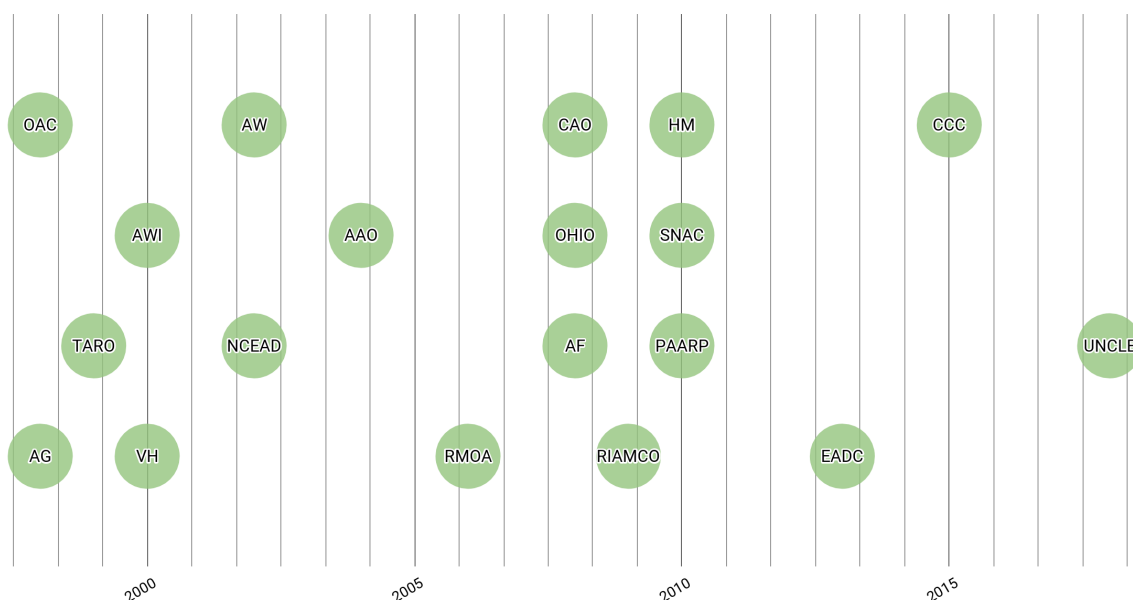Aggregations were started in two clusters, the first around 1998-2002, and the second around 2008-2010. Only three aggregations--Chicago Collections Consortium, Empire Archival Discovery Cooperative, and University of Nebraska Consortium of Libraries--have emerged since 2010.

Figure 8: Timeline of Aggregator and Meta-Aggregator Founding

Initial Goals and Motivations
The explicit or implied specific goals of aggregations as they were formed between 1998 and 2017 focused primarily on helping archivists, librarians, and curators improve collection description and discovery so that researchers could find materials more easily. Respondents identified the following primary motivators for the creation of aggregations:

1. Help institutions adopt EAD in order to make narrative finding aids into structured data available online, and interoperable.
2. Develop shared infrastructure for participating institutions, most of whom could not provide their own.
3. Expose interconnections between collections, virtually re-uniting collections with a common creator that are split between repositories.
4. Provide a single search environment for a particular scope (mostly geographic).
5. Lower the barriers to creating standards-compliant finding aids.

6. Equalize access across institutions and collections by ensuring good search engine exposure.
7. In some cases, make connections with related digital collections.

Outcomes
Aggregators feel they have been very successful at bolstering the skills of librarians and archivists, improving overall description quality, and increasing the discoverability of collections.

More specifically:

- Institutions have adopted EAD and associated tools. 127,516 EAD finding aids from 938 institutions are available through aggregations. Archival collection management systems have made the creation and maintenance of EAD significantly more feasible.
- Aggregators have built shared infrastructure for persistent hosting of archival collection descriptions.
- Collections that have a common creator or provenance, but are split across institutions, are exposed more comprehensively.
- Aggregations have built single search environments and also facilitated search engine exposure.
- Standards compliance has improved and is cited as a significant strength by aggregations. More improvement remains an aim.
- Aggregators have significantly equalized discovery, ensuring that collections held by smaller or less technically capable institutions have the same degree of exposure as those held by larger or more well-known institutions.

While much has been achieved, digital collections remain largely unconnected with archival description at a large scale. This deficit was recognized in particular by the DPLA Archival Description Working Group's 2016 white paper, *Aggregating and Representing Collections in the Digital Public Library of America*, which recommended large-scale approaches to this issue.[4]

Initial Leadership Roles
Collaboration requires leadership, and individuals, consortia, and cross-aggregation work have all played a significant role in forming and sustaining aggregations.

In most aggregations, an individual or group of individuals with a strong vision were the primary advocates or drivers for development. While this is to be expected given the nature of collaboration, the absence of that individual or group has resulted in aggregations either failing or falling into stasis. For instance, Ohio EAD is currently without such a champion and is challenged to get any community engagement in its infrastructure development. Virginia Heritage was without a champion for a time, requiring current leadership to invest significant effort in reviving that entity. The loss of champions was a factor in the dissolution of Archives Florida and North Carolina EAD.

For about half of the aggregations, a consortium either created or played a significant role at some point in their formation or sustainability. The following aggregations were created within a consortium:

- Archives Florida (Florida Center for Library Automation)

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[4] DPLA Archival Description Working Group. *Aggregating and Representing Collections in the Digital Public Library of America*, 2016. Available online at *http://bit.ly/dplaCollections*.

- Nebraska (University of Nebraska Consortium of Libraries)
- North Carolina EAD (North Carolina ECHO)
- Ohio EAD (OhioLINK)
- Empire Archival Discovery Cooperative (Empire State Library Network)

Two aggregations formed independently and then were absorbed by a consortium: Archives West and Arizona Archives Online. Two aggregations have light-level relationships with a consortium: Connecticut Archives Online and Virginia Heritage. The remaining aggregations have organizational homes outside of a consortium structure.

User Audiences Served by Aggregations and Meta-Aggregators

In both surveys and interviews, aggregators and meta-aggregators were asked to identify their end users (e.g. users who are not archivists/librarians/cultural heritage professionals) from the following list:

- K-12 students
- College/university undergraduate students
- College/university graduate students
- College/university faculty (primary focus: teaching/classroom)
- College/university faculty (primary focus: research/scholarship)
- Digital humanists
- Professionals (non-academic researchers; administrators; legal researchers)
- Creative artists (visual, writers, musicians)
- Genealogists/family historians
- Other (write in please)

Most aggregations did not have a strong conception of their primary users. During interviews, many stated that when they completed the survey they checked off all possible user types because they have little or no data identifying their users, feel strongly about serving all users, or perceive that their participating institutions all have different audiences with no strong commonalities among them. As a result, user audiences across aggregators appear similar, but do not necessarily reflect a strategic vision. A small minority had priority end users or had established tools like user personae, or even stated that their user personae or profiles change over time to anticipate or respond to changing circumstances.[5]

Additionally, based on the way that aggregations represent themselves in brief scope statements on their home pages, the focus is on the collections rather than users.

Value Proposition: Strengths, Weaknesses, and Aspirations of Aggregators and Meta-Aggregators

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[5] For instance, in spring 2018 the Orbis Cascade Alliance's Unique and Local Content Team revised the user personae first constructed in 2011. Two notable revisions: acknowledging that the teaching-focused college or university faculty member is now often an adjunct faculty who may teach at more than one campus and who are particularly pressed for time; noting that, with the discontinuation of many school library programs, college or university undergraduates may never have visited a library of any type. The California Digital Library worked with a small set of personae and did usability studies during its 2008 redesign of OAC.

A central question for this study (and any subsequent work) is the value proposition of aggregating finding aids. Our research explored this question by asking aggregators to identify their strengths and weaknesses, as well as their aspirations. The resulting analysis yields clear themes around infrastructure, innovation vs. utility, resources, and ethical commitments.

Infrastructure

Nearly all aggregators felt that their greatest strength was their infrastructure's ability to expose and facilitate search across collections at small institutions, as well as re-unite portions of dispersed collections. Search engine optimization (difficult to replicate at the institution level) was also identified as a primary strength of both hosting and harvesting aggregators.

Nearly every aggregator communicated a desire to adopt or create new infrastructure to replace aging platforms, though only a minority of their participants are interested in innovation. Many also wanted to add more finding aids from additional institutions and some expressed a desire for an infrastructure better integrated with other systems, most commonly ArchivesSpace.

Most aggregators noted that infrastructure improvements along the lines described above would require procuring more ongoing technical support, for both maintenance and development since the former is itself not yet adequately addressed.

Innovation Versus Utility

> *"It's not a great situation that adoption of EAD is the equivalent of an archival moon landing." (Brian Stevens, Connecticut Archives Online)*

Many aggregators reflected on the tension between a minority of institutions who desire innovation and a majority of institutions who prefer a simple, utility-like infrastructure. Within each aggregation, there are institutions who are "champing at the bit" to create a fundamentally different environment for metadata management and discovery--most commonly to implement Linked Open Data. The majority of institutions--mostly, but not always, the small ones--perceive innovation as only additional work without sufficient reward. Aggregators report that, as a result of this, they are unable to draw most of their participating institutions into productive conversations about innovation.

Resources

Nearly all aggregators cited a lack of resources and staffing. Technical resources were cited most commonly, followed by community management (which, in turn, encompassed training and participation continuity).

Absence of Aggregation?

As one measure of value proposition, we asked interviewees what their participants would do if their aggregation or meta-aggregation ceased to exist. **The responses show a strong feeling that the service(s) that aggregators are providing are unique, needed by institutions, and that participants would want to re-create or replicate as many of the service(s) as possible.** The most common responses were that participants would:

- Struggle to provide web exposure, or lose it altogether;
- Run local infrastructure (to host EAD), or host PDFs on their websites;
- Find another way to continue the aggregation/service by moving it to another organization.

Less than half of the respondents stated that end users would miss the aggregation, and had to be prompted, or stated that the service wouldn't be missed all that much. Most had no specific evidence to support this beyond inference.

Shared Ethics
Aggregations have and are fueled by a strong sense of shared ethics. "We serve any researcher" was a common theme in discussions of user audiences, echoing the Code of Ethics for Archivists: "Archivists strive to promote open and equitable access to their services and the records in their care..."[6] In survey responses and interviews, aggregators reflected a parallel commitment to resource sharing, equality, inclusion and diversity for institutions that hold archival collections:

- There is a very strong commitment to "lift all boats," and to be inclusive even when institutions cannot contribute resources to the aggregation. Many aggregators stated that this commitment to inclusion makes membership fees untenable, no matter how small, and feel strongly that flagship institutions have an obligation to be net givers.
- There is a parallel commitment to exposing collections equally, no matter which institution holds them--including the "hidden collections" that are held by small institutions with less capacity to make their collections accessible for research..
- A number of individuals who provide support for colleagues at institutions expressed pleasure and satisfaction about both the process of providing support and the knowledge that they are building skills in the community.

Organizational Lifecycle Stages and Vitality of Aggregators and Meta-Aggregators

Looking at the organizational development of the current aggregators and meta-aggregators alongside other measures--staffing, budget, governance, standing with organizational home-- reveals a landscape ripe for evolution. **A number of factors suggest that aggregation is ripe for (or is already) moving to another lifecycle stage.**

In order to understand the organizational state of aggregators, we used a framework from the Educopia Institute's *Community Cultivation Field Guide*, a publication designed to identify a community's current development status and help reveal the most critical questions and topics it should address.[7] The lifecycle stages are understood to be cyclical and to feed into one another; no stage is "better" than the other. Briefly, the stages are:

- **Formation**: A community organizes or re-organizes to develop services, tools, or shared resources that meet the needs of its constituents and articulates its binding culture.
- **Validation**: A community demonstrates value, broadens its constituent base, and focuses on external validation.
- **Acceleration:** A community is scaling services to quickly grow. The stage at which communities may grow -- or fail -- fast.

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[6] Code of Ethics for Archivists, section VI: Access. Society of American Archivists, 2005. Available online at http://ethics.iit.edu/ecodes/node/4560.

[7] Skinner, Katherine, et al. *Community Cultivation: A Field Guide*. Atlanta: Educopia Institute Publications, 2018. https://educopia.org/cultivation/

- **Transition**: A community engages in purposeful transition in response to constituents' changing needs. This stage may result in services re-forming, merging, spinning off, or spinning down.

In the survey, aggregators were provided with a brief overview of these stages and asked to choose which one best characterized their aggregation as a whole.

Figure 9: Identified Stage by Aggregation and Meta-Aggregation

Formation	Empire Archival Discovery Cooperative
	Texas Archival Resources Online
	University of Nebraska Consortium of Libraries
Validation	ArchiveGrid
	Arizona Archives Online
	Chicago Collections Consortium
	Connecticut Archives Online
	History of Medicine Finding Aids Consortium
	Rocky Mountain Online Archive
	Social Networks and Archival Context Cooperative
	Virginia Heritage
Acceleration	Philadelphia Area Archival Research Portal (PAARP)
Transition	Archival Resources in Wisconsin
	Archives West
	OhioLINK EAD
	Online Archive of California
	Rhode Island Archives and Manuscript Collections Online

Most respondents answered based on the life cycle of their *technology* rather than their *organization*. Although most aggregators identify with the Validation phase, a close second is the Transition phase. During Transition, communities evaluate change in external and internal environments to determine how to remain relevant. Some characteristics of the Transition phase are:

- Services depend on technical systems that are outmoded;
- Competitors are emerging;
- Funding is dropping or uncertain;
- Less involvement in leadership;
- Less engagement by community.

Infrastructure Used by Aggregators and Meta-Aggregators

This project has its genesis, in part, in a perception that the index, search, and display systems in use by aggregators and meta-aggregators are aging, largely static, in need of replacement, and suffer from lack of integration with related systems. The data clearly support this hypothesis.

For our purposes, "infrastructure" means not only technology, but other forms of shared approaches: best practices/documentation, training, standards enforcement, and decision-making processes. These are all necessary adjuncts to using shared technology.

Finding Aid Indexing, Search, and Display Systems
The most common finding aid indexing, search, and display systems in use by far are XTF and locally developed custom systems. Two aggregators--Archives West and Rocky Mountain Online Archive--use TEXTml, a commercial product used by other EAD hosting systems at one time, but which is no longer in common use. The remainder are evenly divided among ArchivesSpace, DLXS, eXist-db, and IBM Watson Explorer:

Figure 10: Systems in Use by Aggregators and Meta-Aggregators
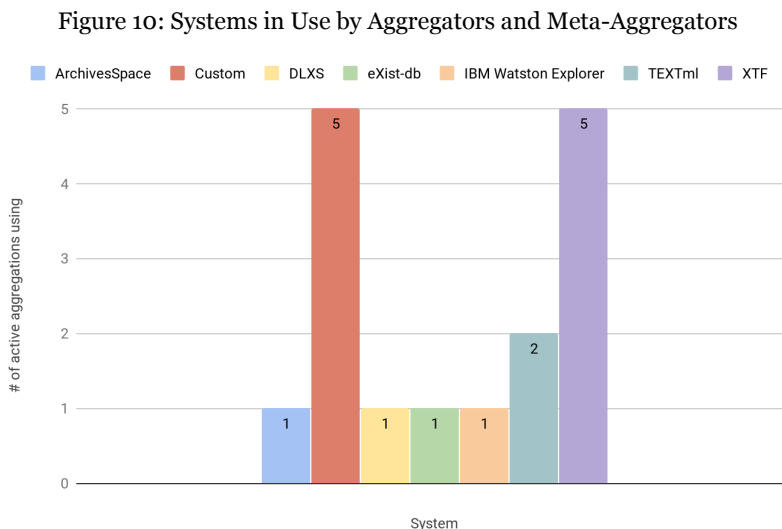
Nearly all aggregators characterized their systems as heavily customized, but in discussions, more nuance emerged. Some general-purpose systems like TEXTml must be deployed with additional, custom-built user interfaces to support core features, while systems designed with finding aid support in mind, like XTF, require less customization.

The majority of the systems have been in use for twelve years or more. Only three systems have been created or deployed within the last five years: ArchivesSpace (University of Nebraska Consortium of Libraries), XTF (Chicago Collections Consortium), and a custom system implemented by the Empire Archival Discovery Cooperative.

Development and Maintenance of Systems
The majority of the systems are static with no evidence of development in the last two to three years. Six aggregations and meta-aggregations show evidence of development (addition of features or functions beyond ordinary system maintenance) during that time. In all but two cases, these aggregations and meta-aggregations are relatively new, having emerged within the last five years: Chicago Collections Consortium, Empire Archival Discovery Cooperative, SNAC, and University of Nebraska Consortium of Libraries. The exceptions are among the longest-running aggregations: ArchiveGrid and Archives West.

Figure 11: Infrastructure Development
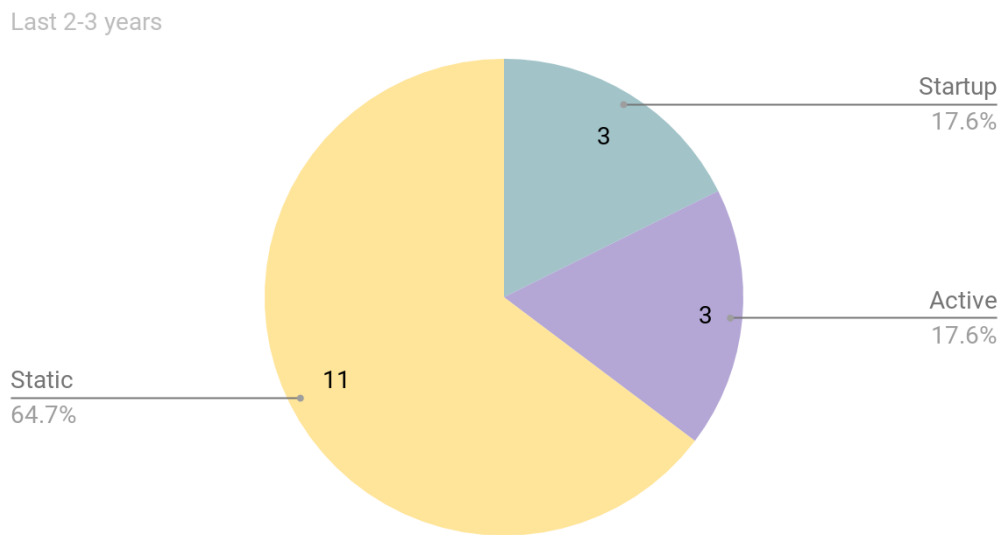
Integrations With Related Systems

Aggregators described any existing relationships between the search/index system and other systems in the survey and as part of the interview. The majority of the aggregators responded that their infrastructure did not have any relationship with other systems. Discussions during interviews revealed both more integration than initially evident and commonly shared unexpected barriers to integration.

ArchivesSpace--an archival collection management system--was the most common integration cited, but it was clear in discussion that this is not currently an actual integration: institutions that utilize ArchivesSpace are exporting EAD finding aids from that system, then subsequently submitting those files to aggregators. Respondents who are using ArchivesSpace universally expressed how frustrating the lack of integration between it and their aggregation is, since the deficit requires the persistence of duplicative workflows. There is a strong desire to resolve that problem.

An integration with an institutional or shared Integrated Library System (ILS) was reported by two aggregations. As with ArchivesSpace, this proved to not be an actual integration: it simply means that most or all of their participating institutions put links to their finding aids in MARC records. These often serve as important sources of referrals even though they often represent duplicative work. In a related matter, Archives West has considered harvesting finding into its shared Primo discovery layer rather than continuing to produce MARC records, but has found numerous operational barriers to doing so.

Two aggregations cite an integration with Aeon, a workflow management system designed to support users with submitting reference and photoduplication requests to institutions. In both cases, this is an opt-in for institutions that have adopted Aeon and reflects the lack of consortium-level licensing for the project.

Plans for Migration to New Systems

Although the majority of the aggregators said that they had no obvious choice for new systems, a few are in fact planning migrations beginning in 2019: Archival Resources in Wisconsin (system

unknown); OhioLINK EAD (Oracle/Apex); Rhode Island Archives and Manuscript Collections Online (Blacklight; user interface redesign); and Texas Archival Resources (system unknown)[8].

Best Practices, Standards, and Documentation

The vast majority of aggregators that host content have some form of publicized best practices. Some of these guidelines for EAD have similarities because the aggregators worked with one another formally or informally during their development. Most have a core set of requirements for a collection-level description based on DACS. Beyond that, the best practices diverge considerably.

The exceptions to this are Rocky Mountain Online Archive and Connecticut Archives Online and. Rocky Mountain Online Archive has some minimal standards built into the system but otherwise relies on one-on-one support. Connecticut Archives Online does not display finding aids in a central interface but points back to the institution, so has no need to provide such guidance. The meta-aggregators do not have best practices for contributors and work with very minimal metadata.[9]

The majority of the best practices were created some time ago--some as long as 10-12 years in the past--but few are actively maintained, including those for Online Archive of California, Archives West, and Texas Archival Resources Online.

Standards Enforcement

Aggregation of metadata and/or content universally raises questions of standards enforcement and the threshold of compliance required for successful management, search, and presentation of data. EAD is a very flexible standard, and finding aids have substantial variation across (and within) institutions. Aggregators have approached this issue through central normalization (e.g. accepting a wide variety of metadata and rendering it compatible centrally); compliance checking against best practices; and a mix of the two.

Meta-aggregators operate on central normalization in order to be as comprehensive as possible. ArchiveGrid and History of Medicine Consortium both adapt to the metadata available to them. Both note that the absence of standards enforcement means that they are very limited in what they can do with the aggregated metadata, particularly subject search. SNAC arguably engaged in massive central normalization during its formation when it created a corpus of EAC-CPF records from existing descriptions. SNAC is now in a different stage organizationally and is best characterized as a mix of compliance and central normalization.

The majority of aggregators use a mix of normalization and compliance. In comments, most said that deciding to work this way was driven by the extent to which they were dealing with legacy metadata; the tools available to work with; and vendor encoding of finding aids without sufficient knowledge and planning.

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[8] Press release, https://blogs.lib.utexas.edu/taro/tag/neh/.

[9] The best practices associated with ArchiveGrid are an artifact of when the RLG research agenda focused on EAD implementation.

Figure 12: Approach to Standards Compliance

● Mix   ● Central normalization   ● Compliance and standards enforcement
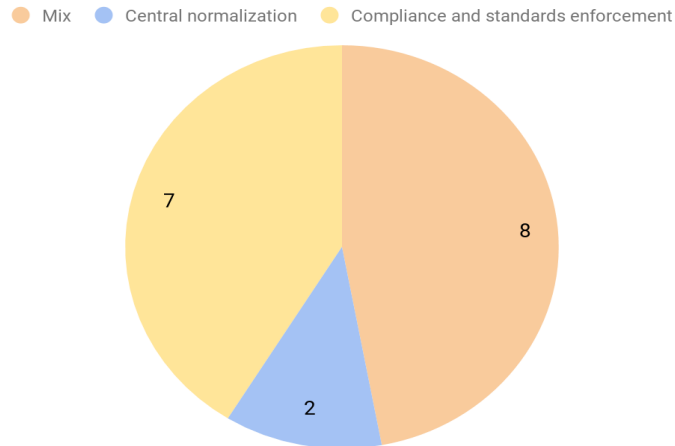
Among those who use compliance and standards enforcement, the majority reported that their standards are very light (even as little as valid EAD) or that even if a record is out of compliance, they do not reject it and only remediate it if absolutely necessary. Archives West sets a fairly high standard and uses a compliance checker that prevents non-compliant metadata from being ingested.

For both mixed approaches and compliance-based ones, encouraging adoption of DACS and other standards at every opportunity was fundamental.

Governance of Aggregations and Meta-Aggregations

> *"Many potential tools and services wither, not due to shortfalls in demand or shortcomings in those products, but rather to a lack of attention to organization and community building." (Katherine Skinner et al, Community Cultivation Field Guide)*[10]

Governance is a fundamental piece of any organization that defines interaction and decision-making. While there are a variety of workable governance models, the presence or absence of governance is fundamental in collaborative efforts that involve multiple institutions, particularly if those institutions are unlike each other. Thus, a profile of aggregators would be incomplete without some attention given to governance.

Most of the aggregations have some governance in the form of committees or boards with explicit authority to make decisions and an organizational home with certain decision making powers reserved for it. The question is thus less about the presence of governance, but the degree of formality. **In most cases, both aggregations and meta-aggregations have explicitly informal governance, with most decisions made centrally by the organizational home.**

Resources to Support Aggregations and Meta-Aggregations

Since worthwhile activities require resources, measuring what resources are currently expended on aggregation is an essential question. One manner in which consortia may evaluate the

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[10] Skinner et al, 1.

advantages of collaboration is to calculate the current costs of working separately. This process helps identify resources that may be available -- in whole or in part -- to support collaboration, instead of or in addition to identifying new resources. If we posit that collaboration on shared infrastructure to aggregate finding aids will support better results, we must also know to what degree we could support that by shifting resources.

Budgets

The following discussion of budgets includes only *non-personnel costs* that may include software, hardware or hosting, travel, and other costs. Personnel is more usefully measured as FTE and can be found in the section below on Staffing.

Most aggregations have no defined budget and rely on infrastructures and resources already in use at their organization. Only 1-2 aggregations have to make a formal yearly budget request and can completely describe the resources required to support the service. **If there is an identified budget, it is either less than $5,000 or $20,000 to $30,000 a year**. The total annual budget across all aggregations and meta-aggregations is about $154,550.

Figure 13: Annual Aggregator and Meta-Aggregator Budgets
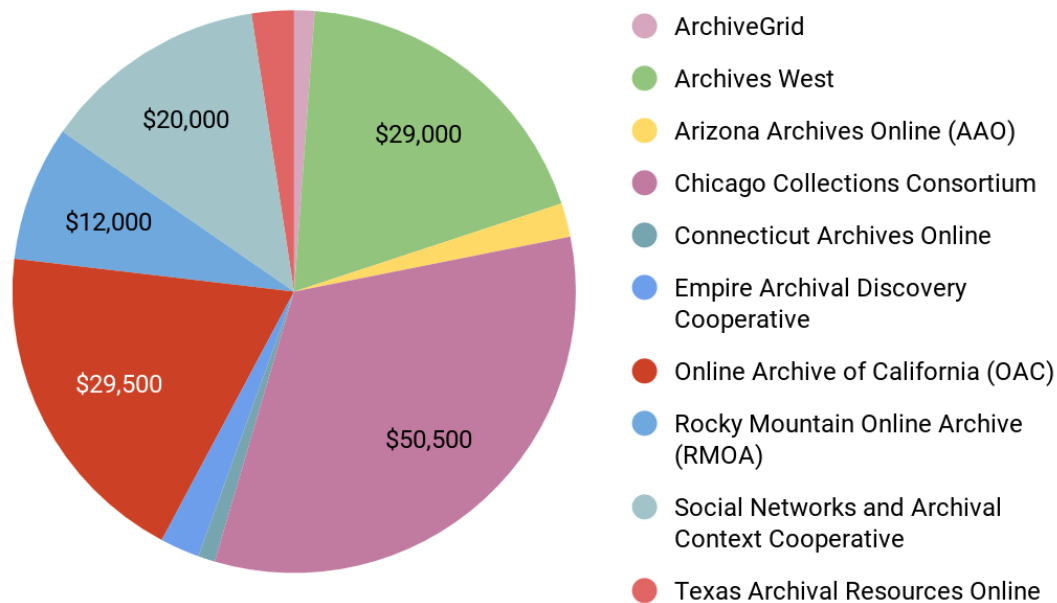
Support from host organizations is, in many cases, dependent on the perception that the aggregation uses "zero" resources. Interviewees made other statements that supported this, including several assertions that they have to ask carefully for technical resources so that they are not perceived as making too many demands--which would in turn endanger their continued existence. Only a few aggregations, mostly emphatically Online Archive of California, are considered a core or essential service by their host organizations.

Staffing

Most aggregations also have almost no specific FTE dedicated to the aggregation. In most cases, any FTE ranges from 0.04 to 1.45 and averages about 0.4 FTE. Online Archive of California and SNAC are the only aggregators with more than 1.0 FTE of staff. The total FTE across all aggregations and meta-aggregations (minus SNAC) is about 5.

Figure 14: Aggregator Staffing FTE (without SNAC)
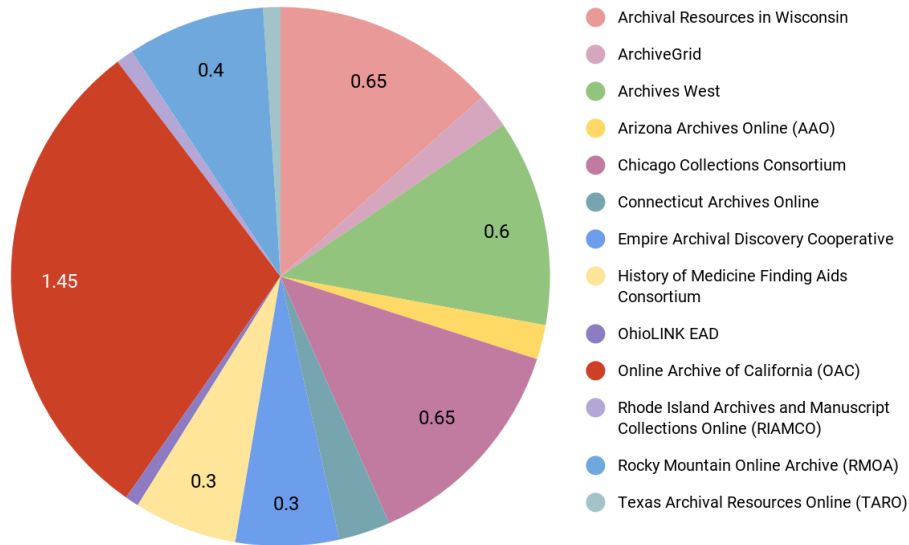
Annual budgets are not proportional to the number of records that an aggregation hosts.

Figure 15: Annual Budgets vs. Records
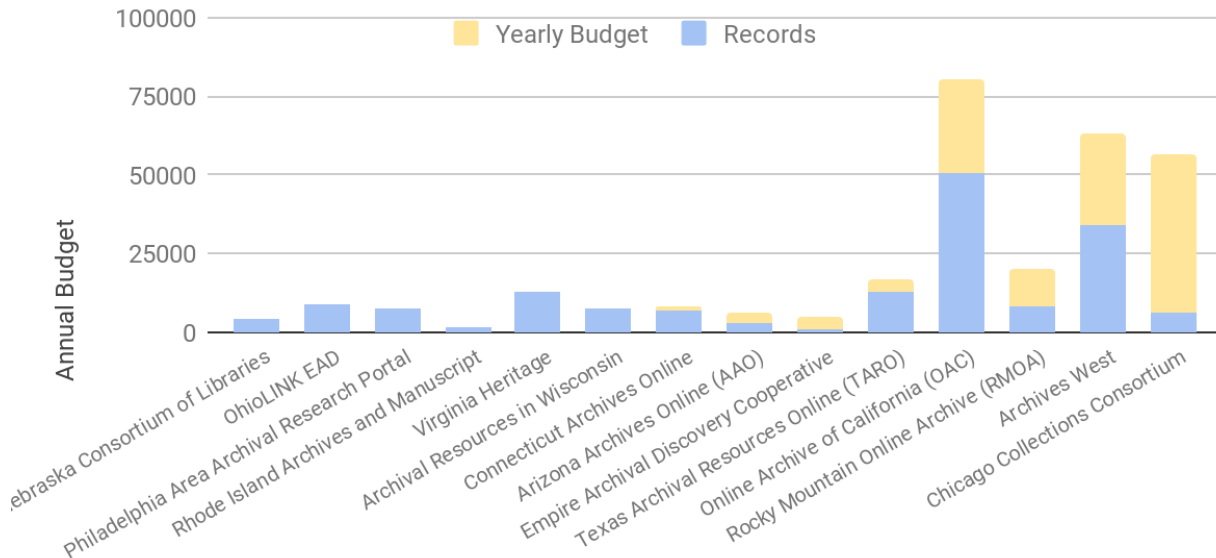
Nearly all aggregations are supported entirely by their host organizations (with or without specific budget line(s) and/or FTE). Only four aggregators charge membership fees: Archives West, Arizona Archives Online, and Chicago Collections Consortium. In discussions with other aggregations, there is a strong perception that many participating institutions cannot contribute financially or otherwise to an aggregation, and that membership models are untenable.

Figure 16: Budget Sources by Aggregator or Meta-Aggregator
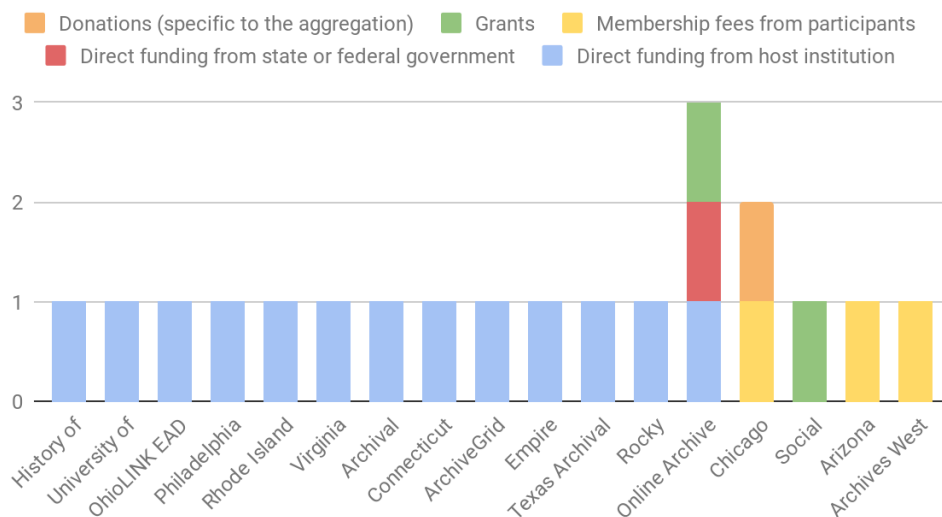
Grant Funding

Grant funding fueled the formation of all aggregations and meta-aggregations. The exceptions are Connecticut Archives Online, OhioLINK EAD, and History of Medicine Finding Aids Consortium. **Total investment in aggregation by agencies and foundations between 1998 and 2017 is $4,083,300**, a decidedly modest figure over nearly two decades.[11]

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[11] Sources of this information include lists of grants awarded on agency and foundation web pages: https://www.clir.org/hiddencollections/funded-projects/; https://www.archives.gov/nhprc; https://securegrants.neh.gov/publicquery/main.aspx; https://mellon.org/grants/grants-database/; https://www.imls.gov/grants/awarded-grants; https://delmas.org/grants/past-grants/.We were unable to locate the amount of funding that NEH provided for Archives Florida in 2009. The IMLS funding in the chart does not fully account for investment of LSTA funds for aggregations in North Carolina, Arizona, and California because inconsistent presentations made that data too suspect to be useful.

Without SNAC

- Delmas
- IMLS
- Mellon
- NEH
- NHPRC
- CLIR
- Texas TIF
- UNCLE

$586,900

$797,750

$438,500

$255,000

$1,679,950

After significant spikes in 1999 and 2008, grant funding for the creation/ conversion and hosting of finding aids on the state and regional level declined. This is consistent with the original purpose of forming aggregations: Once EAD was implemented, grant support was less merited. It is also consistent with the end user response to EAD: To paraphrase a statement by Timothy Erickson of the University of Wisconsin-- Milwaukee in the mid-2000s, "We put finding aids online. Researchers were delighted...for about two weeks. Then they wanted to know where the content was."

Figure 18: Grant Funding by Year (without SNAC)

UNCLE   TX TIF   CLIR   NHPRC   NEH   Mellon   IMLS   Delmas
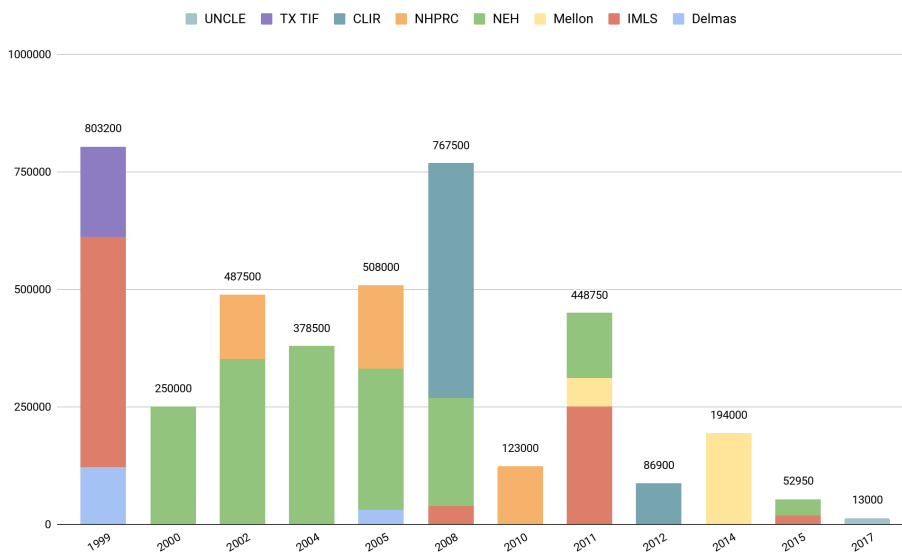
The overall trend in grant funding for aggregators, since 2013, is less investment in finding aid aggregation and more in digital collections aggregation (e.g., DPLA), and EAC-CPF aggregation

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(SNAC). The total investment in archival aggregation (including SNAC) between 1999 and 2017 was roughly the same as that invested in DPLA between 2014 and 2018: about $7 million.[12]

Figure 19: Grant Funding for Aggregators and Meta-Aggregators, 1999-2018 (includes SNAC and DPLA)
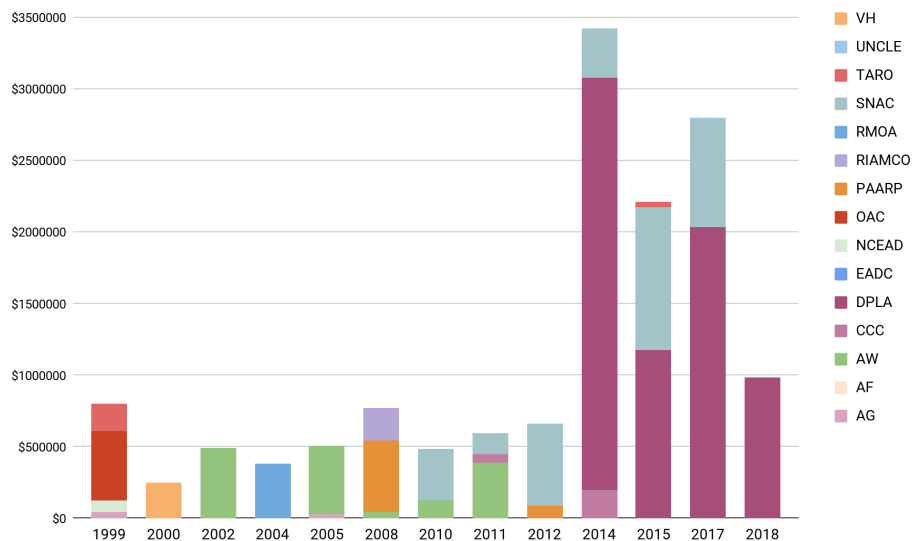
Defunct Aggregations

We collected survey data and conducted interviews with representatives from two former archival descriptions collaborations: Archives Florida and North Carolina EAD. Both have profiles alongside those of the other aggregators and meta-aggregators. In both cases, the respondents were willing to candidly discuss the reasons that the collaborations ended, and those reasons merit their own section.

Some of the common factors that led to their dissolution were that both were funded entirely or mostly by grants, specifically LSTA funds, that were vulnerable to changing economic conditions; and loss of champions and re-alignment of organizational homes away from supporting the service. Additionally, Archives Florida cited the initial adoption of an inappropriate system and a lack of shared understanding of how the service could be extended beyond the academic campuses.

For more information, see the profiles of Archives Florida and North Carolina EAD.

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[12] Data on grant support for DPLA provided by Michele Kimpton, 2019 April 11. The totals do not include Sloan Foundation funding during this time since that was largely focused on ebooks.

Individual Archival Repositories and Relationships with Aggregators: Case Studies

Although the focus of this profile is aggregators and meta-aggregators, the following case studies of individual institutions provide another piece of context for aggregation: how do relatively well-resourced institutions navigate their relationship with aggregators and meta-aggregators? If one of the driving reasons for creating aggregations is to enable structured metadata creation and exposure for institutions that could not do so on their own, what do the decision making processes look like for an institution that can do it on their own?

We chose the following institutions for the case studies based on their relationship with a state or regional aggregator and known choices about infrastructure:

- Harvard University (does not contribute to an aggregator)
- Oregon State University, Special Collections and Archives Research Center (Archives West)
- University of Washington, Special Collections (Archives West)
- Yale University, Archives at Yale (Connecticut Archives Online)[13]

All four institutions contribute to meta-aggregators: American Institute of Physics Finding Aids, ArchiveGrid, and History of Medicine Finding Aids

These institutions have very different relationships with aggregators. Harvard has no state or regional aggregator; both Oregon State University and the University of Washington were essential actors in forming Archives West; and Yale University participates in Connecticut Archives Online but has played little or no role in its development and sustainability. The University of Washington's relationship with Archives West has changed over time; after focusing on local infrastructure for some years, the institution discontinued local infrastructure in favor of Archives West.

They tend to be early adopters of tools and innovations. Both Yale University and Harvard University have been heavily involved with developing ArchivesSpace; Oregon State University put finding aids online with some of the earliest technology for doing so.

Overall, these institutions choose to maintain local infrastructure because:

- They have the IT staff and infrastructure to do so.
- They want to enable local search tools to deliver all local content on a particular subject.
- They have a desire to control display, either at an institutional level or an individual document level (e.g. curatorial staff who have strong personal opinions about display), and to ensure institutional branding.
- Their workflows are built around local infrastructure and they do not wish to change them.

Oregon State University and Yale University choose to both maintain local infrastructure and contribute to an aggregation because more collection exposure is an advantage and consistent

with their mission. And, as long as they have enough staff resources, they can do both. Investing in automated processes, as Yale University is in the process of doing, is one way to enable this.

Harvard University's 30+ archival repositories (arguably an aggregation themselves) have maintained their own shared infrastructure and some shared practices since at least 2003. They began their ArchivesSpace migration in 2017 and have substantially customized that infrastructure to interact with their Digital Repository Service. They contribute consistently to ArchiveGrid, but have no state or regional aggregator.

In the absence of automated processes, the aggregated descriptions may be significantly out of date with the local descriptions. This was the case for the University of Washington, whose local and aggregated descriptions fell severely out of registration between 2007 and 2014. Their decision to switch to Archives West as their sole public-facing infrastructure was based on a desire to give IT staff more time to do tasks that must be done locally and to be more standards compliant. The latter came about after an extensive internal process to re-envision processing workflows. The department uses an Orbis Cascade Alliance-hosted but customized instance of ArchivesSpace as their internally-facing infrastructure.

Conclusion

In light of these findings, we feel it is incumbent upon us to take stock as a community of where we are now and where we should be headed. Does our current aggregation model work? Should we continue on separate paths to maintaining existing statewide and regional aggregations? Or might we begin to pivot and work collectively towards a more robust, sustainable, shared infrastructure that would enable broad access to collections? Both paths involve risks. But we think the potential rewards of collective action may be far greater.

Changing course towards developing shared infrastructure will require strong leadership and a coalition of the willing. Our research suggests that aggregators have differential levels of capacity and investment in maintaining their existing services--and hence, are likely to approach any collective action toward shared solutions with varied resources, commitment, and will. What we share, however, despite these differences is a deep commitment to providing persistent, high quality access to archival collections; this alone should be enough for us to agree that we must act now to protect this domain and chart a path forward to a sustainable, technically robust, and user-centered future for archival description aggregation. If we succeed in this effort, we will address a major gap in our scholarly communication infrastructure.

Appendices

Data Gathering Instruments

Aggregator Profiles

Meta-Aggregator Profiles

Additional Reference

Definitions

Aggregation / Aggregator: Programs/organizations that bring together and host finding aids (descriptions of archival collections) contributed by institutions within a statewide, regional, or topical scope. The programs support systems to ingest, index, and display finding aids to facilitate cross-institution collection search and discovery. By and large, aggregators are utilizing purpose-designed platforms that are optimized for indexing and hosting EAD files.

Archival description: The process of analyzing, organizing, and recording details about the formal elements of archival records or collections (such as creator, title, dates, extent, and contents), and resulting outputs to facilitate identification, management, and understanding of the materials.

Archival collection management systems: "Archival management systems are a kind of software that typically provide integrated support for the archival workflow, including appraisal,

accessing, description, arrangement, publication of finding aids, collection management, and preservation."[14] EAD authoring tools, which can be components of an archival collection management system, are specifically for creating and editing metadata structured according to the EAD schema or Document Type Definition. Many institutions that participate in an aggregation utilize archival collection management systems or EAD authoring tools to generate finding aids which they then submit to one or more aggregators for publication.

DACS (*Describing Archives: a Content Standard*): DACS is a national standard used by institutions to describe archival collections and the context for the materials. The rules can be used for any type of descriptive output; typical examples include EAD finding aids and MARC records.

EAC-CPF (Encoded Archival Context for Corporations, Persons, and Families): EAC-CPF is a data structure standard and XML schema for describing archival context. The intent of EAC-CPF is to separate the description of creators from the description of collections, to describe relationships, and to provide a framework for fuller authority control in the archival context. To date, Social Networks and Archival Context (SNAC), described in detail elsewhere in this document, remains the only large-scale implementation of EAC-CPF, with a few institution-specific implementations (For example, the Utah State Archives manages agency histories with EAC-CPF).

EAD (Encoded Archival Description): EAD is a data structure standard and XML schema for descriptions of archival collections that transforms narrative finding aids into structured metadata, enables metadata sharing, and provides more detail than a collection-level MARC record by representing hierarchical relationships and exposing more detailed description for keyword search.

Finding aids: Narrative descriptions of archival records or collections. Finding aids provide institutions with physical and intellectual control over the materials, while also providing users with access to and understanding the materials.

MARC: MARC is the most common data structure standard for bibliographic information in libraries. Although many aggregations are focused on finding aids in some form, overall the majority of archival descriptions are in MARC. All EAD elements at the collection level correspond to MARC fields, so the content of a MARC record and a collection-level EAD is often the same, or nearly so. Many institutions prepare MARC records by extracting them from EADs or exporting them from archival collection management tools.

Meta-aggregation / Meta-aggregator: Programs/organizations that harvest finding aids and/or descriptions of archival context contributed by institutions across a national (or international) level. The programs support indexing and linking to finding aids maintained by both aggregators and individual institutions to facilitate large-scale or subject-specific search and discovery.

List of Figures

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[14] Spiro, Lisa. "Archival Management Software: A Report for the Council on Library and Information Resources." Washington, DC: Council on Library and Information Resources, 2009, p. 1. https://www.clir.org/wp-content/uploads/sites/6/spiro_Jan13.pdf, accessed 2019 April 4.

Methodology for Aggregator and Meta Aggregator Profiles

Summary of Objectives

Our purpose in preparing profiles of aggregators and meta aggregators was to gather baseline information in order to identify key challenges facing these entities aggregators and to identify what areas might benefit from collaborative work. Survey questions focused on participation, purpose, financial support, technology, governance, sustainability, and plans for the future. One-hour webconference interviews with one or more Advisory or Core partner representative afforded an opportunity to amplify, discuss, and build on the survey responses. Once the survey and interview responses were compiled into a profile, each partner had an opportunity to review, correct, and approve the document.

Participant Selection

We used the following criteria to selected organizations that were:

- State and regional aggregators present, past, and in development;
- Aggregating archival description (EAD, MARC, and related);
- Centralized infrastructure in some form;
- Regional, state, or subject focus; and
- Willing and available to participate

Each aggregator identified at least one primary contact to be the primary survey respondent. Interviews also often included one or more secondary contacts. The primary contact was instructed to respond on behalf of the aggregator rather than for themselves or a specific institution. By agreeing to be part of this project, Core and Advisory partners agreed to provide information to the best of their ability, including speaking frankly of successes and failures and political/power situations. We clarified that the information they provided would largely be public.

Survey

Survey questions focused on answers that would function as data for analysis (e.g. quantitative information, answers constrained to a list of options), with a few open-ended questions that did not require lengthy answers. The survey was designed to take about 45 minutes to complete as tested by CDL staff. It was launched on CDL's instance of SurveyGizmo on November 26 and closed on December 21, 2018.

For more details, see the [Profile Methodology Design](#) and the [Survey Questions](#).

Interviews

Interview questions followed up on survey responses to clarify and enhance those answers. In some cases, the interviewer and subject(s) needed to agree on terminology to get a correct answer. Survey answers also served as launching points for broader discussions. Some additional open-ended questions sparked more conversations and discussions that allowed examination of purpose, value, and aspirations.

The one-hour interviews were conducted via Zoom (and in a few cases where that technology was inaccessible, by phone) with each aggregator's primary contact and, in some cases, with one or more secondary contacts. They were recorded locally in order to clarify notes if needed.

For more details, see the Profile Methodology Design, which shows how survey and interview questions were developed in relationship to one another, and the Interview Questions.

Profile Preparation

The interviewer made any corrections to the survey questions that emerged during the interview so that the data analysis would be correct. Through an automatic merge of both survey and interview responses, she created a profile document for each aggregator. In many cases, interviewees had made comments that were insightful and important but perhaps not best used in a public document with attribution; she set those aside to inform the high-level conclusions when appropriate. Aggregators who wished to know what was set aside were provided with that information.

Last, each profile was sent to the aggregator, often with specific requests for clarifications. Aggregators reviewed the profiles, addressed questions, made corrections, and approved each profile.

High-Level Analysis

Once the profile of each aggregator or meta aggregator was complete and correct, AB Consulting performed quantitative and qualitative analysis of the data in order to produce the high-level findings.

More specifically:

- Quantitative: Analysis of data about numbers of institutions participating in each aggregation, numbers of archival descriptions, budgets, FTE, year of founding, and more. Some information on grant funding was compiled independently of the profile data.
- Qualitative: Text analysis of the frequency of statements and opinions in the survey and interview responses.

In addition, AB Consulting prepared supplementary details about the archival description landscape to provide context for the high-level analysis in the report and to support symposium discussions. (See Landscape of Archival Description.)

Profile Methodology Design

Design Document

The following is the design document for the survey and interview process.

Element	Type (e.g. what type of data we want)	Why/Target Data	Collection Method	Question Text
Identity				
Organization/ Identity	Dropdown list	Match answers to organization	Survey	For which organization or aggregation are you responding? (dropdown)
First and last name(s)	Text string		Survey	Your first and last name?
Email address	Text string		Survey	Your email address?
Title(s)	Text string		Survey	Your title(s)? (for the aggregation, if applicable; otherwise, at your institution)
Scope/ Purview				
Region or state served (e.g. where their contributors/ members are)	Checkboxes	Know which states have extant (or defunct) (or no) programs	Survey	Please check all states included in your aggregation (For instance, if your aggregation hosts descriptions of collections located in Kansas and Oklahoma, check those states. Please don't check the states/regions that are the subjects of the collections in your aggregation) (checkboxes, all US states plus International)
Public-facing URL	Text string	Update list of public-facing sites	Survey	What is the public-facing URL of your aggregation (that is, what your end users use for discovery)? If your aggregation is no longer active, please write "site defunct."

Scope of work	Text string	What's their one-sentence statement for what they're doing?	Survey	What is your one-sentence statement for what your aggregation does?
Number and list of contributors	numeric N>1	Know how many institutions have access to a shared infrastructure (and eventually, how many don't!)	Survey	How many institutions have collections represented in your aggregation?
	text list of contributor names		Survey	Please list all contributing institutions here, using commas to separate each institution name. Example: Pine State University, College of the Pines, Cedar Junior College
Number of records in aggregation	Numeric N>1		Survey	How many records does your aggregation host or contain? (For our purposes, a record is representation of a collection or identity of a person, corporation, or family)
What content/ formats can be hosted?	Set list: EAD, MARC, DC, PDF, other		Survey	The records included in your aggregation are what types? Please check all that apply. (dropdown: EAD, MARC, Dublin Core, Qualified Dublin Core, PDF, EAC-CPF, text documents, other--write in please)
How many records added in last fiscal or calendar year?	Numerical	This is a measure of activity/ vitality	Survey	How many records did your aggregation add in the last fiscal or calendar year?
Are you adding contributors?	Y/N		Survey	Has your aggregation added any contributors in the last fiscal or calendar year?

If yes, how many each year?	number		Survey	If yes, how many?
Stakeholders/ user groups	Who do they consider their users? How did they determine this?		Survey	Who does your aggregation consider its end users (e.g. users who are not archivists/librarians/cultural heritage practitioners)? Please check all that apply. (dropdown: K-12 students, college/university undergraduate students, college/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians, Other - Write In Please)
			Interview	I see that you identified XXX as your end users. Can you tell me more about how [name of aggregation] decided that these are your main end users?
What year did your aggregation start?	four-digit number	Part of org maturity	Survey	What year did your aggregation start?

Organizational history		How did this get started, when, and with who? Identify periods of activity and inactivity and what circumstances made that the case. Identify how members/ participants have become part of it, how they have left, or static participation	Survey	What is the history of your aggregation? Please write a brief (short paragraph) biographical/historical note with key points of growth and change. We'll discuss further in the interview.
			Interview	[first pick up key points from survey response] Probe questions: Who was included, who was not, why. Who were the main players? The drivers for the collaboration? How was it funded initially? How did that change over time?
Service maturity	Set list: Formation, validation, acceleration, transition	From Community Cultivation guide	Survey	How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide; more complete explanations of terms begin on p. 9) (dropdown:formation, validation, acceleration, transition)
Service maturity Discuss			Interview	I see that you characterized your service's maturity as XXX. Can you tell me more about why that was your answer? [probe]

Infrastructure				
What infrastructure used: Not just database management, but all ancillary parts (needs language work)k	Text string	Important: Ensure that we ask enough detail to get real answers: not just the product in use, but how the whole infrastructure works, and what makes it up.	Survey	What is the main system used to store, index, and deliver the finding aids in your aggregation?
			Survey	Please describe the other elements of your system, including but not limited to server hosting, operating system, programming languages, and interface.
Extent of customization	Set list	Get an idea of how customized each one is.	Survey	To what degree has the aggregation customized the infrastructure you use in general? (choose from dropdown)
			Survey	To what degree has your aggregation offered customization to your participating institutions?
[If needed] Discuss infrastructure and customization			Interview	[draw from details in answers] [Probe questions: open source/vendor, how old the infrastructure, what kinds of work done to upgrade/update infrastructure in last 2-5 years]

Relationship to other infrastructures	Text string	ILS, ArchivesSpace, other things that might be happening with structured data (e.g. repository records, rights statements)	Survey	If your aggregation infrastructure have any relationship to other systems or infrastructures at your organization or participating institutions, please check all that apply (checkboxes: It doesn't, archival collection management, Aeon, ILS, SILS, repository registry, registry of standardized rights statements or creative commons licenses, name or subject authority file(s), other--write in)
[If needed] Discuss			Interview	[draw from details in answers] Probe questions: talk about what we mean by "relationship"
Hosting or harvesting model? (explain)	Set list	Aggregators may host (Archives West) or harvest (Archive Grid)	Survey	Is your aggregation hosted or harvested? (Choose: host, harvest [each has an explanation]
Best practices/ standards/ documentation	Yes/no, and detail/ list what they are	This is part of knowing about strengths and assets	Survey	Does your aggregation have any centrally/collaboratively produced best practices, standards, or documentation?
			Survey	If yes, please list them here. If possible, provide publicly available URLs for any items.
[If needed] Discuss			Interview	[draw from details in answers] Probe questions: Who produces them? Who updates them? How current are you able to keep them?
Standards enforcement or central normalization ? (Explain/ scenario)	Set list		Survey	How does your aggregation handle standards enforcement? Please choose one. (dropdown: compliance checking/ standards enforcement; central normalization rather than standards enforcement, a mix of standards enforcement and central normalization)

[If needed] Discuss	what's the "other" plus other amplifications		Interview	[draw out details] Probe questions: Tradeoffs of approaches, how they decided on their approach, how much this had to do with legacy metadata vs new metadata.
What services are offered (tools, training, consulting, etc.)	Set list plus "other"	This is part of knowing about strengths and assets. May need to divide into more than one question.	Survey	Does your aggregation offer any of the following services? Please check all that apply. (options: training, tools, services, other--write in)
[If needed] Discuss	what's the "other" plus other amplifications		Interview	[draw from details in answers] Probe questions: Who produces the services? How are the services paid for?
Raising the capabilities of practitioners: Is that a goal? How's that going?	Agree/ disagree with statements, example: When institutions participate in our program, their staff increase their ability to produce DACS- compliant descriptions of archival collections	Need to get at one possible value add: Raising the capabilities of professionals	Survey	Please indicate the degree to which you agree with the following statements: Staff of all institutions are capable of describing unique collections or their creators according to international standards; Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession; When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution (for each, choose agree, neutral, disagree, don't know)
[If needed] Discuss			Interview	[draw from details in answers] Probe on institution hierarchy, how they see their mission for internal users

Governance and Resources				
What entity is responsible for operating the service/ aggregation			Survey	What organization is responsible for operating your program? (For example, OCLC Research operates ArchiveGrid, the University of New Mexico Libraries operate the Rocky Mountain Online Archive.)
Who is responsible for making strategic decisions related to the development/ operations work and services? (examples)			Survey	Who makes strategic decisions about the operations of the program? Please check all that apply. (options: contributing institutions, administration of host organization, committee or board of directors, staff assigned to the aggregation, other--write in)
[If needed] Discuss			Interview	[draw from details in answers] Probe questions: what types of decisions they consider strategic, give some examples of decisions and who made them and why
Who is responsible for making resource allocation decisions? (Organizational staff, board, etc.) (examples)			Survey	Who makes decisions about resource allocation for the program? (options: contributing institutions, administration of host organization, committee or board of directors, staff assigned to the aggregation, other--write in)
Do you have consultative groups that provide input on resource allocations? (examples)			Survey	How does your program get input on resource allocations and/or the operations work? Please check all that apply. (options: contributing institutions, administration of host organization, committee or board of directors, staff assigned to the aggregation, other-- write in)

[If needed] Discuss			Interview	[draw from details in answers] Probe questions: Provide at least one example of this scenario (provide them an example if they're unclear on topic)
Does your aggregation have central staff? (definition: Staff who are compensated specifically to support the aggregation)	Y/N	Additive picture of FTE resources across all aggregatio ns	Survey	Does your program have central staff for your aggregation? (For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.)
If yes, please list....	[ideal: Position, then FTE or percentag e of time]		Survey	If yes, please list those positions and the approximate percentage of FTE dedicated to the aggregation. (Matrix for up to five positions: title, approximate FTE for aggregation work as decimal number, nature of position [permanent, temporary, unpaid, other)
In the last five years (2013-2018), has your staffing been stable? (define)	y/n		Survey	In the last five years (2013-2018), how stable has the staffing for your aggregation been? (choose: steady, increased, decrease, complicated/ mixed)
When staff have left the organization or their role, have you been able to fill those roles?	y/n		Survey	Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles? (yes/no)
What is your staffing picture for the next three years?	Multiple choice: Stable, increasing , decreasin g, unknown		Survey	What is your staffing picture for the next three years (2019-2022)?

[If needed] Discuss previous five questions			Interview	[draw from details in answers] Probe questions: what central staff means to them, confirm positions/FTE, solicit more details about staffing
To what extent does your aggregation depend on staff time contributed from your [contributors] or members? (describe/ scenario)			Survey	To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation? (options: contributed time expected, some institutions contribute, some individuals contribute, no one contributes)
More info			Survey	Please use this space to add any clarifications to your previous answers on this page
[If needed] Discuss			Interview	[draw from details in answers] Probe questions: anything from previous that's not clear, or that they would like to clarify
What is the annual budget for your aggregation, excluding any personnel costs?	Numerical		Survey	What is the annual budget for your aggregation, excluding any personnel costs? Please use a figure that reasonably represents the last three years (2016-2018) (This could include but is not limited to items like software, hardware or cloud services, subscriptions, or overhead charged by the host organization)
[If needed] Discuss annual budget			Interview	[draw from details in answers] Probe questions on budget: We're looking for all costs, whether they are articulated or not. [probe by category, encourage thoroughness]

Where are the sources of that budget? Check all that apply.	Multiple choices >=1: direct funding from state/ campus/ other organizati on, grants, fee-based services, endowme nts, donations, membersh ip.....add some more		Survey	What are the sources of that budget in the last three years (2016-2018)? Please check all that apply. (options: direct funding from state or federal government, direct funding from host institution, grants, fee-based services, endowments (for the aggregation), donations (for the aggregation), membership fees from participants, other--write in)
To what degree are these permanent sources?	[find a way to indicate this for each type of funding]		Interview	[draw from details in answers] Probe questions: as nothing is permanent, discuss what that means in this context. Draw out more details.
How stable has your funding been in the last five years (2013-2018)?	Multiple choice: Stable (define), increasing (define)....		Survey	Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel? (options: Stable, increasing, decreasing)
[If needed] Discuss			Interview	[draw from details in answers] Probe questions: More details
Has your program been through a budget reduction in the last five years?	Y/N		Survey	Has your program experienced a budget reduction in the last five years (2013-2018)? (yes/no)
If yes, how severe was that reduction?	Identify degrees (whole budget, medium, a little)		Survey	If yes, how severe was that reduction? (choose: some (20% or less), moderate (21-60%), severe (60-100%)

How did you respond to that cut? [needs language work]	Text string		Survey	Also if yes, what did the program do to respond to that reduction?
What is your funding picture for the next 3 years (2019-2022)?	Multiple choice: Stable, increasing, decreasing, unknown		Survey	What are your funding prospects for the next three years (2019-2022)? (choose: stable, increasing, decreasing)
Do you envision any changes to your ability to maintain the service at its current level within the next 2-3 years?	Free text		Survey	Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?
			Survey	Please use this space to explain your answer to the previous question.
[If needed] Discuss			Interview	[draw from details in answers and probe]
If there are any questions we should have asked or topics we should have surfaced, please note them here			Survey	Please use this space to ask any questions of us, suggest questions that we should have asked you, or detail topics that you're particularly eager to surface during your interview or over the course of the NAFAN project.
			Interview	[draw from details in answers and discuss]
Synthesis Questions				

What does your aggregation do really well, maybe even better than anyone else?		One way of getting at strenghs	Interview	What does XXX do really well? [morph next based on answer] Would you say that you do XXX better than anyone else?
What does your aggregation do that you are dissatisfied with, or wish that you did better?		One way of getting at strenghs	Interview	Is there anything about XXX that you are dissatisfies with, or wish that you did better? [probe based on response]
Value of aggregation		We need to know what stakeholders value the most	Interview	[begin question based on previous answers and discussion] What would XXX say is the value of an aggregation like yours? [probes: How do you describe the value of aggregation among archivists? Researchers? Administrators? Where do you feel resistance or lack of support? Where is the value of aggregation easily accepted or supported?]
What would your members/ participants do if you did not offer your service(s)?		Getting at value	Interview	What would your members/participants do if you did not offer your service(s)? [probe based on response; get as specific as possible]
What does your aggregation want to do in the next 3-5 years?		What are the desires that broader collaboration could fulfill?	Interview	What does XXX want to do in the next 3-5 years? [probe based on response]

What do you see as your top challenges (within the next 2-3 years)?		What are the challenges that broader collaboration could fulfill?	Interview	What does XXX see as its top challenges in the next 3-5 years? [probe based on response]
What are the biggest challenges you face to maintaining and sustaining your services? How have you tried to address those challenges?		What are the challenges that broader collaboration could address?	Interview	What are the biggest challenges XXX faces in maintaining and sustaining your service(s)? [probe based on response] How have you tried to address those challenges?
Anything we didn't ask? Discuss			Interview	My last question is very open: What have I not asked that I should have? Are there any additional things that you'd like to discuss in our remaining [XXXX] minutes?

Survey

Communications

Survey introduction

To: All core and advisory partners (google group)
Re: Action by Dec 21 please: please complete aggregator profile survey and interview scheduling

Thank you for being a Core or Advisory partner on the "Toward a National Finding Aid Network" project! As you know, our first task on this project is to research and write a profile of the current archival description landscape, with a focus on state and regional aggregators. I'll be leading this part of the project work. In order to complete this profile, we need the key contacts for all Core and Advisory partners to complete a survey and a one-hour interview. **The survey and interview process begins Monday, November 26 (today!), and concludes on Friday, December 21.**

Survey

The purpose of the survey is to gather baseline information about all state and regional aggregators in the United States. It includes questions about participation, purpose, financial support, technology, and governance.

Throughout the survey, we make a distinction between an organization and its offerings. For example:
- The UC President's Office is an **organization**;
- It has **a program,** the California Digital Library;
- Which offers the Online Archive of California, which is **an aggregation** of finding aids from institutions in California with the URL https://oac.cdlib.org.

This distinction is not necessarily present in all cases. For example:
- The University of New Mexico Libraries are an **organization**;
- Which has **a program**, the Rocky Mountain Online Archive;
- Which is also the name of **an aggregation** of finding aids from Wyoming, Colorado, and New Mexico with the URL https://rmoa.unm.edu

The key contact for each Advisory or Core partner should complete the survey; if more than one person represents the partner, please coordinate and submit a **single response**. They should do so speaking **for the program and its aggregation** rather than for their institution or as an individual. By agreeing to be part of this project, Core and Advisory partners agree to provide information to the best of their ability, including speaking frankly of of successes and failures, and political/power situations; and understand that the information they provide will largely be public. If it is beneficial to shield some information from attribution or public view, please discuss with me and I'll make provisions that are both comfortable for you and in the best interest of the project.

To respond to the survey, please go to https://www.surveygizmo.com/s3/4709991/NAFAN-Aggregator-Profile. **The survey is open now through close of business on Friday, December 21.**

If you'd like to review the questions before you answer them online, a PDF of the survey text is available at https://drive.google.com/file/d/1Rd_7PSlcE1r-lkfoZdVJfCByyBEuBw2U/view?usp=sharing. However, *please be sure that you complete the survey online*.

Interviews

Communications

I'd like to schedule a one-hour webconference interview with each Advisory or Core partner representative, to amplify, discuss, and build on your survey responses. At minimum, the key contact from each partner should attend the interview. (If you would like others to attend with

you, they are welcome, but please indicate your scheduling preference representing the group as-a-whole) .

To sign up for an interview time, please go to https://doodle.com/poll/h25pandmbsp5rf44. Once you sign up for a time, I'll send a calendar invite to all anticipated attendees with a Zoom link and further instructions. If the days/times offered are truly impossible for you, please let me know at consulting@allison-bunnell.net.

Please ensure that you have completed the survey prior to your scheduled interview; the interview questions build on and amplify your responses. If you would like the interview questions ahead of time, please contact me.

Then What?
After December 21, I'll begin to prepare the profile. All Advisory and Core partners will receive a draft in early January for comment/correction. Based on those comments and corrections, I anticipate finalizing and posting a final version of the profile by late January/early February..

I look forward to talking with you in the coming weeks!

Best, Jodi
AB Consulting
https://consulting.allison-bunnell.net
consulting@allison-bunnell.net

Scheduling response
Hello PERSON:

Thank you for signing up for an interview on DATE! I have just sent you a calendar invite with Zoom information; please make sure that you got it and that it didn't go to your spam folder. If you're not seeing it, please let me know and I'll re-send it in another format.

Please make sure that you complete the survey by DATE so that I can review your responses prior to the interview.

I'm looking forward to talking with you!

Best, Jodi

Jodi Allison-Bunnell
AB Consulting
http://consulting.allison-bunnell.net
Missoula, MT, USA

Day-Before message
Hello PERSON:

I'm looking forward to talking with you <mark>ON DATE</mark>. Here's an overview of what to expect.

The interviews I've done so far have tended to run either right to an hour or about ten minutes over. I've given us an hour and a quarter, but if you need to stop at exactly an hour, please just let me know and we'll make it work.

We'll be using Zoom (need some basics? See https://support.zoom.us/hc/en-us/articles/201362193-How-Do-I-Join-A-Meeting-), and you should already have the meeting link in your calendar invitation. Please ensure that your computer microphone and camera are working, and if you're only able to join by phone, please let me know ahead of time. ***If there are more than two of us meeting, please ensure that everyone attends from their own computer.*** Otherwise the sound quality suffers.

We'll spend our time thus:
- First, review and clarify your survey responses, as needed. I'll have some follow-up questions to enable our discussion.
- Second, I have some additional questions that are best addressed in an interview.

To review, we're asking you to speak ***for the program and its aggregation*** rather than for your institution or as an individual. We'll ask you to provide information to the best of your ability, including speaking frankly of of successes and failures, and political/power situations; and understand that the information they provide will largely be public. If it is beneficial to shield some information from attribution or public view, please discuss with me and I'll make provisions that are both comfortable for you and in the best interest of the project.

I will be recording our interview, but only to ensure that my notes from the interview are accurate and complete. The recordings will be stored on my computer only, and I will destroy them at the conclusion of the project.

If you have any questions, requests, or concerns, please let me know at your earliest convenience. I look forward to hearing more about <mark>NAME OF AGGREGATION</mark>!

Best, Jodi
Jodi Allison-Bunnell
AB Consulting
http://consulting.allison-bunnell.net
Missoula, MT, USA

Profile Review

Dear <mark>PERSON</mark>:
As I promised when last we talked, here's the profile of <mark>NAME OF AGGREGATION</mark> for your review: <mark>LINK</mark>.

I apologize for the delay; the combination of holidays and a broken wrist has slowed me considerably.

A few notes on how I produced this document, and next steps for you:

- The document is a merge of your survey responses and my notes from the interview. If, during the interview, you modified or clarified a survey response, I have edited accordingly.
- The most important thing is that it should accurately represent your organization. If I misconstrued anything, please correct me!
- I have flagged some things where I was missing information or was unclear for your attention.
- I asked you to speak frankly, and appreciate you doing so. I have used my judgment to excise some comments that you may not wish to have attributed to either you or your organization (but have retained them for use, without identifying information, in the main report). This will be a public document, and I'd like to be sure that you are comfortable with how your responses are represented.

The sharing settings should allow anyone with the link to edit, so if you need any colleagues to review it, please feel free to do so. Edit directly, comment, or both; I have the version history if I have questions or concerns.

If you could complete your reviews by DATE, that would keep us moving. If that is too short a time, please propose a different date and I'll work with it.

Please let me know where you have questions, and thank you!

Best, Jodi

Jodi Allison-Bunnell
AB Consulting
http://consulting.allison-bunnell.net
Missoula, MT, USA

NAFAN Aggregator Profile

About You

Page description:
In order to provide context for your answers, and in preparation for your interview, we need to know who is answering the survey.

1. For which organization or aggregation are you responding? *

Archives Florida
Black Metropolis Resources Consortium
Archival Resources in Wisconsin
ArchiveGrid
Arizona Archives Online (AAO)
Chicago Collections Consortium
Empire Archival Discovery Cooperative
Historic Pittsburgh
History of Medicine Finding Aids Consortium
Nebraska
North Carolina ECHO
OhioLINK EAD
Online Archive of California (OAC)
Orbis Cascade Alliance (Archives West)
Philadelphia Area Consortium of Special Collections Libraries (PACSCL)
Rhode Island Archives and Manuscript Collections Online (RIAMCO)
Rocky Mountain Online Archive (RMOA)
Social Networks and Archival Context Cooperative
Texas Archival Resources Online (TARO)
Virginia Heritage

2. Your first and last name? *

3. Your title(s)? (for the aggregation, if applicable; otherwise, at your institution)

[ ]

4. Your email address? *

[ ]

Scope and Purview

Page description:
The project requires us to form an accurate picture of how completely the United States is served by extant/forming aggregations.

5. What is the public-facing URL of your aggregation (that is, what your end users use for discovery)? If your aggregation is no longer active, please write "site defunct." *

[ ]

6. What is your one-sentence statement for what your aggregation does? *

[ ]

7. How many institutions have collections represented in your aggregation? *

[ ]

8. Please list all contributing institutions here, using commas to separate each institution name. Example: Pine State University, College of the Pines, Cedar Junior College *

9. Please check all states included in your aggregation. (For instance, if your aggregation hosts descriptions of collections **located in** Kansas and Oklahoma, check those states. Please don't check the states/regions that are **the subjects** of the collections in your aggregation) *

- ☐ Alabama
- ☐ Alaska
- ☐ Arizona
- ☐ Arkansas
- ☐ California
- ☐ Colorado
- ☐ Connecticut
- ☐ Delaware
- ☐ Florida
- ☐ Georgia
- ☐ Hawaii
- ☐ Idaho
- ☐ Illinois

- ☐ Indiana
- ☐ Iowa
- ☐ Kansas
- ☐ Kentucky
- ☐ Louisiana
- ☐ Maine
- ☐ Maryland
- ☐ Massachusetts
- ☐ Michigan
- ☐ Minnesota
- ☐ Mississippi
- ☐ Missouri
- ☐ Montana

- ☐ Nebraska
- ☐ Nevada
- ☐ New Hampshire
- ☐ New Jersey
- ☐ New Mexico
- ☐ New York
- ☐ North Carolina
- ☐ North Dakota
- ☐ Ohio
- ☐ Oklahoma
- ☐ Oregon
- ☐ Pennsylvania
- ☐ Rhode Island

- ☐ South Carolina
- ☐ South Dakota
- ☐ Tennessee
- ☐ Texas
- ☐ Utah
- ☐ Vermont
- ☐ Virginia
- ☐ Washington
- ☐ Washington, D.C.
- ☐ West Virginia
- ☐ Wisconsin
- ☐ Wyoming
- ☐ Non-US countries or regions

10. How many records does your aggregation host or contain? (For our purposes, a record is representation of a collection or identity of a person, corporation, or family) *

[   ]

11. The records included in your aggregation are what types? Please check all that apply. *

- ☐ EAD (2002 or 3.0)
- ☐ MARC records
- ☐ Dublin Core
- ☐ PDF
- ☐ EAC-CPF
- ☐ Text documents (not PDFs)
- ☐ Other - Write In Please

[   ]

12. How many records did your aggregation add in the last fiscal or calendar year?

[   ]

13. Has your aggregation added any contributors in the last fiscal or calendar year? *

Yes
No

14. If yes, how many?

[   ]

15. Who does your aggregation consider its end users (e.g. users who are not archivists/librarians/cultural heritage practitioners)? Please check all that apply.

- ☐ K-12 students

- ☐ College/university undergraduate students

- ☐ College/university graduate students

- ☐ College/university faculty (primary focus: teaching/classroom)

- ☐ College/university faculty (primary focus: research/scholarship)

- ☐ Digital humanists

- ☐ Professionals (non-academic researchers; administrators; legal researchers)

- ☐ Creative artists (visual, writers, musicians)

- ☐ Genealogists/family historians

- ☐ Other - Write In Please

  [   ]

16. What year did your aggregation start? *

[   ]

17. What is the history of your aggregation? Please write a brief (short paragraph) biographical/historical note with key points of growth and change. We'll discuss further in the interview.

18. How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide; more complete explanations of terms begin on p. 9) *

Formation (organizes/re-organizes to meet needs of its constituents and articulates its bin
Validation (demonstrates value/validity, broadens constituent base and focuses on extern
Acceleration (scaling services to quickly grow; the stage at which communities may spin c
Transition (purposeful transition in response to constituents' changing needs; may result i

Infrastructure

Page description:
For our purposes, "infrastructure" is a broad term for the software, hardware, and operating systems that support an aggregation. It's a bit more complex than the system you're using. If you're not the system administrator for your infrastructure, you may need to consult with that individual to answer these questions completely.

19. What is the main system used to store, index, and deliver the finding aids in your aggregation? *

20. Please describe the other elements of your system, including but not limited to server hosting, operating system, programming languages, and interface. *

21. Is your aggregation **hosted** or **harvested**? *

Hosted: You host archival description records. End users view and interact with the recor
Harvested: You harvest information about archival description records, from external sour

22. To what degree has the aggregation customized the infrastructure you use in general? *

Very little (we use the system largely as it came to us)
Moderately (we've done some customization/modification)
Heavily (we've refined the system heavily to meet our needs)

23. To what degree has your aggregation offered customization to your participating institutions?

No customization at all
We customize some (small exceptions to accommodate institutional practices)
Moderate customization (e.g. institutional stylesheets)
Heavy customization (outcomes can be changed/controlled heavily by institutions)

24. If your aggregation infrastructure have any relationship to other systems or infrastructures at your organization or participating institutions, please check all that apply

☐ It does not have any relationship to other systems or infrastructures at my organization or participating institutions

☐ Archival collection management system (ArchivesSpace, AtOM, Archon, CuadraStar, Eloquent)

☐ Aeon

☐ Institutional Integrated Library System (ILS)

☐ Shared Integrated Library System (SILS)

☐ Repository Registry

☐ Registry of Standardized Rights Statements or Creative Commons licenses

☐ Name or Subject Authority File(s)

☐ Other - Write In Please

---

25. Does your aggregation have any centrally/collaboratively produced best practices, standards, or documentation? *

```
Yes
No
Don't Know
```

26. If yes, please list them here. If possible, provide publicly available URLs for any items.

27. How does your aggregation handle standards enforcement? Please choose one.

> Compliance checking and standards enforcement. Institutions ensure that records meet m
> Central normalization rather than standards enforcement. We work with a variety of recorc
> A mix of standards enforcement and central normalization.

28. Does your aggregation offer any of the following services? Please check all that apply.

☐ Training (live/recorded, on-site or remote, standardized or customized)

☐ Tools (templates, best practices, scripts, other tools that make work faster/more efficient)

☐ Services (consulting, encoding)

☐ Other - Write In Please

29. How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions? Please indicate the degree to which you agree with the following statements.

	Agree	Neutral	Disagree	Don't Know
When institutions participate in our aggregation, their staff members become better at their jobs	○	○	○	○
Staff of all institutions are capable of describing unique collections or their creators according to international standards	○	○	○	○
Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession	○	○	○	○
When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution	○	○	○	○

Governance and Resources

30. What organization is responsible for operating your program? (For example, OCLC Research operates ArchiveGrid, the University of New Mexico Libraries operate the Rocky Mountain Online Archive.) *

31. Who makes strategic decisions about the operations of the program? Please check all that apply.

☐ The contributing institutions

☐ The administration of the host organization

☐ A committee or board of directors

☐ The staff assigned to the aggregation

☐ Other - Write In Please

[   ]

32. Who makes decisions about resource allocation for the program?

☐ The contributing institutions

☐ The administration of the host organization

☐ A committee or board of directors

☐ The staff assigned to the aggregation

☐ Other - Write In Please

[   ]

33. How does your program get input on resource allocations and/or the operations work? Please check all that apply.

☐ By asking the contributing institutions

☐ By asking the staff assigned to the aggregation

☐ By asking a committee or board of directors

☐ Determined by administration of host institution

☐ Other - Write In Please

[   ]

34. Does your program have central staff for your aggregation? (For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.) *

Yes
No

35. If yes, please list those positions and the *approximate* percentage of FTE dedicated to the aggregation.

	Position Title (e.g. Program Manager, Metadata Librarian)	Approximate FTE for aggregation work (as decimal, please; for example, write 25% as 0.25)	Nature of position (Choose: Permanent/long term; Temporary/contract; Unpaid/volunteer; Other)
Position 1			
Position 2			
Position 3			
Position 4			
Position 5			
Enter			
Enter			
Enter			

36. In the last five years (2013-2018), how stable has the staffing for your aggregation been?

○ We've had a steady level of staffing over the last five years

○ Our staffing has increased over the last five years

○ We've had an overall decrease in staffing

○ It's complicated or mixed

37. Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes
No
Don't know

38. What is your staffing picture for the next three years (2019-2022)?

Stable
Increasing
Decreasing
Unknown

39. To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation
Some participating institutions contribute time
Some individuals at participating institutions contribute time
No one contributes time

40. Please use this space to add any clarifications to your previous answers on this page.

41. What is the annual budget for your aggregation, excluding any personnel costs? Please use a figure that reasonably represents the last three years (2016-2018) (This could include but is not limited to items like software, hardware or cloud services, subscriptions, or overhead charged by the host organization) *

[   ]

42. What are the sources of that budget in the last three years (2016-2018)? Please check all that apply.

☐ Direct funding from state or federal government

☐ Direct funding from host institution

☐ Grants

☐ Fee-based services

☐ Endowments (specific to the aggregation)

☐ Donations (specific to the aggregation)

☐ Membership fees from participants

☐ Other - Write In Please

[   ]

43. Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)
Increasing (More than keeping up with cost increases, funding increases in infrastructure/
Decreasing (Not keeping up with cost increases, constraining infrastructure/services)

44. Has your program experienced a budget reduction in the last five years (2013-2018)?

```
Yes
No
Don't Know
```

45. If yes, how severe was that reduction?

```
Some (20% or less)
Moderate 21-60%)
Severe (61-100%)
```

46. Also if yes, what did the program do to respond to that reduction?

47. What are your funding prospects for the next three years (2019-2022)? *

```
Stable (Approximately the same each year, keeping up with any cost increases)
Increasing (More than keeping up with cost increases, funding increases in infrastructure/
Decreasing (Not keeping up with cost increases, constraining infrastructure/services)
```

48. Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)? *

Yes
No

49. Please use this space to explain your answer to the previous question.

Anything Else?

50. Please use this space to ask any questions of us, suggest questions that we should have asked you, or detail topics that you're particularly eager to surface during your interview or over the course of the NAFAN project.

Archival Resources in Wisconsin

Profile based on survey responses from and interview with Alison Bridger, Bibliographic Information Systems Archivist for the Wisconsin Historical Society, December 2018. Bridger reviewed, edited and approved this summary on February 18, 2019.

Overview

Public-facing URL

http://digital.library.wisc.edu/1711.dl/wiarchives

State(s) Included

Wisconsin

Summary of Mission

Archival Resources in Wisconsin: Descriptive Finding Aids presents archival finding aids describing collections held at 24 repositories throughout Wisconsin.

Number of institutions with collections represented in your aggregation

24 locations; 13 contributing repositories

List of Contributing Institutions

Center for the Study of Upper Midwestern Cultures (CSUMC), La Crosse Public Library, UW-Eau Claire McIntyre Library, UW-Green Bay Cofrin Library, UW-La Crosse Murphy Library, UW-Madison Archives and Records Management, UW-Madison Libraries – Mills Music Library, UW-Madison Libraries – Special Collections, UW-Milwaukee Libraries – American Geographical Society, UW-Milwaukee Libraries – Archives, UW-Parkside Library, Wisconsin Historical Society (WHS), Wisconsin Veterans Museum (WVM)

Number of Records

7,289

Record Type(s)

EAD (2002)

Records Added in Last Year

143

Contributors Added in Last Year

Yes; 1 plus 1 pending.

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians, Local historians, Collectors, Archaeologists, Journalists, Legislators and Museum Curators from other institutions

They have had no specific conversations at the aggregation level about end users. The aggregation as a whole is higher education focused, but the majority of the finding aids are from the Wisconsin Historical Society.

Infrastructure

Main System for Storage, Indexing, and Delivery

DLXS (Digital Library eXtension Service) Open-source middleware which relies on a licensed proprietary indexer/search engine.

Other Elements of System

Contributors have sftp access to a development environment where they can submit EADs for automated validation and indexing. The DLXS middleware uses modules written in PERL, with XSLT stylesheets that are the primary vehicle for web display. Hosting is via the University's Library Technology Group's Systems component, on legacy Solaris servers. We anticipate migrating to the principal Linux server architecture within a year. Significant development was done to offer PDF versions of EADs via XSL-FO transformations, but never fully implemented. Persistent URLs are provided via CNRI Handles. EAD bibliographic records are exposed via UWDCC's OAI portal — https://oaidp.library.wisc.edu/oaicat/OAIHandler?verb=ListRecords&metadataPrefix=dc_qual&set=wiarchives

They hope to update the infrastructure soon, but do not yet know what they will use instead. They are early in these discussions, but preliminary possibilities include SOLR indexes and possibly a combination of SOLR and eXistDB. They could maintain EADs in backend Fedora repository, with updates deriving from ArchivesSpace exports.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation website.

Degree of Customization

Heavily (we've refined the system heavily to meet our needs)

How much do you customize for participating institutions?

We customize some (small exceptions to accommodate institutional practices)

Relationship to other systems or infrastructures at your organization or participating institutions

Archival collection management system (ArchivesSpace, Archivist's Toolkit), Institutional Integrated Library System (ILS), Shared Integrated Library System (SILS), Repository Registry, OAI Repository (digital objects), ArchiveGrid.

- ArchivesSpace is not integrated, but something they are dealing with as institutions adopt it.
- Integrated Library System/Shared Integrated Library System: There are MARC records with links to EADs.
- Wisconsin has a collection sharing system for archives within the state to fourteen university campuses, but that process is managed through Ex Libris' Alma/the shared ILS.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; EAD markup guidelines, primarily maintained by WHS: https://kb.wisconsin.edu/uwlss/internal/page.php?id=71650) (This link requires authentication by a Wisconsin campus) Another maintained by University of Wisconsin-Milwaukee Archives (This is an internal document, but is available to all participating institutions).

The EAD markup guidelines include some information on how to contribute a finding aid, but institutions largely rely on personal contacts at the University of Wisconsin or Wisconsin Historical Society to set things up. Processes are not otherwise documented, and likely needs to be as they are adding new contributors. Each institution maintains its own documentation, and updates on their own schedule.

Standards Enforcement

A mix of standards enforcement and central normalization.

Their standards enforcement is based on EAD validation, so not many fields are required. If an institution puts a document on the test site and it's not valid, they get an automatic email from the system that they need to correct an error. Descriptive standards compliance is the responsibility of the institutions.

Because of how they emerged (see Organizational History), they are largely working with a consistent set of documents from the Wisconsin Historical Society. However, many of the documents were legacy descriptions sent out for vendor encoding without much metadata remediation or selection beforehand, and the vendor encoded very differently from an institution. Thus, some of the data is not really what you would expect in a finding aid.

Services Offered

In the past, the Wisconsin Historical Society and University of Wisconsin--Madison worked with new contributors. The new contributor would visit in person to get set up, trained, and familiar with processes. They are transitioning to a new approach that doesn't require so much WHS involvement. A new person is setting up documentation and onboarding processes for new contributors.

Administration and Governance

Administrative Home

University of Wisconsin Digital Collections Center, under the aegis of the University of Wisconsin System

Who makes strategic decisions about the operations of the program?

The contributing institutions, The administration of the host organization, The staff assigned to the aggregation

Who makes decisions about resource allocation for the program?

The administration of the host organization

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking the staff assigned to the aggregation

They operate in a largely informal fashion. They do not meet in person, and use a listserv to request display changes.

Resources

Central Staff FTE

0.65
For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Digital Library Analyst, 0.25, Permanent/long term. Brian Sheppard, University of Wisconsin--Madison
Bibliographic Information Systems Archivist, 0.2, Permanent/long term. Alison Bridger, Wisconsin Historical Society
Assistant Archivist, 0.2, Temporary/LTE. Employee of Wisconsin Historical Society

The Wisconsin Historical Society and University of Wisconsin--Madison don't contribute employee time on a formal basis. It is a long established relationship based on WHS' services to UW students and faculty.

Because EAD content is maintained by contributing institutions — while hosting, development, and publishing is handled by UWDCC — it's not easy to provide a staffing breakdown. WHS is the largest contributor with 6000+ (or 83%) of the finding aids in the aggregation so they contribute the most time in creating and updating content, however are not in charge of the

technological aspects which is taken care of by the UWDCC. So the staff breakdown includes the one UWDCC employee with the two WHS employees most involved with the aggregation.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

No one contributes time

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

n/a

What is your staffing picture for the next three years (2019-2022)?

Over the next year the aggregation will be migrating to a new platform, so more staff time will be devoted to updating the user experience which will mostly be UWDCC working in conjunction with the University of Wisconsin-Madison Archives and WHS. Also, the UW-Madison Archives and WHS will be switching to using ArchivesSpace which will also mean changes to the XSLT stylesheet.

Annual Budget (Excluding Personnel)

$0

Nominal costs: software updates, the EAD data only equals around 3.2 GB and the software and hardware is part of a much larger system. When DLXS was a supported product, there was a licensing fee of $5,000 a year to the University of Michigan.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution. There is no specific budget line for the aggregation.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?
N/A

What are your funding prospects for the next three years (2019-2022)?
Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?
No

Since the costs are mostly personnel and storage and are minimal at best the only possible changes to the ability to maintain the program would be if there were personnel changes especially at UWDCC or WHS. They are confident that the program will continue; UW--Madison sees the value of EAD, and UWDCC is increasing support for the program.

Mission and Values

Aggregation Founding Year
2000

Organizational History

In 1995, Wisconsin Historical Society (WHS) participated in the first RLG-sponsored EAD workshop. Then in 1999 WHS participated in an RLG grant program where a vendor marked up 22 existing print finding aids. WHS staff did a lot of testing of EAD 1.0 and were vitally invested in the adoption of the standard. The following year, some state funds became available to WHS to have a vendor (Apex) markup approximately 1,150 existing print finding aids, totaling 12,500 pages, in EAD 1.0, and for UW-Madison to purchase a license for the DLXS platform. In 2002 WHS, being an adjunct partner of the University of Wisconsin System, arranged to have the EAD platform and content hosted by the UW Digital Collections Center. In 2007, the DLXS platform was upgraded, and the existing EADs were migrated to the EAD2002 standard with a UTF-8 character set. Extensive customization of the platform was done to enhance display and navigation, automate ingest and indexing, and to accommodate the markup practices of WHS. The new instance went into production in April of 2007, with 3156 EADs.

Although the platform started with only WHS content, other contributing repositories joined the aggregation beginning in the mid-2000s. foremost among them: UW-Milwaukee Archives Department and La Crosse Public Library. The latest repository in 2018 to prepare to join the aggregation is the Milwaukee Public Library.

Beginning in 2010, they made some changes to accommodate new contributors and the tools they use to create EAD. This year, the UW-Madison Archives and WHS will start creating new finding aids in ArchivesSpace.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Neutral
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation, their staff members have more time for work that must occur at the institution: Agree

Since they are not very centralized, they aren't able to do anything to help practitioners except for providing a web space. Institutions have to figure out their own validation errors. The WHS' [Local History-Field Services Program](#) is separate from Archival Resources in Wisconsin.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Transition (purposeful transition in response to constituents' changing needs; may result in services merging, spinning off, or ending)

Their transition state is because of tools and infrastructure: use of ArchivesSpace for EAD authoring, which will mean changes in their stylesheet; and changing the platform from DLXS in 2019.

What does Archival Resources in Wisconsin do really well?

Exposing information to researchers with good search engine exposure. WHS has documented increases in reference and use that are clearly linked to the exposure of their resources.

What does Archival Resources in Wisconsin wish it did better?

The infrastructure and interface. They wish that they could update information more frequently (new finding aids only update every other month). The display is also frustrating and difficult for some users to approach. Keyword searching is OK, but it's hard to do structured searching. Restrictions on access are buried because the system was created before DACS was published.

Participation. They need to get more of the small institutions involved, but see barriers around creating EAD, costs, awareness.

How does Archival Resources in Wisconsin describe its value?

They primarily describe how this exposure broadens access to collections and allows them to help people in ways they hadn't imagined before. Expanded audiences include genealogists, attorneys, and journalists. They are able to use this expansion to tell better stories about the importance of description and expanding services.

What does Archival Resources in Wisconsin want to do in the next 3-5 years, and what are the biggest challenges to doing that?

Beyond the infrastructure and desires already described, the chance to have Linked Open Data for persons, and to link EAD with Aeon. The biggest challenges are staffing and technical limitations.

What would your members/participants do if you did not offer your service(s)?

They would not have other options other than displaying finding aids as PDFs on their websites. Collection exposure and use would decline. The state might not continue their innovative collection sharing system if usage declined. Program support at the institution level could really decline. Users would really miss it.

Archives West

Profile based on survey response from and interview with Elizabeth Joffrion, Director of Heritage Resources, Western Washington University, December 2018, along with institutional knowledge and documentation from Jodi Allison-Bunnell, who was the program manager responsible for Archives West from 2007-2018. Joffrion and Allison-Bunnell reviewed this profile on February 27, 2019; Alliance Interim Executive Director Maija Anderson reviewed on April 26, 2019.

Overview

Public-facing URL:

http://archiveswest.orbiscascade.org/

State(s) Included

Idaho, Montana, Oregon, Utah, Washington (and, at one time, Alaska)

Summary of Mission

Archives West offers enhanced access to archival and manuscript collections in the western United States through a union database of Encoded Archival Description finding aids.

Number of institutions with collections represented in your aggregation: 40

List of Contributing Institutions

Boise State University, Central Washington University, Concordia University, Confederated Tribes of the Siletz, Eastern Oregon University, Eastern Washington University, Everett Public Library, George Fox University, Lane Community College, Lewis & Clark College, Montana Historical Society, Montana State University, Oregon Health & Science University, Oregon Historical Society, Oregon Institute of Technology, Oregon State University, Pacific Lutheran University, Pacific University. Salt Lake County Archives, Seattle Municipal Archives, Seattle Pacific University, Seattle University, Seattle Museum of History & Industry, Tacoma Community College, Tacoma Public Library, The Evergreen State College, University of Idaho, University of Montana, University of Oregon, University of Puget Sound, University of Utah, University of Washington, Utah State University, Washington State University, Western Oregon University, Western Washington University, Whitman College, Whitworth University, Willamette University

Number of Records

33,845

Record Type(s)

EAD (2002)

Records Added in Last Year

2843

Contributors Added in Last Year

Yes; 2.

End Users

College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Avocationalists.

We also recognize three internal audiences: Reference archivist/librarian, technical archivist/librarian; archivist/librarian of many hats.

The program characterized end users beginning in about 2009 as part of an IMLS Collaborative Planning Grant in order to effectively focus resources on user experience. In 2011, as part of an IMLS National Leadership Grant to integrate the presentation of digital content with collection-level description, these personae were fully fleshed out and extensively used. In spring 2018, the representatives to the Unique and Local Content team revised and approved a new set of user personae.

Infrastructure

Main System for Storage, Indexing, and Delivery

The main database in use is TEXTml, a product in use since 2004 when the system was first built. This same product is used by Rocky Mountain Online Archive; when it was chosen it was also used for the main aggregation in the United Kingdom. It is a proprietary product supported by Ixiasoft and requires an annual subscription fee.

Other Elements of System

NWDA was originally hosted in a server at Washington State University (2004-2011), where it was developed. It moved to a server at the University of Oregon (2011-2016), and moved to Amazon Web Services in 2016. It is a Microsoft .net server with Visual Basic. Archives West's web front-end is built with Bootstrap to make an interactive front-end web application with Javascript, HTML5, and CSS. Each institution has a document folder. All institutions share the same XSLT stylesheet. PDFs created through XSL transformation using Apache FOP; most are transformed on the fly, but a small set (less than 20) of very large or complex documents have to be-rendered.

A utility site (derived from the RLG EAD Report Card) is used for document compliance checking and contribution. All documents are assigned a unique ARK, which is maintained in the ARKID database; the high level designator for the Alliance is 80444. The repository registry is in Apache Tomcat; members access an Orbeon form to create or update their information,

which is stored as RDF and transformed with XSLT to HTML; it is presented in both the institution's finding aids and in the [Contact](#) portion of the website.

A standard list of topical, geographic, and genre browsing terms populates the home page's list of topics. Each finding aid must have at least one browsing term, but other subject terms are not required. Links to OAI sets of digital objects are supported at the collection level with the harvester for the Alliance's DPLA hub. (For an example, see the [Frank S. Matsura Photographs](#).) Contributing institutions may also link at the component level to digital objects hosted in an institutional DAM or IR. (For an example, see the [Willamette University Campus Photographs](#).)

The site was re-branded in 2015 from Northwest Digital Archives to Archives West after an extensive process involving internal and external users. Other changes made at that time included the integration of the repository registry and collection-level linking to OAI sets. There was otherwise no significant changes to the underlying infrastructure.

In 2018, the program became the first in the United States to implement [the option to apply CC0 or CC-by licenses to institution's finding aids](#) at a large scale.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Heavily (we've refined the system heavily to meet our needs)

How much do you customize for participating institutions?

We customize some (small exceptions to accommodate institutional practices)

Relationship to other systems or infrastructures at your organization or participating institutions

Archival collection management system (ArchivesSpace, AtOM, Archon, CuadraStar, Eloquent): The Alliance hosts twenty-eight installations of ArchivesSpace through a vendor (LibraryHost), and a few additional institutions host their own instances. Moving EAD outputs from ArchivesSpace to Archives West is a manual process that requires the use of a script to clean up the ArchivesSpace EAD output, which is not compliant with the Alliance's EAD Best Practices.

Shared Integrated Library System (SILS): Recently revised standards at the Alliance facilitates the relation of EADs with MARC records through 856 fields. The records in Archives West do not currently point back to the MARC records. The Alliance has explored piping finding aids into its Primo discovery layer, but found that varying past practices and the relationship with WorldCat records would require too much investment despite the lingering duplication of effort to create both EADs and MARC records.

The Alliance's OAI harvester is closely integrated with Archives West (and also is the infrastructure for the Alliance's forthcoming DPLA hub) and is the basis for both the repository registry and collection-level linking to associated digital objects.

As noted above, Archives West has a registry of Creative Commons licenses that allows a contributor to choose a CCO or CC-BY license for all of its content. The license is then inserted in the <eadheader>. Contributors can encode other types of licenses into documents as needed.

Centrally/collaboratively produced best practices, standards, or documentation

Yes.
- EAD: https://www.orbiscascade.org/encoded-archival-description-ead-documentation
- Archival Collections Management (ArchivesSpace): https://www.orbiscascade.org/archival-collection-management-documentation/
- Digital Collections: https://www.orbiscascade.org/digital-collections-documentation/.

All documentation is created and maintained with a combination of central staff and participant effort.

Standards Enforcement

Compliance checking and standards enforcement. Institutions ensure that records meet minimum standards.

At the inception of the program, NWDA received NHPRC funding to address legacy metadata-- an effort that established a culture of standards development and compliance. Central to this effort was adherence to DACS and the Greene/Meissner MPLP approach.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient), Services (consulting, encoding)

The Alliance has a very complete suite of training in ArchivesSpace and EAD. The ArchivesSpace training was developed and delivered through a collaboration of the Archival Collection Management Working Group and the Program Manager. The EAD training was created and provided by the Program Manager.

Administration and Governance

Administrative Home

Orbis Cascade Alliance

Who makes strategic decisions about the operations of the program?

The contributing institutions, the administration of the host organization, a committee or board of directors, the staff assigned to the aggregation.

Who makes decisions about resource allocation for the program?

The administration of the host organization.

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, determined by administration of host institution.

The Alliance engages in high-level strategic planning that prioritizes specific focus areas over five years. The implementation of the plan is the responsibility of the staff in collaboration with the members. An annual budget process determines the levels of funding for each area of operations, and the Program Managers make program-level budgets. The participants in Archives West have input on operations through the Unique & Local Content Team and its component groups, and meet once a year in person in conjunction with the annual meeting of Northwest Archivists.

Resources

Central Staff FTE

For 2013-2018, 0.6
Central staff work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

ULC Program Manager, 0.25, permanent. Currently vacant.
IT Manager, 0.2, Permanent. Currently vacant.
Administration (Executive Director, Events Coordinator, Business Manager), 0.15, Permanent.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

Stable

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes, although it has been historically challenging to scope and hire the IT manager position. This position not only supports the specialized Archives West infrastructure, but is also responsible for the Shared ILS and the general IT needs of the organization.

Yes. The ULC Program Manager position and the IT Manager position are currently vacant, with member volunteers filling in a few responsibilities.

What is your staffing picture for the next three years (2019-2022)?

The Alliance anticipates hiring staff to fill current vacancies but does not plan to add any new positions.

Annual Budget (Excluding Personnel)

$50,000.
- $29,000 supports Archives West, including the annual TextML licence and Amazon Web Services hosting
- $21,000 is for ArchivesSpace hosting. The cost of AS hosting is offset by fees to the Alliance for hosting their instances through a vendor (Library Host)

Sources of that budget in the last three years (2016-2018)

Membership fees from participants, which range from $1725 to $5722. For details, please see the fee structure: https://www.orbiscascade.org/participating-in-aandm.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases).

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases).

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No, there are no plans to downgrade services.

Mission and Values

Aggregation Founding Year

2001

Organizational History

The genesis for Northwest Digital Archives (Archives West) was in 2000 at the annual meeting of Northwest Archivists in Bellingham, WA. At that meeting, and subsequently at Online Northwest, conversations ensued about a collaborative approach to EAD in the region. The University of Washington was already implementing EAD , but other institutions the region did not have the needed resources support EAD conversion. . These early academic and non-academic core institutions were of varying sizes and included Oregon State University, Washington State University, Whitworth College, University of Montana, University of

Washington, University of Oregon, Pacific Lutheran University, Montana Historical Society, Western Washington University. The group prepared grant proposals for the National Endowment for the Humanities for building the NWDA infrastructure at Washington State University and converting finding aids to EAD). A second grant was submitted to the National Historical Publications and Records Commission for metadata improvement: revising existing finding aids that did not meet current standards. The project was funded by the National Endowment for the Humanities and NHPRC from 2002 to 2007, and grew to twenty-eight participating institutions in Washington, Oregon, Idaho, Montana, and Alaska.

In 2007, NWDA became a program of the Orbis Cascade Alliance with all funding needs supported by the participating institutions with no subsidy from the overall organization. Since that time, the program has provided for all basic operations, including administrative overhead, with those fees; grant funds have never been used to support basic operations.

In 2010-2012, the program received NHPRC funding to support archival description and program advocacy at seven small liberal-arts institutions so that they were able to participate in the program. In 2011-2012, the program began hosting and supporting Archivist's Toolkit and co-developed a comprehensive training program with the California Digital Library. In 2012-2013, the program once again received support from the National Endowment for the Humanities to support the addition of three new participants and to provide additional support for three existing participants.

In 2011-2014, with support from an IMLS National Leadership Grant and in collaboration with the University of Virginia's Institute for Advanced Technology in the Humanities, the program developed an approach for presenting digital objects with high-level context derived from collection-level EAD. While the results were nationally important and compelling in testing with end users, unfortunately, the Alliance did not prioritize the project and discontinued the demonstration site. The Alliance governance recommended that a national entity, preferably DPLA, take up this work at a larger scale, which led to DPLA's Archival Description Working Group and its whitepaper released in 2016.

In 2014-2015, after the completion of the IMLS Collaborative Planning Grant for envisioning a Western Archival Network, Northwest Digital Archives re-branded as Archives West and began accepting members from all western states except California. At that point, three institutions in Utah (University of Utah, Utah State University, Salt Lake County Archives) became participants.

Since 2015, the program has focused much effort on digital collections, but has also implemented the repository registry, Creative Commons licenses, and collection-level linking to OAI sets of digital objects. It also completed an ArchivesSpace implementation with twenty-eight institutions who either migrated from Archivist's Toolkit or imported legacy metadata.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation, their staff members have more time for work that must occur at the institution: This varies among participants, but is a stated Alliance value

The statements above are consistent with the program's commitment to shared standards and enhancing the capabilities of staff at participating institutions. The balance of contributed time versus gain for member and participating institutions is a subject of some debate in the organization. Some members feel strongly that moving infrastructure (technology and standards) to the network level frees up more time for work that can only be done locally (e.g. instruction, outreach, collection development). Others feel just as strongly that the member institutions' contribution of staff time places an undue burden and interferes with local work.

Overall, the program has been well-supported by the participating institutions, who speak compellingly of the value of collaboration and shared infrastructure for archives and manuscripts in the Northwest and surrounding states. Employees of participating institutions consistently rate the program highly for the way in which it provides consistent exposure for unique collections, high quality standards and training, increases efficiencies, and supports a community of practice in the region. Anecdotal evidence suggests that Archives West is effective at exposing collections at institutions, and metrics on the site (available in both aggregate and by institution, quarterly) support this.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Transition (purposeful transition in response to constituents' changing needs; may result in services merging, spinning off, or ending).

What does Archives West do really well?

The program is very effective at supporting standards development and compliance necessary for the efficient use of shared infrastructure. Overall, the program provides its participants with a safe and supportive environment engaged in the development of high-quality tools and practices that represent significant national leadership in this area.

To our knowledge, the program is the only national example of a project that articulated a sustainable transition strategy reliant on membership support for basic operations. Because of this transition, the program was able to pursue grant funding for innovation while maintaining its basic infrastructure with a reliable annual budget. As a result, the program has been very successful in developing leadership and expertise across its participating institutions, serving as a national model for sustainable growth.

Becoming part of the Alliance is part of the program's success: it provided both an organizational home and a commitment to membership fees that is core to the sustainability of the program.

What does Archives West wish it did better?
- Infrastructure needs a reliable cycle of evaluation and updates
- Support interoperability between other Alliance-supported services (ArchivesSpace, Shared ILS)
- Implement a strategy for usability and accessibility improvements
- Maintain core services while developing new ones

How does Archives West describe its value?

It exposes archives and manuscripts collections regardless of whether they are held by an institution known for its unique collections or not, arguably the real "hidden collections." It exposes the (considerable) links between the collections (and the people and organizations who created them) in the region.

It provides high-quality, standards-based tools to institutions without the capability to support them in-house. Foundationally, it supports high quality and consistent metadata in shared infrastructure and successful collaboration across institutions. It is built on the relationships professionals have established across the region through the regional professional association, Northwest Archivists.

What does Archives West want to do in the next 3-5 years, and what are the biggest challenges to doing that?

Development: Re-development of underlying infrastructure of Archives West will more efficiently manage and support new features and changes in descriptive standards, metadata structures, the reuse of metadata and changing service needs.

Management: Day to day and medium-level management of the Archives West infrastructure. Includes participant support for submission and maintenance of documents; adding and removing institutions; maintaining the reports infrastructure, regular web analytics and SEO review, and scheduled updates to software and hardware.

Expand harvester: Investigate and determine if it is possible to enhance the current Alliance OAI-PMH harvester to collect finding aid data from ArchivesSpace to Archives West. This would replace the current multi-step process of submitting separate finding aid records for each discovery platform as well as work towards standardizing metadata between digital objects and descriptive forms. It would streamline workflows for member institution staff, saving time and resources while ensuring efficient delivery of finding aids to our patrons.

The Alliance has a diverse set of institutions in size, mission, and audience. Not all institutions prioritize their unique collections among the mix of services provided by the Alliance. In particular, the mid-size public and small liberal arts colleges and universities tend to value the

program and the infrastructure (both technical and standards/support) the Alliance can provide.

What would your members/participants do if you did not offer your service(s)?

The loss of service would require some of the membership to run infrastructure locally (mostly ArchivesSpace, with some Archon). A portion of the participants would not be able to do this. This change would result in the deterioration of search engine exposure and profoundly affect future collection access.

For end users, the major resource for historical research in the Northwest would be lost.

The most profound loss would be in community, standards maintenance and training. Northwest Archivists could offer some needed training, but the long-valued shared approach to standards would deteriorate--undermining, in turn, any national efforts to link and share collections.

Arizona Archives Online (AAO)

Based on survey response from and interview with Elizabeth Dunham, Associate Archivist, Arizona State University (and AAO Steering Committee Member), December 2018. Dunham reviewed, edited and approved this summary on February 28, 2019.

Overview

Public-facing URL

http://azarchivesonline.org/xtf/search

State(s) Included

Arizona

Summary of Mission

The mission of Arizona Archives Online (AAO) is to provide free public access to descriptions of archival collections, preserved and made accessible by Arizona repositories.

Number of institutions with collections represented in your aggregation: 11 current members, 3 others

List of Contributing Institutions

Current members: Arizona State Library, Archives, and Public Records; Arizona State Museum; Arizona State University Library; University of Arizona Libraries Center for Creative Photography; Embry-Riddle Aeronautical University; Heard Museum; Lowell Observatory Library and Archives; Museum of Northern Arizona; Northern Arizona University; Sharlot Hall Museum; University of Arizona Library Special Collections
Former members with guides still on AAO: Arizona Historical Society Northern and Southern Divisions; Clarkdale Historical Society; Peggy J. Slusser Memorial Philatelic Library

Number of Records
3048

Record Type(s)
EAD (2002)

Records Added in Last Year

110
(This is an estimate; due to some technical changes they are unable to get a complete and accurate number)

Contributors Added in Last Year
None

College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians.

These user types do not represent a formal decision made by the group, but rather the diverse audiences of the participants collectively.

Infrastructure

Main System for Storage, Indexing, and Delivery

We use XTF as our primary software. It was updated to the most current version available in about 2015.

Other Elements of System

Our server is hosted on Digital Ocean and managed by our technical consultant at present. We use FTP to interact with the server. The only non-XTF code I [Dunham] am aware of is a SED script that generates a sitemap of AAO in order to enable harvesting by ArchiveGrid.

AAO was originally hosted on a physical server at ASU, but the institution maintained it very minimally. The current technical consultant moved the site to a cloud server (which had been one of the consortium's goals for several years) and updated the installation to address security concerns.

Our infrastructure is inadequate at present. XTF does not integrate with ArchivesSpace (moving data from ArchivesSpace requires scripting/manipulation), and the user interface is not good on mobile devices. AAO wants to move to more modern software but lacks the financial and human resources to do so at present.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Moderately (we've done some customization/modification)

How much do you customize for participating institutions?

We customize some (small exceptions to accommodate institutional practices)

Relationship to other systems or infrastructures at your organization or participating institutions

ASU and UA have a relationship between AAO and ArchivesSpace, but not through a direct connection. Rather, we've automated some of the changes needed to get data out of

ArchivesSpace and into AAO, primarily using XSLT stylesheets. ASU makes MARC records with 856 fields, and other AAO members may as well.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; We have bylaws, strategic plans (to 2016), annual reports (to 2016), a letter of intent that institutions sign when they join, a best practices document (from 2011), and a "how to connect to the server using FTP" document. These documents are available at http:// azarchivesonline.org/xtf/search?smode=browse.

Our best practices need to be updated. The biggest barrier to making that happen is the need to move to EAD3. Because no plan to make that move has yet been formulated, it was decided to invest time in exploring new software and making the move to EAD3 instead of updating best practices for EAD 2002. The initial best practices were written by a committee including large institutions, the state archives, and small institutions. They were written to accommodate the stylesheet that the consortium planned to create but did not have as of 2011. Dunham updated the stylesheet to work with these best practices in about 2012.

Standards Enforcement

A mix of standards enforcement and central normalization.

AAO focuses on basic standards enforcement rather than central normalization. The central work is maintenance of the stylesheets and indexer. Invalid documents choke the indexer; an uptime monitor helps identify invalid EAD. AAO maintains no compliance checking/gateway technically. By offering support for DACS and standards generally, they create some incentives for standards compliance.

Many of the contributors do some normalization (e.g. ArchivesSpace output modifications).

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient)

Tools available are the basic documentation detailed above.

Training is mostly in person. AAO asks a paying a partner (usually one of the universities) to provide a facility and presents a day-long workshop on getting started in EAD and AAO. The most recent training was about 2016, when AAO partnered with the University of Arizona's Library and iSchool to provide training for both AAO members and the iSchool's students.

Administration and Governance

Administrative Home

Arizona Archives Alliance

The Arizona Archives Alliance is a nonprofit educational and support organization. It provides assistance to Arizona archives and archivists, and promotes the use of Arizona's archives

through funding opportunities, training, and a symposium series. (AzAA website, accessed 2019 Jan 29)

Who makes strategic decisions about the operations of the program?

The administration of the host organization, A committee or board of directors

Who makes decisions about resource allocation for the program?

The administration of the host organization, A committee or board of directors

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking a committee or board of directors, Determined by administration of host institution

AzAA serves primarily as the fiscal agent for AAO, though the entities have compatible missions. To date, neither has done a project large/complex enough to raise governance questions or issues. Administratively, AAO is a standing, self-governing committee within AzAA. AAO also has a position on the AzAA board for an AAO liaison; that liaison is also on the AAO steering committee to ensure good communication.

Each institution is expected to have a contact person who will respond to inquiries from the Steering Committee in a timely manner. AAO does its best to gather ideas from contributing institutions, but generally speaking most members are content as long as dues aren't exorbitant and the site works properly. Members tend not to be very responsive when AAO asks for new ideas or suggestions for new functions.

Resources

Central Staff FTE

0.1 FTE

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Technical Consultant, 0.1, Temporary/contract.

This FTE is a rough estimate, because the work is intermittent and more likely to result from crisis rather than routine maintenance or development. It varies widely depending on how much work the technical consultant does (as she's paid hourly) and whether AAO undertakes any special projects.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Some, but not all, institutions contribute time at various rates. Dunham, for example, works on AAO on ASU time and reports it as time spent contributing to the profession, which is a required element of her position. Staff at NAU and UA use the same structure, but many of the smaller institutions cannot spare people for something like a Steering Committee commitment.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

Stable. AAO changed how its technical consultant was compensated and hired a new technical consultant in the 2013-18 period.

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$800-1000

This includes cloud hosting, software, and network charges.

Sources of that budget in the last three years (2016-2018)

Membership fees from participants

AAO collects $2500 in dues at annual rates varying from $180 to $600 ([details available here](#)). Dues are low because AAO provides a very basic, and thus relatively inexpensive, level of service. AAO also has a $750 "Special Projects" fund provided by AzAA which it can spend on anything necessary to the consortium that is not accounted for in another line item with the AzAA Board's approval.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?
N/A

What are your funding prospects for the next three years (2019-2022)?
Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?
Yes. We need to update our software and migrate to EAD3, but we may or may not have the wherewithal to do it in an organized manner. At the moment, staff resources are sufficient to maintain the aggregation as it is, but not to do any kind of major projects. We would most likely need to partner with other consortia or get a grant to hire additional staff in order to get that job done.

Mission and Values

Aggregation Founding Year
2004

Organizational History
Arizona Archives Online was founded in 2004 as a partnership between Arizona's three major universities (Arizona State University, the University of Arizona, and Northern Arizona University), the Arizona Historical Society Northern Division, and the Heard Museum. Arizona State University hosted the platform and AAO employed a technical consultant tasked with general maintenance of the site on an as-needed, contract basis. The three universities and the State Library took turns paying the consultant, who at that time was paid a flat fee of $500 per quarter. AAO relied on grant funding (primarily LSTA) and contributions from the three major universities and the State Library for most of its financial support. Todd Welch of Northern Arizona University (one of the founders of Northwest Digital Archives, now Archives West) was also very involved.

The idea behind AAO was to create a consortial environment for hosting finding aids in order to support Arizona's smaller/rural institutions, which were generally unable to host finding aids locally. AAO taught participants to create EAD by hand and implemented XTF and FTP as their central infrastructure. They hired Catalina Oyler (now Wilmers) in 2008 using grant funding. She created tools to automate significant portions of encoding a Word document using EAD and to leverage Microsoft Access' report function to convert tabular container lists to EAD. These processes required intense proofreading and some manual merging but were considerably better than hand encoding. Oyler also created an XSL stylesheet for ASU that creates compilations of accession records (for example, http://www.azarchivesonline.org/xtf/view?docId=ead/asu/arizonacollection.xml). Dunham substantially modified the tool to work with ArchivesSpace when ASU implemented the software in 2014. When grant funding ran out in 2010, Oyler left.

Relying on LSTA funding proved unsustainable partially due to its creation of sudden periods of extremely minimal funding, during which AAO struggled to maintain the service. In 2013, AAO

decided to make significant administrative changes to make the consortium more sustainable. Paying bills had been an ongoing issue because AAO was not a legal entity and thus could not open a bank account, so it was decided to merge with the Arizona Archives Alliance so that they could serve as our fiscal agent and eliminate the need to have individual partners pay bills through their local infrastructures, which was inconvenient at best and ineffective at worst. AAO also began compensating their technical consultant by the hour instead of using a flat quarterly fee and instituted a membership fee in order to eliminate the need for grant funding to keep the resource operational. When the dues structure was implemented, the Arizona Historical Society formally left the consortium. AAO has had to be flexible about dues and due dates in order to accomodate members' fiscal cycles and has several ex-members whose guides are still available on AAO but who cannot add any more guides because they have not paid their dues.

In 2017, AAO formally parted ways with Arizona State University and migrated the service to Digital Ocean. As such, AAO is currently fully independent. At the time of the migration, our technical consultant compiled documentation regarding the new infrastructure.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?
- When institutions participate in our aggregation, their staff members become better at their jobs: Neutral
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Neutral
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Don't Know

Since compliance depends on standards use, AAO depends on having at least one person at each institution capable of meeting standards. The neutral response is based on the word "all." Most do their jobs better, having a guide is basic to many essential things.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation)

Different parts are in different phases. Community is emergent; technology is validation (and needing to move toward transition); administration is validation.

What does Arizona Archives Online (AAO) do really well?

Provide an accessible platform for finding aids for people who wouldn't be able to put finding aids online. "It's not fancy, but it works."

What does Arizona Archives Online (AAO) wish it did better?

Provide more robust training (including outreach to potential new members) and make improvements to our infrastructure more readily. At this point, we don't have any software development capacity, so non-critical infrastructure issues are frequently allowed to persist.

How does Arizona Archives Online (AAO) describe its value?

"AAO ends at the infrastructure;" everyone has their own focus areas. It is like a utility in many ways.

What does Arizona Archives Online (AAO) want to do in the next 3-5 years, and what are the biggest challenges to doing that?

Their main desires are operational: migrate to a new infrastructure (more up to date than XTF and including a user interface that works on mobile devices), upgrade to EAD3, and integrate with such collection management software as ArchivesSpace. ArchivesSpace users really want to streamline ASpace and AAO, but relatively few of AAO's members use ArchivesSpace. The state library uses Cuadra Star (and is legally unable to use open source software like ArchivesSpace), so this software would need to be streamlined as well.

Their biggest challenge is resource constraints. They would have to seek grant funding to realize these goals. They discussed joining the Orbis Cascade Alliance's Archives West, but that would price many members out. Higher costs that are beyond the capacity of the smaller institutions are seen as a barrier to doing anything bigger.

The other barrier is that most of the members are happy so long as the resource works and costs very little; they are not champing at the bit to make changes or upgrade metadata. They don't want to constrain the whole at the same time. There is some tension between what the "big four" members could accomplish on their own vs. a commitment to including the smaller members, as there often is in a diverse group of institutions.

What would your members/participants do if you did not offer your service(s)?

The large universities would manage their own ArchivesSpace instances and use the public interface or other locally hosted display solutions; the state library would use Cuadra Star. The other institutions wouldn't have finding aids online or would only be able to put up PDFs, so their search engine exposure would be greatly reduced.

Chicago Collections Consortium

Profile based on survey response from and interview with Kate Flynn, Portal Manager (CCC) and Digital Programs & Metadata Project Librarian (University of Illinois at Chicago); Jeanne Long, Executive Director (CCC); Charles Blair (University of Chicago); Tracy Seneca (University of Illinois at Chicago), December 2018. Flynn, Long, and Blair reviewed, edited and approved this summary on February 11th, 2019.

Overview

Public-facing URL

https://explore.chicagocollections.org

State(s) Included

Illinois

Summary of Mission

Our unified search lets you locate thousands of archival collections and digital images at member institutions all over the Chicago area.

Number of institutions with collections represented in your aggregation: 25

List of Contributing Institutions

Adler Planetarium, Alliance Française, Art Institute of Chicago, Chicago Botanic Garden, Chicago History Museum, Chicago Public Library, Chicago State University, Chicago Zoological Society's Brookfield Zoo, Columbia College Chicago, Creative Audio Archive, DePaul University, Federal Reserve Bank of Chicago, Frances Willard Historical Association, Illinois Institute of Technology, Lake Forest College, Loyola University Chicago, Newberry Library, North Central College, Northwestern University, Roosevelt University, Rush University, School of the Art Institute of Chicago, Chicago Academy of Sciences / Peggy Notebaert Nature Museum, University of Chicago, University of Illinois at Chicago.

Number of Records

6,151

Record Type(s)

EAD (2002), MARC records, Dublin Core, PDF

Records Added in Last Year

651

Contributors Added in Last Year

Yes; 4.

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians, General Public

End users were discussed very early in the development of CCC and were very well set. They see a great deal of non-academic use including K-12, History Fair, public radio, architectural history tour guides.

Infrastructure

Main System for Storage, Indexing, and Delivery

The system that is being used for indexing and search is XTF. They are also using [Metadata Hopper](#), a custom built interface, to build the Dublin Core metadata file that XTF needs for searching and to also allow for additional tagging. Metadata Hopper is built in Django with a Postgres database. For the front end of EXPLORE, they are not using the built in XTF front end but instead are serving content via an API to a front-end built in Django. The content is presented as JSON.

Other Elements of System

Explore is hosted on AWS EC2 on a Red Hat Linux server with Nginx. Image hosting is on a media server, and the custom built front end and administrative tool (Metadata Hopper) described in the previous question is built in Django/Python and use Postgres databases. Celery is also used on the server to manage the task queue.

Hopper is the administrative interface for XTF: It allows organizations to put in records without mediation. One of reasons XTF was appealing is that it creates the Dublin Core file (where the subject and geographic terms reside, via automatic tagging from controlled vocabulary) and indexes the full text of the EAD.

Do you host the content or harvest it?

Hosted: Archival description records. End users view and interact with the records directly on our aggregation's website. During the formation of EXPLORE, they debated hosting versus a metadata portal.

Degree of Customization

Heavily (we've refined the system heavily to meet our needs)

How much do you customize for participating institutions?

Moderate customization (e.g., institutional stylesheets)

Relationship to other systems or infrastructures at your organization or participating institutions

Name or Subject Authority File(s). Their data dictionaries reference Library of Congress, Geonames, LCSH, and FAST, but there is no systems integration with authority files.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; Metadata Hopper User Guide: https://metadatahopper.bitbucket.io/; Chicago Collections Controlled Vocabularies (not available online; data dictionaries for topics, neighborhoods, cities).

Finding aid standards are looser than those for digital collections.

Standards Enforcement

A mix of standards enforcement and central normalization.

During formation, they found "infinite variation" in use of EAD, Dublin Core structures, and subject terms (institutions had used 13,000 subject terms, half of which were just used one time). EXPLORE and Metadata Hopper areworkflow and tool neutral and take EAD from any tool/approach at institutions. They encourage use of Rightsstatements.org for digital collections.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient), Services (consulting, encoding)

Kate does the training on Hopper twice a year, and also provides an on-site metadata consultation for each new organization. Kate also does lots of one-on-one consultation. To support on-demand more training, Kate is working on videos to provide that. This also adapts to changing metadata standards at institutions. Last, they provide templates/practices for metadata cleanup using OpenRefine.

When they reach out to prospective new members, they emphasize that members will get support, which addresses many concerns.

Administration and Governance

Administrative Home

Chicago Collections is responsible for the operation of its program.

Who makes strategic decisions about the operations of the program?

A committee or board of directors. CCC has completed the revision of its strategic plan that outlines activities, associated costs involved and measurements of assessments.

Who makes decisions about resource allocation for the program?

A committee or board of directors, The staff assigned to the aggregation

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking the staff assigned to the aggregation, By asking a committee or board of directors.

For operations, committees and task forces contribute to a quarterly board report to CCC's board. Recommendations to the board are included in the committee reports for discussion and approval. For resources, CCC's treasurer and Audit and nance committee reviews proposed budget for submission to the board for approval. The proposed budget is based on communication from committees and follows good governance practices, and consultation with staff.

Resources

Central Staff FTE

0.65
For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Portal Manager, 0.5, Permanent/long term. Kate Flynn, University of Chicago.
Executive Director, 0.15, Permanent /long term. Jeanne Flynn, University of Chicago.
Note: no central IT or technical support position.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation, and a specific part of CCC's membership agreement.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

It's complicated or mixed

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$50,500.00

This includes their retainer with design team/system support; marketing/promotion; and Explorer and Hopper content storage with Amazon Web Services.

Sources of that budget in the last three years (2016-2018)

Grants, Donations (specific to the aggregation), Membership fees from participants, Foundation support

[Annual membership fees](#) range from $6,000 for governing members, $2500 participating; Associate $500; lead organization plus one $1500; $5,000 for Partners Program. Their fees are related to members' ability to contribute to overall mission; only governing members vote on consortium decisions.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

Yes

As outlined in their revised strategic plan, they look to expand the the hosting capabilities of the Explore portal which would include other content types such as film and audio. It is because of this they look to hire a senior developer to facilitate these enhancements.

Mission and Values

Aggregation Founding Year

2015

Organizational History

The consortium emerged from a conversation that was underway for some years across the leadership of about a dozen founding members (major academic libraries in the Chicago area, the Chicago Public Library and the Chicago History Museum), which had done some preliminary work including a survey of archival collections (a spreadsheet of five columns). Thus it began with a strong commitment from its leadership and the needs voiced by staff at prospective member institutions. The kickoff meeting in 2011 included associate university librarians for collections, IT professionals, and archivists. The participants knew that involving administrators and ensuring that the initiative was one they wanted to achieve was important. Two directors (Mary Case, University Librarian and Dean of Libraries, University of Illinois Chicago and David Spadafora, President and Librarian, Newberry Library) founded CCC building on the need expressed by directors/participating institutions and seeing the success of working collectively on a citywide project Festival of Maps.

They interviewed other aggregations and learned a great deal. They found that in most cases, they had started with one (relatively) well-resourced organization that was already doing finding aids; others then followed the lead of what the large institution established. In Chicago, there was a layer of organizations with similar resources and who had already established their own finding aid discovery systems that were all totally different. A multi-institution layer hadn't started, but other institutions needed a place to go.

They are Chicago focused and have found that most cultural heritage institutions have to know other institutions and their collections in order to provide reference service. This played a critical role in the buy-in; reference staff knew about the need. Tracy Seneca, Head, Digital Programs and Services, University of Illinois Chicago, actually did the multi-institution research herself. They found examples of split collections. The Chicago identity is part of what works; they see the value and power. There's a strong atmosphere of inter-institutional collegiality.

Committees and working groups formed to build the initiative from the ground up, getting people involved from the area and building on administrative commitment. In 2011, the Chicago Collections Consortium (CCC) received a planning grant from the Andrew W. Mellon Foundation to begin doing research on possible ways that the members could collaborate. The result of this grant was a decision to create a shared portal of resources and information about archival collections using XTF.

With this goal in mind, in 2014 CCC applied for an implementation grant to build this shared portal. In October 2015 the first version of Explore Chicago Collections (EXPLORE) was released with content from 15 different member institutions. In December 2015, the admin interface built for Explore, Metadata Hopper, was released open source. While Explore and

Metadata Hopper have gone through some modifications since their release, they have been minimal.

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?
- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Disagree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Neutral

A wide variety of institutions participate. Some are academic, some are public libraries,, some are really from allied areas (e.g., museums). Participants don't necessarily know all the standards to start. They discussed questions of capabilities in the very first meeting, and decided to set a low bar (title + identifier) to make participation accessible. They knew that exacting requirements would be a barrier for many institutions. On the flip side, their central staffing is limited; it had to be self-service, allowing people to come with what they had and do the work themselves. As membership grows, they are having people come with even less metadata in hand, or are even just starting out creating metadata.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation)

They are formed, not in startup/planning mode, but not quite at the Scale phase. They see a growing awareness, vitality, use of Explorer.

What does Chicago Collections Consortium do really well?

They've been really successful at working together: looking at the members' collections as a shared resource on Chicago history and culture, "egos checked at the door," and not just at the administrative level. The practitioners--many of whom were already invested in particular tools or workflows--have been willing to see what works with the whole rather than by institution, and making participation accessible to many organizations.

They are also really proud of how they were able to take some very disparate metadata and make it work together; despite a diversity of structure and descriptive terms, they're able to create a relatively clean front end.

What does Chicago Collections Consortium wish it did better?

They wish they could make it even easier to contribute, and that they had more time to do training/support. They asked institutions what they needed last summer; training and ease of use are what they wanted most.

They wish they could promote Metadata Hopper to the archival community, which they really haven't done. It's a framework that should be able to serve multiple needs, but they haven't been able to build the user community around it. "[We] did our level best not to bake Chicago Collections into Hopper."

How does Chicago Collections Consortium describe its value?

They are Chicago focused and have found that most cultural heritage institutions have to know other area institutions and their collections in order to provide adequate reference service. This played a critical role in the buy-in; reference staff knew there was a need to fulfill.

What does Chicago Collections Consortium want to do in the next 3-5 years, and what are the biggest challenges to doing that?

They plan to expand the the hosting capabilities of the Explore portal to include other content types such as video and audio. They plan to hire a senior developer to facilitate these enhancements. They think that XTF, the index system they are currently using, is not long for this world (it runs well, but it is disconcerting that it hasn't been updated), so they are thinking about a successor system. Systems always need to be rebuilt, but it's difficult to set up a resource model that lets you support ongoing development. "You bump from grant to grant." They plan to keep the developer they hire as a consultant so they can make sure future maintenance and enhancements run smoothly. They are pursuing grant funding for this (initially) but want to move to more sustainable model after that.

What would your members/participants do if you did not offer your service(s)?

They would do what they used to do: Rely on reference librarians to find resources, making it challenging to do research and not having the knowledge of the holdings of other local collections. Large institutions would go back to running their own systems; other organizations wouldn't have anything and would lose a great deal of exposure. Members would not be able to benefit from cross promotional and collaborative opportunities such as exhibits (digital and real time) and joint programming.

Connecticut Archives Online

Profile based on survey response from and interview with Brian Stevens, Archivist and Special Collections Librarian, Western Connecticut State University, February 2019. Stevens reviewed, edited, and approved this profile on February 26, 2019.

Overview

Public-facing URL

http://library.wcsu.edu/cao

State(s) Included

Connecticut

Summary of Mission

The CAO searches EAD finding aids of archival collections in Connecticut.

Number of institutions with collections represented in your aggregation: 57

List of Contributing Institutions

See attached list.

Number of Records

7,072

Record Type(s)

EAD (2002)

They have not implemented EAD3 and have no plans to do so. They see no compelling reasons to move to EAD3 and regard it as a stopgap on the way to Linked Open Data.

Records Added in Last Year

100

Contributors Added in Last Year

Yes; 30.

End Users

College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: research/scholarship)

The creation of CAO was not in response to user demand. It was and is primarily for archivists to access their own materials. Then has become more patron-oriented, but the contributors have had no specific conversation about end users.

Infrastructure

Main System for Storage, Indexing, and Delivery

We use a Zebra indexer. EAD files are stored on the server's file system.

Other Elements of System

Zope (for content management of the site) Zebra (indexer) XSLT

They don't have analytics on CAO; they started to do it, but didn't have time to do it well.

As the CAO does not display or "style" the EAD xml, there is no need to require adherence to intricate coding guidelines that relate to display or formatting.   The display of the entire finding aid is reliant on the "url" attribute an EAD file's <eadid> tag. The system creates a link with that attribute from the CAO display of the collection title back to where the participating repository serves the finding aid. This allows the CAO to ignore purely cosmetic aspects to EAD presentation by pointing back to a repository's site to view a finding aid.

Search results contain a "show relevant containers" link that shows hits on the search term in the finding aid's collection- or component-level description and shows container information associated with the search term. This allows the researcher to go directly to that part of an inventory that relates to their search term with all the information they need to request materials from a repository. Also, the CAO need not concern itself with creation of this generic style sheet and format a particular repository's full finding aid; we leave that up to the participating repository where responsibility for such cosmetic considerations belong.

Do you host the content or harvest it?

Hosted: You host archival description records.

Contributors put in full EAD, but they use use it for data only and drive the traffic back to the repository. They do host *some* finding aids for smaller repositories, who fill out a template to create their finding aid. There's some similarity with ArchiveGrid.

Degree of Customization

Heavily (we've refined the system heavily to meet our needs)

How much do you customize for participating institutions?

No customization at all

Relationship to other systems or infrastructures at your organization or participating institutions

None. There is no relationship because all they do is get an XML file and put it in a directory for search.

Centrally/collaboratively produced best practices, standards, or documentation

No standards other than requiring valid EAD.

Standards Enforcement

Compliance checking and standards enforcement. Institutions ensure that records meet minimum standards--but those standards are very minimal.

Because of how CAO was created, there was never a big emphasis on training. They feel that the tradeoff is worth it as it's accessible to more repositories and they see value of having some sort of structured/standardized description. There's a lot of inconsistent data in CAO that limits the quality of facets based on subject headings. This is not a big issue as the main search type is keyword.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient), Services (consulting, encoding)

These services are provided opportunistically as funds are available. Last year, state library did a grant-funded project to add many small/underserved historical societies/archives to the CAO. Part of that grant project involved some workshops where Brian covered basic EAD and how to use the CAO, how to use the template. Stevens contributed time without compensation.

Administration and Governance

Administrative Home

Western Connecticut State University Archives

Who makes strategic decisions about the operations of the program?

The contributing institutions, The administration of the host organization

Who makes decisions about resource allocation for the program?

The administration of the host organization

How does your program get input on resource allocations and/or the operations work?

Determined by administration of host institution. Most decision making is driven by WCSU, but there are times that they ask the contributing institutions to weigh in. For instance, when they put together an NEH grant proposal for CAO2, they assembled a board of advisers from among Connecticut's archives and research stakeholders.

Resources

Central Staff FTE

0.15
For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Administrative Lead, 0.1, p/t long-term, WCSU Libraries.
Developer, 0.05, p/t long-term, WCSU Libraries.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

No one contributes time.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years.

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

N/A

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$1,500.00

This is the estimated cost for Amazon Web Services hosting; there is no defined budget line.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

Yes. They have some concerns about their ability to support a rather old software stack. They had put together an NEH grant for CAO2, but it was not awarded.

Mission and Values

Aggregation Founding Year

2008

Organizational History

In the summer of 2008, archivists from WCSU, Eastern Connecticut State University (ECSU), Southern Connecticut State University (SCSU), and Central Connecticut State University (CCSU), along with the Connecticut State Library (members of a consortium known as CONSULS - the Connecticut State and University Library System) met at WCSU to discuss a shared database that would search across consortial EAD finding aids. Each archive in CONSULS contains materials that document the history of the Connecticut State universities, and local history materials related primarily to the regions in which the universities are situated. The State Library's archive is the repository for State records but also a significant repository for manuscript materials related to the history of Connecticut. The group also decided that there was no reason to limit participation in this search application to members of CONSULS.

As a result of this meeting, the CAO was proposed, designed, developed, and modeled after similar statewide initiatives for searching archival finding aids around the United States. Each of these search applications has slight variations in functionality and scope of searchable items but their intent and audience is similar to that of the CAO. On November 12, 2008, staff at WCSU unveiled a prototype (utilizing IndexData's [http://www.indexdata.com] TKL and Zebra) based on a simple set of specifications:

- No charge for access or participation;
- Web based interface, so no client would have to be downloaded and installed;
- Search accessible with a Web connection;
- Minimal encoding requirements.

By the end of 2010, the CAO had attracted the participation of the two largest repositories in Connecticut – Yale University and the University of Connecticut – and had grown to more than

10 times its original size (from 500 finding aids in the Connecticut State University System and the State Library to approximately 7,000). Anecdotal evidence indicates widest usage by the State Library, CCSU, WCSU and the University of Connecticut, and many of the participating repositories use the CAO as the primary internal discovery tool.

In 2011, with sponsorship by the Connecticut State Library, an EAD template based on one designed by the California Digital Library was developed for repositories without EAD and the tool was introduced to humanities organizations such as the Connecticut League of Historic Organizations, and the Connecticut Conservation Connection.

They applied in 2014 and 2015 to the National Endowment for the Humanities to re-work their system and make it available for others to adopt, but neither proposal was successful. Reviewer comments indicated that the project did not appear poised to expose new content in Connecticut. The Connecticut State Library approached IMLS for a National Leadership Grant to make improvements to the EAD creation piece of CAO, but that did not advance beyond the preliminary proposal.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?
- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Neutral
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Agree

Enhancing the skill of staff is not a specific area of focus, but it does happen for individuals. With the number of small, volunteer-run organizations involved, it's rare to have expertise percolate through the institution. This necessitates repetitive training and the need to make the work as accessible as possible.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation). Validation seemed like the most pertinent classification to them.

What does Connecticut Archives Online do really well?

Driving traffic back to originating repository rather than insisting on strict compliance and a single display. Also, the structure of keyword search that offers "relevant containers," which fetches at the component level rather than having to scroll.

What does Connecticut Archives Online wish it did better?

They wish that CAO showed where there are digital objects linked to finding aids, and that requesting was built into the system.

CAO hasn't changed much since it was created. The participating institutions are generally happy with it and, with the exception of the largest institutions, not especially interested in doing innovative things like Linked Open Data

How does Connecticut Archives Online describe its value?

The Connecticut Archives Online (CAO) is a project that aims to unify and simplify searching of archival holdings in Connecticut. CAO can bring researchers to the rich collections held in Connecticut's libraries, universities, colleges, museums and historical societies through one simple interface.

What does Connecticut Archives Online want to do in the next 3-5 years, and what are the biggest challenges to doing that?

They are concerned about their aging technical infrastructure and would like to improve the EAD creation piece for the smaller institutions. With improvements to the ArchivesSpace public user interface, Stevens thinks that a fruitful direction would be an AS instance, which would vastly improve the creation process.

According to Stevens, the Connecticut archives community seems generally content with the EAD 2002 plateau. He would like to see more movement to Linked and Open Data. However, his institution is too small to drive change of that magnitude. That being said, EAD is here to stay as a portable format for data and I still believe in the efficacy of the finding aids as a descriptive instrument. But if you've adopted ArchivesSpace or something similar, you've already accepted that EAD and the finding aid are an expression of your data; with AS, your data is now in a database linked via identifiers and that paradigm will begin to be expressed in the ways we archivists present our data to the public.

What would your members/participants do if you did not offer your service(s)?

Stevens' director is very supportive of his work, the grant proposals, and the relationship with the state library. However, it is probably dependent on his presence. Without Stevens, CAO could continue on in stasis, or the state library could step in to champion it in his absence.

Institutions Included

Central Connecticut State University
CCSU- Veterans History Project
Eastern Connecticut State University
Southern Connecticut State University
Western Connecticut State University
Connecticut State Library
State Archives
Connecticut College
University of Connecticut Archives and Special Collections at the Thomas J. Dodd Center
University of Hartford, Archives and Special Collections
Wesleyan University, Special Collections and Archives
Yale Beinecke Rare Book and Manuscript Library
Yale Divinity School Library
Yale Irving S. Gilmore Music Library
Yale Manuscripts and Archives
Yale Medical Historical Library
Yale Robert B. Haas Family Arts Library
Yale The Lewis Walpole Library
Yale Visual Resources Collection
Yale Center for British Art
Yale Peabody Museum of Natural History
Canton Historical Society
Connecticut Historical Society
Cornwall Historical Society
Coventry Historical Society
East Lyme Historical Society
Fairfield Museum and History Center
Hamden Historical Society
Jewish Historical Society of Greater Hartford
Lebanon Historical Society
Litchfield Historical Society
Mystic River Historical Society

Noank Historical Society
Vernon Historical Society
Warren Historical Society
Westport Historical Society
Wilton Historical Society
Barnes Museum
Connecticut River Museum
Florence Griswold Museum
Harriet Beecher Stowe Center
Henry Whitfield State Museum
Hill-Stead Museum
Mattatuck Museum
The Prudence Crandall Museum
Avon Free Public Library
Beardsley & Memorial Library
Bridgeport History Center
Bridgeport Public Library
Groton Public Library
Hartford Public Library Hartford History Center
Historic New England Library and Archive
Ivoryton Library Association
Avery-Copp House
Avery Memorial Association
Congregation Beth Israel Archive
Goodspeed Musicals
Hartford Medical Society
Wallingford Historic Preservation Trust

Empire Archival Discovery Cooperative

Profile based on survey response from and interview with Jen Palmentiero, Digital Services Librarian, SENYLRC/ Project Manager for Empire ADC; December 2018. Palmentiero reviewed, edited and approved this summary on February 14, 2019.

Overview

Public-facing URL

https://www.empireadc.org/

State(s) Included

New York

Summary of Mission

The Empire Archival Discovery Cooperative (Empire ADC) is your source of information about archival collections held in cultural heritage organizations across New York State.
Number of institutions with collections represented in your aggregation: 40

List of Contributing Institutions

American Jewish Historical Society, American Numismatic Society, Bard College, Bronxville History Center, Brooklyn Historical Society, Buffalo History Museum, Canisius College, Center for Inquiry, Center for Jewish History, Colgate University, Columbia University Medical Center, Cornell University, Dudley Observatory, Elting Memorial Library, Fenimore Art Museum, Foundation of Russian History, George Eastman Museum, Hartwick College, Hudson River Maritime Museum, Huntington Town Clerk Archives, Leo Baeck Institute, Marist College, Medaille College, Museum of Innovation and Science, New York Public Library, Niagara Falls Public Library, Rochester Institute of Technology, Saratoga Springs Public Library, Schenectady County Historical Society, Syracuse University, SUNY Albany, SUNY Buffalo, SUNY Buffalo State, Staten Island Museum, College of Saint Rose, The Frick, Metropolitan Museum of Art, Museum of Modern Art, University of Rochester, White Plains Public Library

Number of Records

1214

Note that EADC is still in beta. Many of the institutions listed above were early testers and only have a few finding aids in the system. Early testers either submitted a small sample of EAD files so we could test normalization OR they were beta testers of the form tool. There are a handful who have contributed beyond the early testing phase either through our harvester or the form tool. Once they move beyond pilot stage--and there are costs associated with participation--this list could change.

Record Type(s)

EAD (2002)

We require a dozen or so collection level elements for EAD. A PDF, Excel file, or Word doc can be attached to that record. Our system does support fully encoded, hierarchical finding aids.

Records Added in Last Year

130

Contributors Added in Last Year

Yes; 8.

End Users

Hasn't yet defined an audience, so "researchers" are the general category.

Infrastructure

Main System for Storage, Indexing, and Delivery

We use a combination of software for storage, indexing and delivery of finding aids. All the finding aids are stored in an eXist-db database and are indexed with Apache Solr. We currently use another tool called EADitor to manage the data in the database and control what gets published and indexed in Solr. For delivery we have a PHP application that was locally developed called EmpireSearch.

Other Elements of System

We make use of Amazon AWS services to host the system. The actual server is an AWS t2.large running Ubuntu 16.04. The current public interface is a PHP site being hosted by an Apache Web Server. The administrative functions are done though a Tomcat application called EADitor which uses eXist-DB, Solr, and Orbeon Forms. In the near future we would like to get off Tomcat and mainly use a home grown PHP application to interface with Solr and eXistdb. We also plan to build a new tool for data entry of EAD.

They are ultimately looking for a different infrastructure. The one they currently have (EADitor) is too complex and intermingled to be maintained sustainably.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Moderately (we've done some customization/modification)

How much do you customize for participating institutions?

No customization at all at this time.

Relationship to other systems or infrastructures at your organization or participating institutions

It does not have any relationship to other systems or infrastructures at my organization or participating institutions. Not yet contributing to ArchiveGrid.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; We have two documents for organizations using the EADitor form tool:
Description Best Practices: https://docs:https://docs.google.com/document/d/13L0VF-NlDOulh02xN2R4urX5sGx9khApAdnwY8i3lB4/edit
Quick Start Guide for using the EADitor: https://docs.google.com/document/d/1Pq7EYxfBvaJEmTcHf4SYfqL5-1n8c8_0Mda22NQBlxs/edit.

These documents are not on their website because they need to be updated. They plan to edit and publish the documentation to the website soon.

Standards Enforcement

A mix of standards enforcement and central normalization.

When working with existing EAD, they are flexible about standards enforcement. The harvester has a validator to check for the 12 required fields; it flags the staff if data is missing, but it still accepts it. Generally, as long as it's well-formed EAD, they accept it. Metadata that comes in through the forms tool has 12 required fields and tends to be compliant.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient)

The EADitor is the major tool along with the validation check on ingest.

They did some training with some grant funding in 2016. Based on feedback from workshop attendees, they revised the documentation and training. The revised materials were tested in two workshops in fall 2017. Having a training program is a clear ambition for the consortium, but they are too early in formation to have that in place.

Administration and Governance

Administrative Home

Empire State Library Network, a network of nine regional library resource councils.

Who makes strategic decisions about the operations of the program?

The administration of the host organization, The staff assigned to the aggregation

Who makes decisions about resource allocation for the program?

The administration of the host organization

How does your program get input on resource allocations and/or the operations work?

By asking the staff assigned to the aggregation

The Project Advisory Group played a role in decision making in the past, but is less so now. One major current initiative is developing a cost model for sustaining the program. Directors at two of the nine councils are the co-leaders and have a strong understanding that collaboration requires resources.

Resources

Central Staff FTE

0.30
For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Digital Services Librarian/Project Manager at Southeastern New York Library Resources Council, 0.15, Permanent/long term.
Systems Manager, at Southeastern New York Library Resources Council, 0.15, Permanent/long term.

To what extent does your aggregation depend on staff time contributed by participating institutions?

Staff at three of the other councils, in addition to staff at archival repositories around the state, have been instrumental in the project (serving on the Project Advisory Group, helping make decisions, create documentation, provide training, etc.). Additional organizations have provided testing, feedback and input in other areas (like developing a cost model for the service).
The end goal is for each of the nine councils to have a point person to support contribution to EADC in their respective regions, especially smaller organizations that will use the form tool to submit. EAD producers will probably work directly with the Southeastern council on the harvesting.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?
N/A

What is your staffing picture for the next three years (2019-2022)?
Stable

Annual Budget (Excluding Personnel)

$3,500.00

This amount is difficult to define, and they used what ESLN is contributing yearly. It's probably half to 3/4 of that figure. Used for some development, Amazon Web Services hosting.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution.

Funded by the Empire State Library Network, which is in turn primarily funded by the state of New York.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Increasing (More than keeping up with cost increases, funding increases in infrastructure/ services)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No. EADC is currently run on a shoestring budget. We are currently working with a consultant to help us develop a cost model for the service.

Mission and Values

Aggregation Founding Year

2013

Organizational History

The need and desire for a statewide EAD infrastructure came out of the archival community in the state and a meeting of concerned archivists in the New York congress of the Mid-Atlantic Regional Archives Conference (MARAC). Those archivists did a statewide survey in 2011 to identify current EAD implementers and to document the desire for a statewide program that

could support all types of repositories. They looked for an institutional home, and chose the Empire State Library Network, specifically the Central New York Library Resources Council and the Western New York Library Resources Council. (ESLN is composed of nine regional member services organizations.)

In August 2013, the group met and decided to conduct a pilot. Southeastern New York Library Resources Council agreed to provide the technical support for the pilot. The Central New York Library Resources Council provided project management. Since they would be working with a great deal of existing EAD, it was an important step to see how compatible the metadata would be in a shared space. They decided to use XTF for the pilot and asked for small samples of EAD files from approximately 20 repositories to test normalization. Ethan Gruber, from the American Numismatic Society, connected his EADitor form tool to XTF to provide a way for non-EAD producing repositories to contribute. Soon after, they discovered that Gruber's solution was a full suite of software with linked data capabilities. With the support of a small grant from IMLS, they contracted with Gruber to adapt EADitor to a consortial environment, adding an administration dashboard and a way to attach non-EAD container lists to a collection-level EAD record. The grant also funded the development of documentation and a training series. They are still using the EADitor form and the database, but they have developed a PHP user interface that they are better able to support internally. They have a working harvester that grabs finding aids from Github for institutions that have their own EAD infrastructure.

Southeastern New York Library Resources Council is now providing both technical support and project management on behalf of Empire State Library Network.

Progress has been slow, and halting at times. They are currently working with a consultant to develop a viable cost model, which will in turn make more progress feasible.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?
- When institutions participate in our aggregation, their staff members become better at their jobs: Don't Know
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Don't Know

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Formation (organizes/re-organizes to meet needs of its constituents and articulates its binding culture)

What does Empire Archival Discovery Cooperative do really well?

Inclusion. They have built something that is accessible for institutions that don't know EAD, but also works for the larger institutions who are longtime users.

What does Empire Archival Discovery Cooperative wish it did better?

Technology improvements, as described above. Communications and community development.

How does Empire Archival Discovery Cooperative describe its value?

The project has its origins in the desire of archivists to put all the collections in one digital place to make connections between collections. Because collection-level description is all in EAD, their search is good and consistent enough to facet.

What does Empire Archival Discovery Cooperative want to do in the next 3-5 years, and what are the biggest challenges to doing that?

Going from a pilot project to a stable service that people want to be part of and invest in. They define success as better infrastructure that has fewer bugs and the ability to offer support and sustain engagement once training and initial onboarding is done.

The other is developing the community. They have a tool and a system, and will have a service; how do they have enough resources to serve everyone when smaller institutions often need the most resources to participate? Their cost model consultant is doing interviews with potential stakeholders of all sizes to get their input.

What would your members/participants do if you did not offer your service(s)?

They would return to their previous practice of maintaining local infrastructure. Repositories that depend on the EADC infrastructure would lose some collection exposure.

OhioLINK EAD

Profile based on survey response from and interview with Judith Cobb, Manager, Digital Content Platforms, December 2018. Cara Gilgenbach (Kent State University), Amy Pawlowski (OhioLINK), Theda Schwing (OhioLINK), and Cobb reviewed, edited and approved this summary on February 19, 2019.

Overview

Public-facing URL

http://ead.ohiolink.edu/xtf-ead/

State(s) Included

Ohio

Summary of Mission

The OhioLINK Finding Aid Repository is designed to showcase the rich collections housed in archives, libraries, and other institutions throughout the state of Ohio.

Number of institutions with collections represented in your aggregation: 79

List of Contributing Institutions

See attached list.

Number of Records

8,660

Record Type(s)

EAD (2002)

Records Added in Last Year

4,853

Contributors Added in Last Year

None.

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university

faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians

They don't have a shared notion of end users. They did a lot of outreach when they were building it, but that work may or may not have focused on end users.

Infrastructure

Main System for Storage, Indexing, and Delivery

The repository currently uses XTF technology. We are about to move to Oracle/Apex.

Other Elements of System

Kent State hosts and manages the submission tool. OhioLINK hosts and manages the finding aid repository.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Heavily (we've refined the system heavily to meet our needs).

How much do you customize for participating institutions?

No customization at all.

Relationship to other systems or infrastructures at your organization or participating institutions

It does not have any systems-based relationship to other systems or infrastructures at OhioLINK or participating institutions. It's likely that the majority of the EADs have MARC records with an 856 link in an ILS. The system is not designed to share data out from the finding aid repository, so content is not harvested into ArchiveGrid. Some records have been shared with SNAC (Social Networks and Archival Context project)

Centrally/collaboratively produced best practices, standards, or documentation

Yes; https://sites.google.com/site/ohioead/home. These were last revised in 2014 by the Ohio EAD Task Force. The Ohio EAD TAsk Force is no longer active and therefore not updating the site.

Standards Enforcement

Compliance checking and standards enforcement. Institutions ensure that records meet minimum standards.

Compliance checking is performed through [the tool that Kent State developed and maintains](). They have a standard set of EAD fields that they require (EAD header basics, DACS required fields except access restrictions). Participants submit the document to the Kent State EAD factory, which sends back any problems. By the time OhioLINK gets the EAD for the repository, it complies with minimum standards. There is no checking for the content of fields, only for their presence/absence.

Services Offered

Kent State University staff provide technical assistance to all contributing institutions, including help on how best to encode finding aid data and submitting support requests to Kent State or OhioLINK development staff as needed.

Administration and Governance

Administrative Home

Kent State University Libraries and OhioLINK

Who makes strategic decisions about the operations of the program?

The administration of the host organizations

Who makes decisions about resource allocation for the program?

The administration of the host organizations

How does your program get input on resource allocations and/or the operations work?

Determined by administration of host institutions

Without a current committee or task force in place, current decision making is solely tactical and operational.

Resources

Central Staff FTE

0.04

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Head, Special Collections and Archives, 0.01, permanent.

System Admin, 0.01, permanent.

Platform Manager, 0.01, permanent.

Application Developer, 0.01, permanent.

This reflects the very minimal staffing given by Kent State and Ohiolink. Staffing had to be higher at one point when they were building the repository and service.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had an overall decrease in staffing

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

For OhioLINK generally yes. For the Finding Aid Repository, staffing has been minimal for the past 5 years.

What is your staffing picture for the next three years (2019-2022)?

Unknown

Annual Budget (Excluding Personnel)

$0.00

There is no specific line item in the Kent State or OhioLINK budgets, since they are using infrastructure and staffing they already have for other platforms.

Sources of that budget in the last three years (2016-2018)

Funding from Kent State and OhioLINK to maintain and operate both applications.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No

Mission and Values

Aggregation Founding Year

2008

Organizational History

In December 2004, the OhioLINK Database Management and Standards Committee (DMSC) appointed an Encoded Archival Description (EAD) Task Force to develop standards and guidelines for the creation and use of electronic finding aids within the OhioLINK repository. Early proponents included Charly Bauer and Anne Gilliland, and Kent State and Ohio State were influential. The initial charge of the EAD Task Force was to develop specifications/template for EAD documents that may be contributed to OhioLINK, follow progress of EAD software enhancement requests, customize software toolkit for a multi-institutional environment, generate marketing/training ideas, and educate members of the DMSC on progress and findings.

As a response to this initial charge, the EAD Task Force rolled out the new EAD FACTORy [EAD Finding Aid Creation Tool and Online Repository] in April 2008. The web-based creation tool allows for creation of EAD finding aids without having to know or understand complex

encoding. Unlike most OhioLINK initiatives, which are only for academic institutions, OhioLINK EAD participants include non-academics.

There was a lot of energy and momentum around the service for a time. Then Ohiolink went through staffing changes, big financial problems, and started to rebuild. At same time, the committee that was the impetus behind the project went away. Cobb stated, "We had a really good project that never quite turned into a program." Aside from migrating to a new infrastructure out of necessity, the organization sees little impetus for or interest in re-focusing on OhioLINK EAD.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards:
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Neutral

Ohiolink as an organization would say that their members are capable and need to do their own work, but they also recognize the reality of differences in resources. Larger institutions can contribute more.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Transition (purposeful transition in response to constituents' changing needs; may result in services merging, spinning off, or ending).

This is by necessity; the infrastructure has to move to something else.

What does OhioLINK EAD do really well?

They did a good job of outreach and coming up with the core or required set of EAD elements and how they would work with them; getting everyone to agree on set and to use it consistently is significant. They also did a really good job with outreach and built a strong community of practice.

What does OhioLINK EAD wish it did better?

They really need a new repository interface, but that's coming.

How does OhioLINK EAD describe its value?

Not addressed.

What does OhioLINK EAD want to do in the next 3-5 years, and what are the biggest challenges to doing that?

They have no plans other than upgrading the infrastructure, and that is not based on high-level or strategic decisions; it's simply because the current platform can no longer be supported and have some developer time. It's a project of necessity that wouldn't happen otherwise.

In the big picture (e.g. beyond OhioLINK), we need to understand what structured data we actually need, and how it is used. We don't really have that information right now; we only really know that our researchers want keyword searchability, which can arguably be met with unstructured PDFs.

What would your members/participants do if you did not offer your service(s)?

They are good as a consortium about being in touch with their directors, and they aren't shy about asking for what they need. They are not hearing a demand for this, and until they do it won't be a top priority.

They are curious to see what happens when they migrate to a new platform, which will initially have the same UIs as their other platforms use.

Institutions Included

Akron Art Museum
Akron-Summit County Public Library Special Collections Division
Archdiocese of Cincinnati Archives
Archival Services, University Libraries, The University of Akron
Baldwin Wallace University
Bluffton University
Bowling Green State University, Browne Popular Culture Library
Bowling Green State University, Center for Archival Collections
Bowling Green State University, Music Library and Sound Recording Archives
Case Western Reserve University Archives
Case Western Reserve University Kelvin Smith Library Special Collections
Case Western Reserve University, the Judge Ben C. Green Law Library
Case Western Reserve University, School of Applied Social Science, Harris Library
Cincinnati Art Museum Mary R. Schiff Library and Archives
Cincinnati Children's Hospital Medical Center, Mitchell-Nelson History Library and Museum Repository
Cincinnati State Technical and Community College
Clark County Historical Society
Clark State Community College Repository
Cleveland Museum of Art Archives
Cleveland Public Library
Cleveland State University
Cuyahoga Community College
Dayton Metro Library
Defiance College
Drs. Nicholas and Dorothy Cummings Center for the History of Psychology (University of Akron)
Greater Cincinnati Police Historical Society Museum
Green County Public Library
Hiram College
Hudson Library & Historical Society
Hudson Montessori School

Jacob Rader Marcus Center of the American Jewish Archives
John Carroll University
Kent State University Libraries. June F. Mohler Fashion Library.
Kent State University Libraries. Special Collections and Archives.
Kenyon College Greenslade Special Collections and Archives
Lloyd Library and Museum
Malone University, Everett L. Cattell Library
Marian Library, International Marian Research Institute at the University of Dayton
Marietta College Library Medical Heritage Center
Miami University
MidPointe Library System
National First Ladies' Library
Oberlin College
Ohio Department of Natural Resources, Division of Geological Survey
Ohio Historical Society
The Ohio State University Archives.
The Ohio State University at Lima
The Ohio State University Billy Ireland Cartoon Library & Museum
The Ohio State University. Byrd Polar Research Center Archival Program.
The Ohio State University. Hilandar Research Library.
The Ohio State University. Jerome Lawrence and Robert E. Lee Theatre Research Institute
The Ohio State University. Music and Dance Library
The Ohio State University. Ohio Congressional Archives
The Ohio State University. Rare Books and Manuscripts Library
Ohio University, Mahn Center for Archives & Special Collections"
Wilmington College Peace Resource Center
Wilmington College Watson Library
Wright State University, Special Collections and Archives
Xavier University Archives and Special Collections
Youngstown State University
Sandusky Library
Shaker Heights Public Library Local History Collection

Shaker Historical Society
Sisters of Charity of Cincinnati Archives
State Library of Ohio
Toledo Museum of Art
United Church of Christ Archives
United Theological Seminary
University of Cincinnati, Archives and Rare Books Library
University of Cincinnati, Health Sciences Library, Henry R. Winkler Center for the History of the Health Professions
University of Cincinnati, Law Library
University of Dayton. University Archives and Special Collections
Urbana University
Ursuline College Archives
Walsh University Library
Ward M. Canaday Center for Special Collections, The University of Toledo
Warren-Trumbull County Public Library
Western Reserve Historical Society

Online Archive of California (OAC)

Profile based on survey response from and interview with Adrian Turner, Senior Product Manager, December 2018. Turner reviewed, edited and approved this summary on May 2, 2019.

Overview

Public-facing URL:

https://oac.cdlib.org/

State(s) Included:

California

Summary of Mission

The OAC aggregates collection descriptions contributed by over 300 libraries, special collections, archives, historical societies, and museums throughout California.

Number of institutions with collections represented in your aggregation:

312

List of Contributing Institutions

See attached list.

Number of Records

50,564

Record Type(s)

EAD (2002): 33,829

MARC records: 16,735

PDFs: 1,051. Supplemental to the EAD records; container lists. Example of supplemental PDF: https://oac.cdlib.org/findaid/ark:/13030/tf3m3nb37q/ (see "Additional collection guides")

METS image and text objects (legacy): 266,649.

Records Added in Last Year

Approximately 2,500

Contributors Added in Last Year

17 new contributors added in the last calendar year (average 12-15 per year).

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians

This response is largely based on comments and questions that are submitted via the OAC comments form, where many end users self-identify by selecting a research category (https://oac.cdlib.org/contact/). The site also supports end user audiences that are supported by individual OAC contributors (which leverage the OAC as their primary access point).

During the last OAC site redesign in 2008, several key personas were developed to inform design directions and user testing. Key audiences included novice researchers, expert researchers, and reference archivists.

Infrastructure

Main System for Storage, Indexing, and Delivery

eXtensible Text Framework (XTF). See https://help.oac.cdlib.org/support/solutions/articles/9000081989-technical-overview.

Other Elements of System

The XTF platform underlying OAC is based on a CDL-developed XML- and XSLT-based delivery platform. It was developed by Martin Haye to provide CDL with a platform for scholarship (TEI), and was repurposed to support the indexing and display of other XML formats for OAC -- namely, EAD and METS files. The XTF system contains Java Servlets and tools that permit users to perform Web-based searching and retrieval of electronic documents. It utilizes Lucene indexing technology and XSLT stylesheets for generating displays. [CDL made XTF available on GitHub](#) for others to adopt and use.

The CDL is not actively developing XTF at this time. As of early 2019, two CDL-managed sites utilize XTF: the CDL website and the OAC.

Do you host the content or harvest it?

Hosted: the OAC hosts archival description records. (End users view and interact with the records directly on the OAC website).

Degree of Customization

Moderately (we have made some modification to the stock XTF stylesheets for the purpose of displaying OAC finding aids)

How much do you customize for participating institutions?

We maintain a standard finding aid display in OAC, and do not customize the display for individual institutions. However, we support some integrations with external services (e.g., Aeon) that can be enabled for specific institutions; in these cases, the standard finding aid display will feature additional display elements (e.g., a "Request items" button for Aeon integrations).

Relationship to other systems or infrastructures at your organization or participating institutions

ArchivesSpace: we host ArchivesSpace for UC campus libraries and affiliates. We also provide documentation and tutorials to support contributors with utilizing ArchivesSpace to create finding aids for OAC.

Aeon: we support integrations between Aeon and OAC finding aids (on an ad-hoc basis, by request from individual contributors who have licensed Aeon). For example, see the "Request items" link at https://oac.cdlib.org/findaid/ark:/13030/c8b56mx5/.

OAI-PMH: we offer an OAI-PMH data provider service, which contributors can utilize to share finding aid data with other aggregators.

ArchiveGrid: we offer an option for contributors to share their finding aids with OCLC's ArchiveGrid. OAC contributors can opt-in to share their finding aids.

Centrally/collaboratively produced best practices, standards, or documentation

OAC Best Practice Guidelines for EAD (OAC BPG EAD): https://help.oac.cdlib.org/support/solutions/articles/9000103649-oac-best-practice-guidelines-for-ead

ArchivesSpace, Archon, and Archivists' Toolkit User Guides: https://help.oac.cdlib.org/support/solutions/articles/9000094086-archivesspace-archivists-toolkit-and-archon

These documents are kept up to date by OAC staff. We have not made significant updates to the OAC BPG EAD; if we were to significantly update the document, we would want to engage with other aggregators to explore a shared set of guidelines.

Standards Enforcement

The OAC BPG provides recommendations for EAD encoding. Institutions ensure that their records meet minimum standards. Our ingest process programmatically enforces valid XML and EAD encoding. Our requirements are not intensive, however: the following encoding is required to pass the ingest process:

- Be well-formed XML.
- Successfully validate against the EAD Version 2002 Document Type Definition or EAD 2002 Schema. The Schema is available in two syntaxes: Relax NG Schema (RNG) and W3C Schema (XSD).
- Have a valid filename.
- Contain a second <titleproper> with a type attribute set to "filing".
- Contain valid attribute values in <eadheader> and <eadid>.
- Contain ISO compliant *scriptcode* and *langcode* attributes in <language>.
- Contain only one <unittitle> in the top-level <did>.
- Have a valid attribute value in <archdesc>.
- Have the top-level <unitdate>, within <did>, encoded outside of <unittitle>.
- Contain valid *repositorycode* and *countrycode* attributes in the top-level <unitid>, within <did>.
- If using the *normal* attributes in <data> or <unitdate>, they must be ISO 8601-compliant.
- Not contain unnumbered (recursive) <c> in the <dsc>.
- Not contain tabular markup (<drow>/<dentry>) in the <dsc>.

Services Offered

The following are all provided by CDL responsible for managing and support OAC services:

Training: we provide a range of training guides (documentation) and tutorials (videos). We do not currently maintain or host a regular training program, to facilitate processing and description of collections, and contributing to OAC. However, we have previously co-developed workshops with other organizations that have offered in-person and web-based training programs (e.g., Society of California Archivists, Society of American Archivists, Orbis Cascade Alliance).

Tools: we provide a free, web-based utility called RecordEXPRESS (https://help.oac.cdlib.org/support/solutions/articles/9000049981-recordexpress) for OAC contributors; they can use the tool to create single-level EAD collection descriptions, and optionally attached supplemental PDF inventories. We also maintain a set of legacy EAD Web Templates (https://help.oac.cdlib.org/support/solutions/articles/9000107790-ead-web-templates), which some contributors still use to create multi-level EAD finding aids. Last, and as previously noted, we host ArchivesSpace for UC campus libraries and affiliates.

Services: Helpdesk service available at https://help.oac.cdlib.org

Administration and Governance

Administrative Home

California Digital Library (CDL).

Who makes strategic decisions about the operations of the program?

The CDL's Publishing & Special Collections Group, in consultation with CDL administration and also with input from UC and non-UC contributors.

Who makes decisions about resource allocation for the program?

The CDL's Publishing & Special Collections Group, in consultation with CDL administration.

How does your program get input on resource allocations and/or the operations work?

We gather ongoing input on our development projects from UC and non-UC contributors, through communication channels such as our helpdesk community forums, contributor meetings at conferences, and monthly updates with UC campus library staff.

We regularly seek validation on decisions that involve a broad range of stakeholders, such as major site redesigns or new site features.

Resources

Central Staff FTE

Approximately 1.45 (comprises allocations of multiple permanent/long-term staff)

List of Positions

Publishing & Special Collections group (https://www.cdlib.org/services/psc/):

- Director
- Associate Director
- Technical Lead
- Developer
- Senior Product Manager
- Service & Outreach Manager
- Contributor Support Specialist

The approximate FTE reflects an average overall allocation to support the OAC service in its current state (i.e., as redesigned in 2008) in "maintenance mode", without significant new R&D or feature implementations.

Development and maintenance of the OAC is distributed across multiple staff. Historically, these responsibilities were situated within a smaller number of staff members. As our team has grown to include additional staff, responsibilities have concomitantly been distributed across additional staff. The overall level of FTE effort to support the OAC in maintenance mode has been relatively stable. The service is integrated into the organization, and draws on expertise and support from other CDL services (e.g., User Experience and Design, Business Services).

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

OAC participating institutions do not provide in-kind staffing contributions to maintain and support development of the OAC platform. However, participating institutions must consent to our Terms of Service agreement (https://help.oac.cdlib.org/support/solutions/articles/9000049975-become-a-contributor) when contributing to the OAC. Staff at participating institutions are responsible for preparing and submitting finding aids that meet our minimum supported specification, responding to CDL inquiries regarding their content (e.g., in cases where we need to confer on issues such as removing items from publication), and supporting end-user requests received via our OAC helpdesk.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We have had a steady level of staffing over the last five years.

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes.

What is your staffing picture for the next three years (2019-2022)?

Stable. Though it is difficult to project their staffing picture through 2022, we do not anticipate any significant changes to the current staffing allocations to support the OAC service in maintenance mode.

Annual Budget (Excluding Personnel)

$29,500.00

Of this, $22,000 is for Amazon Web Services hosting for OAC and $7500 is hosting for ArchivesSpace.

Sources of that budget in the last three years (2016-2018)

CDL's annual budget is derived from a University of California campus assessment fund, California state lottery funds, fee-for service offerings, and grants and other restricted funds. A portion of the annual budget includes apportionments for the CDL's Publishing & Special Collections team, which is responsible for maintaining the OAC.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Decreasing (Not keeping up with cost increases, constraining infrastructure/services)

Has your program experienced a budget reduction in the last five years (2013-2018)?

Yes

If yes, how severe was that reduction?

Some (20% or less)

Also if yes, what did the program do to respond to that reduction?

We experienced a slight cut in our travel budget. However, members from our team were still were able to attend critical meetings and conferences in order to engage with many of our key stakeholders (e.g., Society of California Archivists, Society of American Archivists).

What are your funding prospects for the next three years (2019-2022)?

Decreasing (Not keeping up with cost increases, constraining infrastructure/services)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No, but we will need to resolve some issues with the legacy OAC infrastructure within the next 2-3 years, including updating code (Django, Python, old scripts) and a Linux migration in order to keep running as-is. This will require redirecting and allocating some additional staff resources to work on OAC in lieu of other services within our portfolio.

Mission and Values

Aggregation Founding Year

1998

Organizational History

(From https://www.cdlib.org/services/psc/oac/history.html)

The OAC has a long and notable history. It played a pivotal role in the first efforts to provide online access to archival material and is recognized for its ongoing innovations.

The development of the OAC is tied to that of Encoded Archival Description (EAD), the international standard and extensible format for describing archival collections. In 1993, the UC Berkeley Libraries developed an SGML prototype finding aid standard. It was subsequently revised, and in 1995 responsibility for the EAD DTD transferred to the Society of American Archivists and the Library of Congress.

Librarians and archivists at UC and institutions throughout California quickly realized the potential created by this technical development to improve access to archival finding aids.

Forming a UC-EAD consortium, they set out to develop a prototype union database of EAD-encoded records. The project secured funding from the UC Office of the President and the California State Library's LSTA grants program.

Between 1995 and 1997, they developed the prototype for UC institutions, primarily through retrospective conversion. In June 1997, participation was extended to other California repositories. Appropriately, the UC-EAD project was renamed the Online Archive of California to more accurately reflect the eligibility of a widespread group of institutions.

In 1998, the OAC was formally integrated into the California Digital Library, which immediately worked on developing digital content. CDL received additional funding for encoding finding aids from the LSTA program and initiated two projects: JARDA (Japanese American Relocation Digital Archive) and MOAC (Museums and the Online Archive of California). In 2001, CDL launched LHDRP (Local History Digital Resources Project), a program that encourages and helps public libraries and other local California institutions contribute to the OAC. In 2006, CDL launched California Cultures.

CDL also formulated administrative groups comprising representatives from OAC contributing institutions. The OAC Steering Committee weighed in on issues of content, policy, sustainability, partnership, and scholarship. The OAC Working Group advised CDL on issues concerning the administration, operation, and technical development of the OAC. A collaborative effort, the OAC continues to solicit and receive input from the community.

The look of the OAC has evolved over the years. The interface was first significantly redesigned in 2002 to integrate finding aids with associated digital content. In July 2008, CDL released a new iteration of the site, informed by user feedback and testing. The new site also integrates MARC records and EAD into a single search system.

CDL's Publishing & Special Collections group continues to seek ways to enhance the OAC for both users and contributors. DSC is constantly exploring ways to improve the site's functionality, further integrate collection guides and associated digital content, engage in user testing, promote best practices, and provide new and improved services for OAC contributors.

For more information about the history and development of the OAC, consult the bibliography [PDF].

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree

- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Agree

Although we have not conducted a formal assessment of contributor staff skill improvements, we have anecdotal evidence that as we support contributors, the staff gains familiarity with standards.

For many of our contributors, the OAC is the primary interface for their finding aids. Hence, the service may help them avoid costs associated with publishing finding aids through locally-maintained websites or platforms.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Transition (purposeful transition in response to constituents' changing needs; may result in services merging, spinning off, or ending)

For almost ten years, we have maintained OAC without significant development investments. Revamping the OAC would necessitate redirecting staffing and other resources. Before embarking on a redesign of the OAC site and underlying platform, we would like to determine if there is interest and capacity across other aggregations to develop shared infrastructure and services to aggregate finding aids at a national level.

What does Online Archive of California (OAC) do really well?

We have strived to lower the barriers to participation by supporting a range of finding aid formats, including MARC21, PDF, and EAD. We have a strong history of supporting tools and archival collection management systems (e.g., RecordEXPRESS, Archivists' Toolkit, ArchivesSpace, etc.) to facilitate the production of finding aids. We provide consultation, tutorials, guidelines to help institutions contribute finding aids. Last, we have a longstanding history of supporting integrations with related services -- e.g., Aeon -- and also supporting downstream distribution of the data (e.g., ArchiveGrid).

What does Online Archive of California (OAC) wish it did better?

We would like to modernize the OAC interface and improve the ingest/submission process. We would also like to provide more integrations between finding aids in OAC and related resources (e.g., digital versions of materials described in the finding aid) and context (holding institutions, individuals and organizations associated with the collection).

How does Online Archive of California (OAC) describe its value?

Based on helpdesk inquiries we receive from both contributors and researchers, and also based on our web analytics, we know that the OAC is actively utilized as a research resource. The OAC a valuable public service that is also part of their mission of research and teaching by enhancing the UC library collections.

We have not historically been in a position where we need to justify the value of aggregating and publishing finding aids, with our existing OAC contributor community.

We strongly believe that there is fundamental value in finding aid aggregation to support researchers with comprehensive access to unique collections -- most of which remain un-digitized.

What does Online Archive of California (OAC) want to do in the next 3-5 years, and what are the biggest challenges to doing that?

As previously noted, we have maintained OAC without significant development investments for the past 10 years. Revamping the OAC would necessitate redirecting staffing and other resources. Before embarking on a redesign of the OAC site and underlying platform, we would like to determine if there is interest and capacity across other aggregations to develop shared infrastructure and services to aggregate finding aids at a national level.

However, we anticipate that we will still need to maintain and update some of the core infrastructure the OAC within the next 2-3 years. This would include updating code and applications to current versions (e.g., Django databases, Python scripts) and conducting a Linux migration, to keep the service running as-is.

We currently support EAD Version 2002 finding aids; we do not yet support EAD3. Updating the OAC infrastructure to support EAD3 would require additional development work, beyond updating the core infrastructure. We are currently deferring any updates to support EAD3, until we have a clearer understanding of other aggregators' interests in collaborating on developing shared infrastructure and services to aggregate finding aids at a national level.

What would your members/participants do if you did not offer your service(s)?

A number of their contributors are fundamentally dependent on the OAC as their primary publication point for finding aids. Discontinuing the OAC would be a major service gap and shortfall for those contributors, for whom it is a core service. In cases where the OAC website has had an intermittent outage, we immediately heard from contributors and researchers that actively utilize the service as a research resource. We believe that many contributors and researchers regularly utilize the OAC, and would feel a profound loss if the service were discontinued.

Without the OAC, contributors would likely publish finding aids through locally-maintained website and platforms (e.g., ArchivesSpace).

Institutions Included

African American Museum and Library at Oakland, Oakland Public Library

Agua Caliente Cultural Museum

Alameda County Library, Dublin Library

Alameda Museum

Albany Library

American Bookbinders Museum

American Jewish University

Anaheim Public Library

Arcadia Public Library

Architecture and Design Collection, Art, Design and Architecture Museum, UC Santa Barbara

Architecture Collections, Huntington Library

Archives and Special Collections Department, California State University, Dominguez Hills

Archives, California State Parks

Art History/Classics Library, UC Berkeley

ArtCenter College of Design

Arts Library Special Collections, UC Santa Barbara

Autry Museum of the American West

Bancroft Library, UC Berkeley

Banning Library District

Beaumont Library District

Berkeley Art Museum and Pacific Film Archive, UC Berkeley

Berkeley Historical Society

Berkeley Public Library

Bioscience and Natural Resources Library, UC Berkeley

Black Gold Cooperative Library System

Boeckmann Center for Iberian and Latin American Studies, University of Southern California

Book Arts and Special Collections Center , San Francisco Public Library

Brand Library and Art Center, Glendale Library, Arts and Culture

C.G. Jung Institute of San Francisco

California Academy of Sciences

California College of the Arts Libraries

California Historical Society

California History Room, California State Library

California Institute of Technology (Caltech)

California Institute of the Arts Institute Archives

California Judicial Center Library, Special Collections and Archives

California Museum of Photography, UC Riverside

California Polytechnic State University - San Luis Obispo

California Social Welfare Archives, University of Southern California

California State Archives

California State Railroad Museum Library and Archives

California State University Archives, California State University, Dominguez Hills

California State University Channel Islands

California State University, Bakersfield

California State University, Chico

California State University, East Bay University Archives

California State University, Los Angeles

California State University, Monterey Bay Library

California State University, Sacramento Library

California State University, Stanislaus. Library

Center for Oral and Public History, California State University, Fullerton

Center for Sacramento History

Center for the Study of Political Graphics

Central Valley Political Archive, California State University, Fresno

Chabot Space and Science Center

Chapman University, Frank Mt. Pleasant Library of Special Collections and Archives

Cheadle Center for Biodiversity and Ecological Restoration, UC Santa Barbara

Chicano Studies Research Center, UCLA

Chinese Historical Society of Southern California

Chula Vista Public Library

Cinematic Arts Library, University of Southern California

Citrus College, Hayden Memorial Library

City of Commerce Public Library

Clark (William Andrews) Memorial Library, UCLA

College of Environmental Design Visual Resources Center, UC Berkeley

Computer History Museum

Contra Costa County Historical Society

Corona Public Library

Coronado Public Library

Covina Public Library

Critical Theory Archive, UC Irvine

Crocker Art Museum

Davis (Harmer E.) Transportation Library, UC Berkeley

De Anza College. California History Center

Denison (Ella Strong) Library, Claremont Colleges

Department of Geography Benjamin and Gladys Thomas Air Photo Archives, UCLA

Dublin Heritage Park and Museums

East Asia Library, Stanford University

East Asian Library, University of Southern California

ENV Archives-Special Collections, California State Polytechnic University, Pomona

Environmental Design Archives, UC Berkeley

Escondido Public Library, Pioneer Room

Ethnic Studies Library, UC Berkeley

Ethnomusicology Archive, UCLA

Feuchtwanger Memorial Library, University of Southern California

Film and Television Archive, UCLA

Fowler Museum of Cultural History, UCLA

Freedom Archives

Fresno City and County Historical Society

Fresno County Public Library

Fresno Pacific University Mennonite Library and Archives

Fuller Theological Seminary-David Allan Hubbard Library Archives

Fullerton College

GLBT Historical Society

Glendale Central Public Library History Room, Glendale Library, Arts and Culture

Glendale Community College Library

Go For Broke National Education Center

Graduate Theological Union

Greene and Greene Archives, University of Southern California

Grunwald Center for the Graphic Arts, UCLA

Historical Sites Society of Arcata

History Center of San Luis Obispo County

History San Jose Research Library

Honnold/Mudd Library, Claremont Colleges

Hoover Institution

Hugh and Hazel Darling Law Library, UCLA

Humboldt State University Library

Inglewood Public Library

Institute for Research on Labor and Employment Collections, UC Berkeley

Institute of Governmental Studies Library, UC Berkeley

Institutional Archives, Getty Research Institute

Intel Museum

International Guitar Research Archives (IGRA), California State University, Northridge

J. Craig Venter Institute

J. Paul Leonard Library, San Francisco State University

James C. Hormel LGBTQIA Center, San Francisco Public Library

Japanese American Historical Society of San Diego

Japanese American National Museum

Kern County Library

La Habra Historical Museum

La Jolla Historical Society

Labor Archives and Research Center, San Francisco State University

Law Library, UC Berkeley

Liberty High School Library

Library and Special Collections, UC Merced

Library Special Collections, Center for Oral History Research, UCLA

Library Special Collections, Charles E. Young Research Library, UCLA

Library Special Collections, Medicine and Science, UCLA

Library Special Collections, Performing Arts, UCLA

Library Special Collections, University Archives, UCLA

Library, UCSF Medical Center at Mount Zion Archives, UC San Francisco

Little People of America Archive

Los Angeles Contemporary Archive

Los Angeles County Metropolitan Transportation Authority Research Library and Archive

Los Angeles County Museum of Art

Los Angeles Maritime Museum

Los Angeles Philharmonic Archives

Los Angeles Public Library

Loyola Marymount University, Department of Archives and Special Collections, William H. Hannon Library

Manuscript Collections, Huntington Library

Manuscripts Division, Stanford University

Margaret Herrick Library, Academy of Motion Picture Arts and Sciences

Marin County Free Library

McCune Rare Books and Art Collection

Media Resources Center, UC Berkeley

Merced County Historical Society and Courthouse Museum

Mill Valley Public Library

Mills College

Mission Viejo Library

Mojave Desert Archives

Monterey County Free Libraries

Monterey Park Bruggemeyer Library

Monterey Peninsula College Library, Archives and Special Collections Department

Museum of Paleontology, UC Berkeley

Museum of Performance and Design, Performing Arts Library

Museum of Photographic Arts

Museum of Ventura County

Museum of Vertebrate Zoology, UC Berkeley

Music Library, UC Berkeley

NASA Ames Research Center

Nevada County Libraries, Doris Foley Library for Historical Research

Oakland History Room and Maps Division, Oakland Public Library

Oakland Museum of California

OC Public Libraries

Occidental College Library

Old China Hands Archives , California State University, Northridge

ONE National Gay and Lesbian Archives

Ontario City Library, Robert E. Ellingwood Model Colony History Room

Opus Archives and Research Center

Orange Public Library and History Center

Other Minds Archive

Oviatt Library Map Collection, California State University, Northridge

Oxnard Public Library

Pacifica Radio Archives

Palm Springs Art Museum

Palos Verdes Library District

Pasadena City College

Pasadena Digital History Collaboration

Pasadena Museum of History

Pepperdine University. Special Collections and University Archives

Perris Valley Museum Historical Archives

Phoebe A. Hearst Museum of Anthropology, UC Berkeley

Photo Archives Collections, Huntington Library

Photographic Archives, California State Parks

Physical Planning, Design and Construction Archives, UC Merced

Piatigorsky Archives at the Colburn School

Pitzer College Archives, Claremont Colleges

Placentia Library District

Placer County Archives

Pomona College Archives, Claremont Colleges

Pomona Public Library

Prints and Ephemera Collections, Huntington Library

Rancho Cucamonga Library Services

Rare Book Collections, Huntington Library

Rare Books Division, Stanford University

Redwood City Public Library

Redwood National Park

Regional History Collection, University of Southern California

Research Data Curation Program, UC San Diego

Richard Nixon Presidential Library and Museum

Richmond Public Library

Riverside Public Library

Roseville Historical Society

Roseville Public Library

Sacramento City College

Sacramento County Office of Education

Sacramento Public Library

San Bernardino Public Library

San Bruno Public Library

San Diego Air and Space Museum Library and Archives

San Diego City Clerk's Archives

San Diego History Center (formerly San Diego Historical Society)

San Diego Museum of Man

San Diego Natural History Museum Research Library

San Francisco History Center, San Francisco Public Library

San Francisco Maritime National Historical Park

San Francisco Museum of Modern Art

San Francisco Theological Seminary

San Joaquin County Historical Society and Museum

San Joaquin Valley Library System

San Jose Public Library. California Room

San Mateo County Library, Brisbane Library

San Mateo Public Library

Santa Ana Public Library

Santa Barbara Botanic Garden. Blaksley Library

Santa Barbara Museum of Art

Santa Barbara Trust for Historic Preservation. Presidio Research Center

Santa Clara City Library

Santa Clara County Archives

Santa Clara Valley Water District Library

Santa Cruz Public Libraries, Scotts Valley Branch, Santa Cruz Public Libraries

Santa Fe Springs City Library

Santa Monica Public Library

Santa Paula Historical Society

Scripps College, Ruth Chandler Williamson Gallery

Seaver Center for Western History Research, Natural History Museum of Los Angeles County

Sequoia and Kings Canyon National Parks

Sherman Indian Museum

Sherman Library and Gardens

Sierra Madre Public Library

Sisters of the Holy Family Archives

Sisters of the Presentation, San Francisco

Society of California Pioneers

Sonoma County Library

Sonoma State University Library

Sourisseau Academy for State and Local History

South Pasadena Public Library

South San Francisco History Room

South/Southeast Asia Library, UC Berkeley

Southeast Asian Archive, UC Irvine

Southern California Library for Social Studies and Research

Special Collections and Archives, California State Polytechnic University, Pomona

Special Collections and Archives, San José State University

Special Collections and Archives, UC Riverside

Special Collections and Archives, UC San Diego

Special Collections and Archives, UC Santa Cruz

Special Collections and University Archives, San Diego State University

Special Collections Research Center, California State University, Fresno

Special Collections, California State University, Northridge

Special Collections, Getty Research Institute

Special Collections, UC Davis

Special Collections, UC Irvine

Special Collections, UC San Francisco

Special Collections, UC Santa Barbara

Special Collections, University of Southern California

Stanford Archive of Recorded Sound, Stanford University

Stanford Music Library, Stanford University

Sutro Library, California State Library

Sutter County Library

Tauber Holocaust Library

Television Academy Foundation

The Book Club of California

The Center for Social Justice and Civil Liberties

The Drucker Instititue, Claremont Colleges

The Huntington Institutional Archives, Huntington Library

The Lace Museum

The Magnes Collection of Jewish Art and Life, UC Berkeley

The Robbins Collection, UC Berkeley

Thousand Oaks Library

Tobacco Control Archives, UC San Francisco

Tulare County Library. Annie R. Mitchell History Room

UC Cooperative Extension Archive, UC Merced

UC Hastings College of the Law

Unemployment Insurance Division Library

University Archives and Special Collections, California State University, Fullerton

University Archives, California State University, Northridge

University Archives, Stanford University

University Archives, UC Berkeley

University Archives, UC Davis

University Archives, UC Irvine

University Archives, UC Riverside

University Archives, UC San Francisco

University Archives, UC Santa Cruz

University Archives, University of Southern California

University of San Diego. Archives, Special Collections, and Digital Initiatives

University of the Pacific

Upland Public Library

Urban Archives, California State University, Northridge

Visual Communications

Wardman Library-Whittier College

Water Resources Collections and Archives, UC Riverside

Welga Archive, Bulosan Center for Filipino Studies, UC Davis

West Valley College Library

Whittier Public Library

Writers Guild Foundation Archive

Yolo County Archives

Yorba Linda Public Library

Yosemite National Park Archives

Yuba County Library

Zuckerberg San Francisco General Hospital Library and Archives, UC San Francisco

Philadelphia Area Archival Research Portal (PAARP)

Profile based on survey responses from and interview with Celia Caust-Ellenbogen, PACSCL Board Member/Archivist, Swarthmore College Libraries; and Holly Mengel, former PACSCL Project Manager/Manuscripts Cataloguing Librarian, University of Pennsylvania Libraries, December 2018. Celia Caust-Ellenbogen reviewed, edited and approved this summary on February 4, 2019.

Overview

Public-facing URL

http://dla.library.upenn.edu/dla/pacscl/index.html

State(s) Included

Delaware, New Jersey, Pennsylvania

Summary of Mission

The Philadelphia Area Archives Research Portal (PAARP), formerly the PACSCL Finding Aids Site, provides access to descriptions of more than 5,000 collections from over 200 regional institutions.

Number of institutions with collections represented in your aggregation

212

List of Contributing Institutions

See attached list.

Number of Records

7721

Record Type(s)

EAD (2002)

Records Added in Last Year

1500

Contributors Added in Last Year

Yes; 3.

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers)

This response is based on the interviewees' opinions and is not the result of a specific discussion in the organization.

Infrastructure

Main System for Storage, Indexing, and Delivery

EAD XML finding aids are stored on NFS file shares on contributors' own servers, mounted r/w for Windows users (staff who modify the finding aids) and read-only for linux servers for system access (including "publishing" via simple Apache directory listing). Locally-hosted NFS-mounted filesystem (possibly managed as ZFS or some other snapshot-able format?). There is an Apache server for raw public access. Harvesting, transformation, and public interface is all legacy (and inevitably slated for overhaul of some kind in the indefinite future). All java-based, and "cocoon" xslt framework for public-facing UI (discovery/etc.). Transformation is XSLT based as well (but that choice makes more sense for pre-processing than as the UI framework).

Other Elements of System

See above.

The site is hosted at Penn, and mirrors Penn's own finding aid site (http://dla.library.upenn.edu/dla/ead/index.html) but is separate. It is a locally built system for EADs, first launched in 2010. It is considered to be nearing end of life, and because the digital library architecture at Penn will be replaced in about five years, IT does not want to invest much in this system. IT is taking care of basic maintenance, but they're not going to do development. Their discussions about new systems are early days, but possibilities may include Samsara (Hydra) and ArcLight. If Penn chooses to merge the Penn and PACSCL sites, PAARP's maintenance would be more guaranteed.

Do you host the content or harvest it?

Harvested: You harvest information about archival description records, from external sources. End users are able to view that information on your aggregation's website. Some features (such as requesting boxes) are only available from the repositories' home catalogs..

Degree of Customization

Locally developed, and have refined the system heavily to meet our needs.

How much do you customize for participating institutions?

No customization at all

Relationship to other systems or infrastructures at your organization or participating institutions

It does not have any relationship to other systems or infrastructures at my organization or participating institutions

Finding aids that are generated in ASpace are compatible with the system, but there's nothing automated about putting them in the aggregation. They believe there are some institutionally based efforts underway, and there are ASpace plugins that might accomplish this but no one is implementing yet.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; How to set up a web folder (not online);

Optimizing data entry in AT for display in finding aid site (http://clir.pacscl.org/wp-content/uploads/2009/07/PACSCL_Finding_Aid_Site-Best_Practices_for_Data_Entry_and_Optimization.pdf).

The Archivist's Toolkit data entry guidelines were created during PACSCL project and have not been updated at all. Now that they have ArchivesSpace users, they would like to update these, but since they don't have staff dedicated to PAARP, that's not a near-term prospect.

Standards Enforcement

A mix of standards enforcement and central normalization.

Their intervention is very minimal and based on use of Archivist's Toolkit or ArchivesSpace, using DACS, and exporting standard EAD.

Services Offered

One-on-one instruction as needed. Mengel provides most of this support. Technical issues are largely unsupported; Mengel does her best to fix problems before she asks IT Services for help.

Administration and Governance

Administrative Home

Organized by PACSCL (Philadelphia Area Consortium of Special Collections Libraries), Powered (developed, hosted, troubleshooting by) University of Pennsylvania Libraries

Who makes strategic decisions about the operations of the program?

A committee or board of directors

Who makes decisions about resource allocation for the program?

The administration of the host organization

How does your program get input on resource allocations and/or the operations work?

By asking the staff assigned to the aggregation, By asking a committee or board of directors

The PACSCL board of directors makes high level decisions. Day to day decisions are determined by staff at the University of Pennsylvania. There is also a committee specific to the aggregation.

Resources

Central Staff FTE

0

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Both Mengel and Caust-Ellenbogen contribute time with the blessing of their administration, but there is no formal agreement in place. Both took on this work not because anyone asked them or put it in their job description, but because they felt it was important. Mengel was a project manager on the PACSCL project that developed the PAARP aggregator and has been able to continue the work because she got a job at the University of Pennsylvania. Caust-Ellenbogen worked on two projects that contributed finding aids to PAARP site (most of these finding aids are not available anywhere else online). Without both of them, it's entirely possible that the site would already be gone.

There is no formal agreement about IT support for the site, so when there is an issue, it is low on the priority list for the University of Pennsylvania IT staff.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Some individuals at participating institutions contribute time

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

No

What is your staffing picture for the next three years (2019-2022)?

Unknown

There is an archivist at Penn who is designated to add new repositories to PAARP (Mengel), but it is not a formal agreement and only as her time allows (perhaps 1-3 hours per week, maximum, and often 0 hours per week). An advisory committee of participating institutions' staff has been dormant for years, but was reactivated several months ago and is currently very active.

Annual Budget (Excluding Personnel)

$0.00

They use infrastructure and other resources already in use for other purposes.

Sources of that budget in the last three years (2016-2018)

N/A

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

N/A

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

Yes

Developers at Penn estimate the site has a useful lifespan of only another few years before the underlying architecture will be too outdated to maintain. It is unknown whether PACSCL+Penn will work together on an overhaul, whether PACSCL will chose a new host, or will abandon(/ archive) the site.

Mission and Values

Aggregation Founding Year

2010

Organizational History

PACSCL was founded in 1985 with sixteen institutions forming an informal cooperative group around Philadelphia-area heritage collections. Since then, it has doubled in size and hosted a number of programs and projects. In 2009, PACSCL began a grant-funded consortial archival processing project. Since not all PACSCL members had their own finding aids catalog, they created "The PACSCL Finding Aids Site" to hold the finding aids being produced as part of that project. The University of Pennsylvania created the site as a clone of its own existing EAD site. Some PACSCL members chose to add non-project finding aids, but many did not. In 2011, with another grant in place, the finding aid site added several hundred finding aids created from small neighborhood historical societies (non-PACSCL members). PACSCL continues to grow, and as it grows, more members are invited to add to the site. In 2018, the aggregator site was renamed "Philadelphia Area Archives Research Portal (PAARP)" to reflect the broader constituency, and now accepts finding aids from any contributor archives, not just PACSCL members.

PACSCL is in a time of transition on a number of fronts. The sole staff member, Laura Blanchard, is retiring after 20+ years, and that coincides with the need to do strategic planning. The organization is re-evaluating what members value and where members feel engaged. The board has been pushing PACSCL membership, and sees PAARP as a big selling point.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Neutral
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation, their staff members have more time for work that must occur at the institution: Disagree

For most places, this is an additional location for finding aids rather than the sole access; the site is more for researchers than for archivists/cultural heritage practitioners. Participation doesn't require new skills; they perceive that the work is the same. This is a contrast, in particular, with DPLA participation, which has a higher bar for participation.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Acceleration (scaling services to quickly grow; the stage at which communities may spin off some services or begin to fail)

In the recent past, they've onboarded a number of new institutions and the University of Pennsylvania has finally addressed some long-standing technical issues. They rebranded the Research Portal and are currently doing some usability testing. In addition, they are engaging with contributors both to think about upcoming changes and to ask why some aren't contributing.

What does Philadelphia Area Consortium of Special Collections Libraries (PACSCL) do really well?

They reunite related collections that are scattered among many institutions, including some very small neighborhood historical societies. As a result, the Research Portal exposes materials that can't be found anywhere else.

What does Philadelphia Area Consortium of Special Collections Libraries (PACSCL) wish it did better?

Even though the Research Portal was created by PACSCL, not all member institutions contribute. Some have no special collections; others have them and have finding aids but don't contribute them. At least two repositories aren't creating EAD, but PAARP doesn't take PDFs or Word documents. Some institutions are not processing at all outside of grant-funded projects.

How does Philadelphia Area Consortium of Special Collections Libraries (PACSCL) describe its value?

The original intent--to unite all the Philadelphia-area collections--remains central, and the inclusion of many tiny institutions reflects that. To Mengel and Caust-Ellenbogen, the value seems self-evident, and many agree on the face. But it's far from universal. Everyone is overworked and understaffed, and that reality out-distances intent.

What does Philadelphia Area Consortium of Special Collections Libraries (PACSCL) want to do in the next 3-5 years, and what are the biggest challenges to doing that?

The number one goal is to get all extant EADs onto the site to increase collection exposure and institutional buy-in. The barriers to that are limited staff time and attention, technical barriers to setting up a web folder at some repositories, and some data compatibility issues (for example, repositories need to add an institutional-specific prefix to collection call numbers). Staff turnover means that the community management is difficult and results in significant communication gaps.

Second is addressing infrastructure. PACSCL's finding aids site (PAARP) is at a crossroads and the advisory committee is trying to determine whether to invest in an overhaul of the site or not. They are very eager to explore what a national finding aids network would look like. If this could replace PAARP, they probably wouldn't invest in it any more. If PAARP were needed as a conduit in order to contribute to a national network (like the DPLA hub system), it is likely that PACSCL would have greater interest in investing in PAARP so that it could meet those requirements and serve that role. Whether a new PAARP is integrated with or separate from a new repository for the University of Pennsylvania, UPenn will play a key role since it's been so difficult to get IT support.

What would your members/participants do if you did not offer your service(s)?

Institutions who rely on it for primary exposure would have major issues since in most cases they don't have other avenues easily available to them. Institutions who already have their own infrastructure would likely have less of a reaction. Some of those institutions currently resist taking the extra step to put finding aids in PAARP.

The biggest impact might be on researchers. In the absence of metrics on the site, anecdotal evidence suggests that the site offers unique and important information. In some cases, PAARP's search engine exposure is much better than the institution's primary site.

Institutions Included

1st Regiment Infantry Museum (2)
Academy of Natural Sciences
Philadelphia (20)
African American Museum in Philadelphia (26)
African Episcopal Church of St. Thomas (4)
American Swedish Historical Museum (13)
Andalusia Foundation (1)
Archives of the Associated Alumni of the Central High School of Philadelphia (3)
Aston Township Historical Society (2)
Audiovisual Collections and Digital Initiatives Department (4)
Awbury Arboretum (4)
Bridesburg Historical Society (1)
Bryn Mawr College (76)
Bucks County Civil War Round Table Library and Museum (1)
Byberry Library (4)
Chadds Ford Historical Society (5)
Charles Albert Tindley Institute (1)
Charlestown Historical Society (4)
Chester County Archives (1)
Chester County Historical Society (8)
Chester Heights Camp Meeting Association (1)
Chestnut Hill Historical Society (68)
Chichester Historical Society (1)
Christ Church Archives (1)
Christian C. Sanderson Museum (2)
City of Philadelphia
Department of Records
City Archives (4)
Cliveden of the National Trust (2)
Colonial Pennsylvania Plantation (2)

Concord Township Historical Society (8)
Conshohocken Historical Society (16)
Craven Hall Historical Society (3)
Dabbs Woodfin Library and Archives at Newlin Grist Mill (3)
Darby Free Library (2)
Delaware County Historical Society (47)
Delaware County Institute of Science (6)
Downingtown Area Historical Society (14)
Doylestown Historical Society (15)
Drexel University: Archives and Special Collections (81)
Drexel University: College of Medicine Legacy Center (43)
Dublin Historical Society (3)
East Falls Historical Society (4)
Eastern State Penitentiary (3)
Eden Cemetery (1)
Elwyn Historical Archives and Museum (2)
Eugenio M. de Hostos Archives at Taller Puertorrique?o(1)
Fairmount Park Historic Resource Archives (24)
Fireman's Hall Museum (11)
First Unitarian Church of Philadelphia Archives (1)
Free Library of Philadelphia: Children's Literature Research Collection (46)
Free Library of Philadelphia: Rare Book Department (21)
Friends of Northeast Philadelphia History (4)
Friends' Central School Archives (1)
German Society of Pennsylvania: Joseph P. Horner Memorial Library (45)
Germantown Historical Society (38)
Germantown Mennonite Historic Trust (2)
Glen Foerd on the Delaware (5)
Goschenhoppen Historians
Grand Army of the Republic Civil War Museum and Library (29)
Greek American Heritage Museum (5)

Hagley Museum and Library: Audiovisual Collections and Digital Initiatives Department (644)
Hagley Museum and Library: Manuscripts and Archives Department (329)
Hagley Museum and Library: Published Collections Department (14)
Harcum College Archives (2)
Haverford College Quaker & Special Collections (791)
Haverford Township Historical Society (9)
Haycock Historical Society (2)
Highlands Historical Society (4)
Historic Carversville Society (3)
Historic Fallsington
Historic Langhorne Association (14)
Historic Sugartown
Historic Waynesborough (1)
Historical Society of Bensalem Township (6)
Historical Society of Fort Washington (12)
Historical Society of Frankford (44)
Historical Society of Hilltown Township (5)
Historical Society of Montgomery County (52)
Historical Society of Tacony (10)
Historical Society of the Eastern Pennsylvania Conference of the United Methodist Church (57)
Historical Society of the Phoenixville Area (20)
Horsham Preservation and Historical Association (3)
Independence Seaport Museum
J. Welles Henderson Archives and Library (26)
James A. Michener Art Museum Archives (24)
John Bowman Bartram Special Collections Library (5)
John Gloucester Memorial and Historical Society (1)
John J. Wilcox Jr. GLBT Archives of Philadelphia (35)
John James Audubon Center at Mill Grove (6)

Johnson House Historic Site (2)
Kennett Township Historical Commission (5)
King of Prussia Historical Society (6)
Lansdale Historical Society (13)
Laurel Hill Cemetery (1)
Lehigh University Special Collections (8)
Library Company of Philadelphia (21)
Limerick Township Historical Society (7)
Lower Makefield Historical Society (4)
Lower Merion Historical Society (25)
Lower Pottsgrove Historical Society (2)
Malvern Historical Commission (14)
Margaret R. Grundy Memorial Library (13)
Marple Historical Society (2)
Media Historic Archives Commission (9)
Mennonite Heritage Center (5)
Mikveh Israel Archives (1)
Mill at Anselma Preservation and Educational Trust (2)
Millbrook Society (15)
Montgomery Township Historical Society (4)
Moore Archives at Historic Yellow Springs (1)
Morris Arboretum Archives (5)
Mummers Museum (9)
Museum of the American Revolution (1)
National Archives at Philadelphia (1)
National Iron & Steel Heritage Museum (5)
Nether Providence Historical Society (2)
New Hope Historical Society (9)
New London Area Historical Society (1)
Newtown Historic Association (24)
Newtown Square Historical Society (2)

Old Eagle School (1)
Old York Road Historical Society (89)
One Washington Road Princeton
New Jersey 08544 USA (1)
Pearl S. Buck International (7)
Pennepack Baptist Historical Foundation (1)
Pennsylvania Horticultural Society (8)
Pennypacker Mills (1)
Perkasie Historical Society (6)
Philadelphia Archdiocesan Historical Research Center (22)
Philadelphia Area Consortium of Special Collections Libraries (2)
Philadelphia Clef Club of Jazz and Performing Arts (2)
Philadelphia Folksong Society (1)
Philadelphia History Museum (30)
Philadelphia Museum of Art Archives (148)
Philadelphia Sketch Club (4)
Philadelphia Society of Free Letts (1)
Philadelphia University: Paul J. Gutman Library
Special Collections (6)
Plumstead Historical Society (2)
Plymouth Meeting Historical Society (6)
Pottsgrove Manor (1)
Pottstown Historical Society (11)
Princeton University. Library Latin American Ephemera Collection One Washington Road Princeton
New Jersey 08544 USA (1)
Quaker Meeting Records at Haverford College Quaker & Special Collections and Friends Historical Library of Swarthmore College (1)
Quakertown Historical Society (6)
Radnor Historical Society (19)
Radnor Hunt Archives (2)

Richard Allen Museum Archives (1)
Richard Wall House Museum (2)
Roxborough Manayunk Wissahickon Historical Society (1)
Ryerss Museum and Library (2)
Science History Institute Archives (25)
Sellersville Museum (5)
Sharon Hill Historical Society (3)
Solebury Township Historical Society (4)
Southampton Baptist Corporation (2)
Spring-Ford Area Historical Society (6)
Springfield Township Historical Society (Bucks County Pa.) (3)
Springfield Township Historical Society (Montgomery County Pa.) (9)
St. David's Episcopal Church Parish Archives (1)
St. James' Community History Center (3)
St. Peter's Episcopal Church (1)
Stenton (4)
Strawberry Mansion (4)
Sunrise Mill (1)
Temple University Libraries Charles L. Blockson Afro-American Collection (2)
Temple University Libraries Special Collections Research Center (16)
The Archives at the School in Rose Valley (1)
The Center for Art in Wood (7)
The Henry George Birthplace
Archive and Historical Research Center (4)
The Historical and Interpretive Collections of The Franklin Institute (49)
The Historical Society of Pennsylvania (6)
The Historical Society of Trappe
Collegeville
Perkiomen Valley (9)
The Wilma Theater (1)
Thornbury Historical Society (3)

Tinicum Township Historical Society (2)
Tredyffrin Easttown Historical Society (5)
Tri-County Heritage Society (16)
Tyler Arboretum (2)
Union League of Philadelphia (2)
Union Library of Hatboro (4)
University of Delaware Library - Special Collections Department (7)
University of Pennsylvania: Annenberg School for Communication Library Archives (2)
University of Pennsylvania: Barbara Bates Center for the Study of The History of Nursing (175)
University of Pennsylvania: Biddle Law Library (130)
University of Pennsylvania: Kislak Center for Special Collections Rare Books and Manuscripts (749)
University of Pennsylvania: Library at the Herbert D. Katz Center for Advanced Judaic Studies (22)
University of Pennsylvania: Penn Museum Archives (172)
University of Pennsylvania: Rare Book & Manuscript Library Print Collections (12)
University of Pennsylvania: University Archives and Records Center (145)
Upper Darby Historical Society (2)
Upper Moreland Historical Association (6)
Upper Uwchlan Township Historic Commission (1)
Uwchlan Township Historical Commission (5)
Village Improvement Association of Doylestown (2)
Villiger Archives of St. Joseph's Preparatory School (1)
Violette de Mazia Foundation (2)
Wagner Free Institute of Science (10)
Wallace Township Archives (7)
Warwick Township Historical Society (3)
Welkinweir (2)
Welsh Valley Preservation Society (3)
West Caln Township Historical Commission (2)

West Nantmeal Township Historical Commission (2)
Westtown School Archives (13)
Wharton Esherick Museum (2)
WHYY Archives (1)
William M. Lennox Archives Center at Malvern Retreat House (1)
Williamson College of the Trades (Williamson Free School of Mechanical Trades) (3)
Wissahickon Valley Historical Society (10)
Wissahickon Valley Watershed Association (2)
Woodford Mansion (1)
Woodlands Mansion and Cemetery (1)
Woodmere Art Museum (6)
Worcester Historical Society (11)
Yardley Historical Association (6)

Rhode Island Archives and Manuscript Collections Online (RIAMCO)

Profile based on survey response from and interview with Karen Eberhart, RIAMCO Executive Committee Chair and Brown University Manuscripts Processing Archivist; and Kathryn McNally, RIAMCO Executive Committee Member and Digitization Archivist for The Preservation Society of Newport County; December 2018. Eberhart and McNally reviewed, edited and approved this summary on February 5, 2019.

Overview

Public-facing URL

http://www.riamco.org/

State(s) Included

Rhode Island; Massachusetts (one institution, one finding aid)

Summary of Mission

The Rhode Island Archival and Manuscript Collections Online (RIAMCO) is the gateway to information about archival collections at repositories across Rhode Island.

Number of institutions with collections represented in your aggregation

25

List of Contributing Institutions

Bristol Historical & Preservation Society, Brown University, Haffenreffer Museum of Anthropology, Historic New England, Jamestown Historical Society, John Carter Brown Library, Naval War College, Newport Art Museum, Newport Historical Society, North Kingstown Free Library, Preservation Society of Newport County, Providence Athenaeum, Providence City Archives, Providence College, Providence Public Library, Redwood Library and Athenaeum, Rhode Island College, Rhode Island Historical Society, Rhode Island School of Design, Rhode Island State Archives, Roger Williams University, Salve Regina University, Tomaquag Museum, University of Rhode Island, Westerly Public Library

Number of Records

1,151

Record Type(s)

EAD (2002)
PDFs: Container lists pointed to from top level EAD record. Most of these are from Brown University, and there are not many.

Records Added in Last Year

45

Contributors Added in Last Year

Yes; 3.

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians

This list does not reflect a formal decision made among the contributors. It reflects a diverse set of institutions with an equally diverse audience.

Infrastructure

Main System for Storage, Indexing, and Delivery

Solr database, PHP files to enable search functions, XSL stylesheets to render EAD finding aids.

Other Elements of System

The server and Solr database is hosted and maintained by Brown University. The user interface is a website designed and maintained by Brown University. They use Google Analytics on site and just installed heat maps.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Heavily (we've refined the system heavily to meet our needs)

How much do you customize for participating institutions?

We customize some (small exceptions to accommodate institutional practices)

Relationship to other systems or infrastructures at your organization or participating institutions

It does not have any relationship to other systems or infrastructures at Brown University or participating institutions. Most institutions have MARC records that point to the RIAMCO record, and also link to digital images at the component level, but there is no requirement to do both or either. Most participating institutions create EADs by hand rather than automatic export. The EADs do not currently facilitate ArchiveGrid harvesting because AG had a hard time harvesting from RIAMCO.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; Documentation and manual located at: <ins>http://www.riamco.org/resources.html</ins>

Required EAD tags for RIAMCO and sample finding aid (https://library.brown.edu/riamco/pdf_files/Required%20EAD%20tags%20for%20RIAMCO%20and%20sample%20finding%20aid.pdf)
RIAMCO Date Formats (https://library.brown.edu/riamco/pdf_files/RIAMCO%20Date%20formats.pdf).

None of these have changed substantially since RIAMCO's founding.

Standards Enforcement

Compliance checking and standards enforcement. Each institution has the responsibility to ensure that their own records meet minimum standards.

The compliance checking only allows valid EAD to load into the system. If it loads, it works; if something doesn't appear as expected, it will not nest correctly. There is no compliance checking by central staff. The documentation shows a minimal level record as a baseline.

They are workflow-neutral; each institution decides how they make their finding aids. Some use Oxygen, others NoteTab or ArchivesSpace. They did create a NoteTab Pro instance with clips and tools that Brown did use that create compliant finding aids. They also offer an updated version of the [PACSCL Finding Aid Spreadsheet](#) to create compliant EAD and to facilitate student encoding.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient), Services (consulting, encoding)

Administration and Governance

Administrative Home

Brown University

Who makes strategic decisions about the operations of the program?

The contributing institutions

Who makes decisions about resource allocation for the program?

The contributing institutions decide if there will be any new initiatives that require additional funding. Brown University decides how the internal resources are allocated for the hosting and maintenance of the website and search interface.

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions. By asking the staff assigned as the representatives from the contributing institutions. Determined by administration of host institution.

Contributing institutions can make suggestions and the executive committee vets these suggestions. Decision making processes are very democratic. Because Brown hosts it, the IT department responds to requests about what is feasible and decide what can happen.

Decision making would be harder if it involved money; it's not a problem currently because most institutions contribute "just time."

Resources

Central Staff FTE

0.05
For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Brown University Library, Manuscripts Processing Archivist, 0.05, Permanent.

At present IT time is negligible; this will be different during redesign.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation

Other institutions contribute staff time, and some are more invested than others--more dependent on number of staff than institution size.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$0.00
They have no fees for participation. "[There is] definitely no monetary budget at Brown or anywhere else."

Sources of that budget in the last three years (2016-2018)

#N/A

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No. RIAMCO is stable with continued firm commitment from Brown University as the host institution. Member institutions remain committed and it is likely we will add additional institutions in the future.

Mission and Values

Aggregation Founding Year

2009

Organizational History

The RIAMCO consortium was proposed by Jay Gaidmore and Jennifer Betts, staff at Brown University. Brown already had Brown Archives and Manuscripts Collections Online (BAMCO); the impetus was really to expose the connections between collections at different institutions or literal splits between them. The database would help the public and the staff at the institutions provide better reference services. Brown proposed the consortium to as many institutions as possible and started with ten institutions. Brown received a 2-year grant from the National Endowment for the Humanities in 2008 to create a website, search interface, train staff at each institution on EAD, and create the initial set of 344 encoded finding aids. The website went live in 2010. The NEH grant was administered by staff at Brown University, and Brown made a firm commitment to host and maintain the website for the consortium. Staff at Brown have always chaired the executive committee. Staff at other institutions tend to remain representatives for as long as they are in their positions. They meet 1-2 times a year.

RIAMCO now has 25 institutions ranging from small public libraries to most of the academic institutions in RI. No changes have been made to the website or search interface since 2009. RIAMCO is at the beginning stages of planning to migrate to EAD3 and move from the home-

grown search interface to a Blacklight-based interface. The goal is to complete the migration to a new system by the end of 2019.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?
- When institutions participate in our aggregation, their staff members become better at their jobs: Agree. Participation in RIAMCO allows participating staff to use their existing skills (or develop new ones) in the area of archival description, especially in EAD encoding, etc.
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Neutral. Some of the smaller institutions that have joined RIAMCO may not have professional staff or staff that were formally trained in Archival Description/EAD and therefore require some accommodation or teaching sessions, or learn on the fly. We answered neutral because, while they may not possess the skills upon joining, they are certainly actively willing to learn in order to participate.
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree. Participation in the RIAMCO meetings, and most recently in the committees related to the website redesign, offers participants a chance to develop and/or flex professional skills that may not always get used in the day to day profession. We were asked to consider user interfaces, and to dig deeper into the minutiae behind the makeup of EAD tags and structure. It also provides a convenient vehicle for continuing education and refresher courses in Archival Description and EAD.
- When institutions participate in our aggregation, their staff members have more time for work that must occur at the institution: Disagree. Staff members from participating institutions are not specifically compensated for their work on RIAMCO projects, so any work undertaken in attending meetings, participating in committees, or formatting finding aids to RIAMCO specifications is done in addition to their normal duties.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Transition (purposeful transition in response to constituents' changing needs; may result in services merging, spinning off, or ending)

They recognize the website was developed in 2009 and needs to be more current, and that they need to consider EAD3 and look at more modern search capabilities.

What does Rhode Island Archives and Manuscript Collections Online (RIAMCO) do really well?

They've been pretty stable over ten years, have managed work distribution without a lot of central costs, everyone involved is cooperative and agreeable and committed to democratic decision making.

What does Rhode Island Archives and Manuscript Collections Online (RIAMCO) wish it did better?

The website is out of date.

How does Rhode Island Archives and Manuscript Collections Online (RIAMCO) describe its value?

It facilitates reference for collections that are scattered and/or split, equalizing access to those collections. They also provide community and professional development in an annual meeting.

What does Rhode Island Archives and Manuscript Collections Online (RIAMCO) want to do in the next 3-5 years, and what are the biggest challenges to doing that?

They plan to update their website, and may get a grant for the redesign. They have picked NYU's system already (see https://specialcollections.library.nyu.edu/search). Based on user friendly nature, faceting, not resource intensive. This is mostly an interface redesign, a little bit on the underlying indexing to facilitate faceting.

What would your members/participants do if you did not offer your service(s)?

Many of the institutions would lose their sole public exposure on the web. Archivists would be frustrated and upset and would have to create some other options on their own (and that's not possible for all organizations). Administrators who participate in Consortium of Rhode Island Academic & Research Libraries (CRIARL) (21 members, multi-type) would be likely to discuss taking up the program, or another institution could step up to host it. If the new host needed to charge membership fees, no matter how low, that would be a significant problem.

Rocky Mountain Online Archive

Profile based on survey response from and interview with Kevin Comerford, Director of Digital Initiatives and Scholarly Communication, December 2018. Comerford reviewed, edited and approved this summary on February 25, 2019.

Overview

Public-facing URL

https://rmoa.unm.edu

State(s) Included

Colorado, New Mexico, Wyoming

Summary of Mission

Provides access to archival finding aids at institutions in New Mexico, Colorado and Wyoming

Number of institutions with collections represented in your aggregation

31

List of Contributing Institutions

Acequia Madre House, Albuquerque/Bernalillo County Special Collections Library, Auraria Library, Bessemer Historical Society, Buffalo Bill Center of the West, Colorado State University, Colorado State University-Pueblo, Denver Museum of Nature and Science, Denver Water, Douglas County History Research Center, Fort Lewis College Center of Southwest Studies, Fray Angelico Chavez History Library, Heart Mountain Wyoming Foundation, Institute of American Indian Arts, Longmont Museum & Cultural Center, National Hispanic Cultural Center, New Mexico Highlands University, New Mexico Museum of Art, New Mexico State Records Center and Archives, New Mexico State University Library, Archives and Special Collections, New Mexico Tech, Joseph R. Skeen Library, Palace of the Governors Photo Archive, Pikes Peak Library District Special Collections, School for Advanced Research, University of Colorado Archives, University of Colorado Special Collections, University of Denver, University of New Mexico Center for Southwest Research, University of New Mexico Health Sciences Library and Informatics Center, University of New Mexico Maxwell Museum of Anthropology, University of New Mexico School of Law Library, University of Northern Colorado, University of Wyoming, Wyoming State Archives

Number of Records

8,453

Record Type(s)

EAD (2002)

Records Added in Last Year

47

Contributors Added in Last Year

Yes; 2.

End Users

College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Genealogists/family historians

This list is based on anecdotal reports from partners, what users they see at University of New Mexico, and support requests. The partners have not had a formal conversation about end users.

Infrastructure

Main System for Storage, Indexing, and Delivery

Custom user interface built on Ixiasoft TEXTml Server (XML docbase)

Other Elements of System

Linux server, proprietary database and middleware, javascript-based web front end.

Ixiasoft does feature enhancements and UNM does basic maintenance. The custom application built on TextML is the core code base that was written for the NEH grant. Since then, RMOA has done three major developments to improve search results and display. The workflow is the same as it was originally. UNM has improved the "wizard" tool that allows contributors to build simple EAD.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Very little (we use the system largely as it came to us)

How much do you customize for participating institutions?

No customization at all

Relationship to other systems or infrastructures at your organization or participating institutions

It does not have any relationship to other systems or infrastructures at my organization or participating institutions

RMOA has no code-driven dynamic interchange, but they do link out to digital content, link back into RMOA from MARC records and a couple of other Special Collections project systems.

Centrally/collaboratively produced best practices, standards, or documentation

None other than what is written into the application. However, they do offer other forms of support. RMOA gives a new partner a template to work from and instruction on using the "wizard" tool, which has some validation built into it, particularly for some of the <eadheader> elements. Most of the new partners in the last few years have been emergent in archival description. They are happy with the wizard and don't want or need to do full EAD. They do teach partners how to use Oxygen to create container lists; the system will then join the collection-level description with the details. They have also built XSLT for some institutions to do automatic conversion of Word container lists.

Standards Enforcement

A mix of standards enforcement and central normalization. Their threshold for compliance is valid EAD. The system requires some elements: scope and content, restrictions, and those usually associated with a collection summary fields. Basic validation is in system and prevents a partner from submitting a document that doesn't have minimums. RMOA originally had an informal policy that they wanted at least some container description below collection level. This has proven unattainable for many partners, so they have dropped this policy. UNM staff catch content problems during the process of training and onboarding new partners.

Advanced users have training in direct EAD encoding, and the TexML server enforces the DTD standard rules on finding aids that are directly uploaded to the repository. For beginning users, the Finding Aid Wizard helps them normalize their institution and collection data, so that it fits into the EAD standard format.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Informal consulting

When they get a new partner, UNM does a virtual training session. They do the same with any partners that request it.

Administration and Governance

Administrative Home

University of New Mexico

Who makes strategic decisions about the operations of the program?

The contributing institutions, The administration of the host organization

Who makes decisions about resource allocation for the program?

The administration of the host organization

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking the staff assigned to the aggregation

RMOA originally had a governance structure with representatives for Colorado, New Mexico, and Wyoming, but few formal decision-making processes for normal operations. If they decided to profoundly change the operation, they would gather partners together to re-vision, or would poll the department heads of each member institution for their feedback. The original representatives for Colorado and Wyoming are still in positions in those states and talk with UNM, but there haven't been formal meetings for quite some time.

Resources

Central Staff FTE

0.4

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Director, 0.25, Permanent. Kevin Comerford, University of New Mexico Libraries.

Program Manager, 0.15, Permanent. Staff position, University of New Mexico Libraries.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$12,000.00

This is for licensing (TEXTml and a portion of other licenses) and other costs.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution. One of the missions of the Information Technology department at the University of New Mexico Libraries is to support statewide infrastructure for collaboration and provide training in digital librarianship. So, the function of RMOA has always been statewide rather than campus specific, and there is a strong institutional commitment to providing this service to the state without cost to the partners. Involving the Rocky Mountain scholarly community benefits the campus.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No

Mission and Values

Aggregation Founding Year

2006

Organizational History

RMOA started as the Online Archive of New Mexico (OANM) under the leadership of Kathleen Ferris prior to 2006. The University of New Mexico and Northern Mexico State University were both very dissatisfied with the poor functionality for finding aids in their Millennium ILS and were largely having to rely on Word finding aids for internal use and for sending out to researchers. Their collections lacked exposure, and they decided to seek solutions together. UNM has the largest overall collections and the Center for Southwest History and gets the most state funding, so they were the natural locus for developing this shared solution. They adopted TEXTml for OANM.

Once OANM was established, the University of Wyoming (American Heritage Center) and Colorado State University approached them about expanding to Wyoming and Colorado. They gained support from the National Endowment for the Humanities in 2004 and worked with IxiaSoft to develop the current platform for RMOA. That project also included a digitization component, but those collections are no longer available.

Since the end of grant funding, they have upgraded the central infrastructure several times and provided bug fixes and enhancements to partners.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Agree

Their structure depends on partner institutions being capable and improving their skills in order to be responsible for their finding aids. They provide the minimum training and support so that they become capable of creating and maintaining finding aids. If partners need it, staff members from the Center for Southwest Studies provide basic archives and description training.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation)

They have accomplished all of the initial goals for what the consortium was supposed to do. Participating institutions are satisfied with what it does--though of course they want it to do more.

What does Rocky Mountain Online Archive (RMOA) do really well?

They provide very basic services--a stable service and responsive enough support, and search/ retrieval for staff and patrons--at no cost to the partners.

What does Rocky Mountain Online Archive (RMOA) wish it did better?

They need to either identify a new platform or obtain funding for an update and overhaul of the existing application and user interface.

How does Rocky Mountain Online Archive (RMOA) describe its value?

The greatest benefit of having the consortium is that without any extra cost, they can make the archives in New Mexico, Colorado, and Wyoming more visible, fully searchable for related materials. That they provide this service for the whole region is a point of pride and is well understood and supported at the University of New Mexico.

What does Rocky Mountain Online Archive (RMOA) want to do in the next 3-5 years, and what are the biggest challenges to doing that?

There is no obvious successor to their current system, which is not used much in this sector anymore. They tried XTF with the California Digital Library in 2012/2013, and have looked at ArchivesSpace more recently. Neither is suitable. There have been no great strides in development of EAD, so there is not a lot of interest in developing new kinds of systems for EAD. Their big concern is ensuring they can move to a platform that provides at least the same level of service and can be maintained efficiently. They would like to find a solution before Ixiasoft makes changes and they are in crisis.

If they are going to revamp or make significant changes to RMOA, they would need everyone to re-vision the initiative. But as a group, they have not decided that they are going to change or identified a timeline to do so. The bigger institutions (3-4 partners) are "periodically champing

at the bit" to drive the evolution of the platform. They really want to facilitate one-stop research, integration with digital collections, integration with ILS, and integration with/support for digital humanities. The smaller institutions wouldn't be opposed, but are not pushing for change. And UNM has a number of other competing priorities.

What would your members/participants do if you did not offer your service(s)?

This would be a crisis for about three-quarters of their partners. They would adapt and survive, but the tool is ingrained into the institutions' discovery tools. Many would decide to go their own way and rely on web pages. They would revert to a vision of a local audience, but they would lack exposure.

The other quarter would look for other consortial opportunities since their missions call for a more expansive presence.

Texas Archival Resources Online (TARO)

Profile based on survey response from and interview with Sandra Yates (TARO past chair, Archivist and Special Collections Librarian at McGovern Historical Collections and Research Center); Carla Alvarez (TARO chair elect, U.S. Latina/o Archivist, Benson Latin American Collection, University of Texas Austin); Rebecca Romanchuk (TARO incoming vice-chair, Team Lead, Archives/Archivist III, Texas State Library and Archives Commission), December 2018. Alvarez, Romanchuk, and Yates edited and approved this summary on February 26, 2019.

Overview

Public-facing URL

https://legacy.lib.utexas.edu/taro/

Note that this URL is scheduled to change as part of the NEH implementation grant.

State(s) Included

Texas

Summary of Mission

TARO is a consortial program that facilitates access to archival resources from member archives, libraries, and museums across Texas to inform, enrich, and empower researchers all over the world.

Number of institutions with collections represented in your aggregation

47

List of Contributing Institutions

See attached list.

Number of Records

13,000

Record Type(s)

EAD (2002)

Records Added in Last Year

750

Contributors Added in Last Year

Yes; 5.

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians, Investigative reporters, Legislative researchers

During their 2015/2016 NEH planning grant, they worked on characterizing both internal (archivists/librarians) and external (researchers) users, and found that internal users were their first priority at this time. The list above is both consistent and supported by statistics from repositories. TARO focuses quite a bit on internal users less so on external.

Infrastructure

Main System for Storage, Indexing, and Delivery

Storage: UT Libraries uses a NetApps network attached storage array for primary asset storage, with a backup solution called SnapVault. This enables a rolling set of nightly, weekly, and monthly snapshots to immediately recover data.

Indexing: Solr Indexing

Delivery: New finding aids are staged via an sftp connection and weekly PHP scripts are run to update the live site, which is built using PHP and HTML. An xsl schema is used to display the finding aids.

Other Elements of System

Programming languages: PHP, HTML, XSLT, Perl; Solr indexing

They are planning to replace this system pending grant funding. The new system is to be similar in some ways to the old one, but will be streamlined to make the back end more efficient. They plan to share the infrastructure with other aggregators as a ready-to-go package.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Very little (we use the system largely as we built it)

How much do you customize for participating institutions?

We customize some (small exceptions to accommodate institutional practices)

Relationship to other systems or infrastructures at your organization or participating institutions

It does not have any relationship to other systems or infrastructures at my organization or participating institutions

Some institutions create MARC records for finding aids and create various relationships with various digital repositories. The Aeon implementation at the Ransom Center is not related to TARO. They facilitate ArchiveGrid harvesting.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; TARO EAD Best Practice Guidelines, http://texastaro.pbworks.com/w/file/fetch/113029186/TARO_EADbpg.pdf.

Alvarez and Romanchuk keep these up to date, though not on a specific cycle. They recently got feedback on the extent to which the contributors were using best practices and made some changes based on that. They are re-casting their documentation from documents to a blog, a process that was driven by the project in 2016 to move from a DTD to a schema.

Standards Enforcement

Standards enforcement.

The requirements are much lower than the Best Practice Guidelines encoding requirements reflect. Their BPG calls these the Baseline Requirements (pp. 9-10). Many more "required" elements/attributes are listed in the guidelines table (pp. 33-46). Finding aids must be valid EAD; <eadid> must be unique; everything must validate against EAD2002 schema; a few elements are required in the collection-level description. Their standards are minimal because they began with a great deal of legacy metadata and finding aids that had been encoded by vendors in varying ways.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient)

They train with a combination of [tutorials on a YouTube channel](#), [tutorials on their wiki](#), and on-site workshops that they offer at least once a year. A listserv is the venue for general questions; it is not used much.

Administration and Governance

Administrative Home

University of Texas Libraries

Who makes strategic decisions about the operations of the program?

The administration of the host organization, A committee or board of directors

Who makes decisions about resource allocation for the program?

The administration of the host organization. The TARO Steering Committee works with the Funding and Sustainability Subcommittee to apply for grants to undertake new improvement projects

How does your program get input on resource allocations and/or the operations work?

Determined by administration of host institution.

TARO has a formal MOU with the University of Texas at Austin Libraries to clarify their working relationship. There is a University of Texas IT position on the Steering Committee since UT Libraries maintains the infrastructure. TARO seeks approval and receives support for grant application and administration, but determine independently the grants they wish to pursue, and for what.

Resources

Central Staff FTE

0.05

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Software Developer, 0.025, permanent. University of Texas at Austin Libraries.

Software Developer, 0.025, permanent. University of Texas at Austin Libraries.

This support is spread across two positions so that more than one person is capable of providing system support.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Some participating institutions contribute time

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$1,250.00

This is the cost for their web hosting; they are otherwise using shared resources that have no specific budget attached to them.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (particularly since they have gained standing with UT Libraries and have reliable support). However, the site has not been updated since it was built because institutional support has remained minimal.

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

Yes. TARO applied for and received an NEH implementation grant in summer 2018 that will begin in summer 2019.

Mission and Values

Aggregation Founding Year

1999

Organizational History

TARO was first supported from a research grant from the Telecommunications Infrastructure Fund (TIF) Board of the State of Texas in 1999. The University of Texas Libraries (UT Libraries) served as the requesting institution, with project partners including the Texas Digital Library Alliance, Rice University, Texas A&M University, Texas State Library and Archives, Texas Tech University, University of Houston, and the Harry Ransom Center at the University of Texas at Austin. With these grant funds, UT Libraries established the TARO website, outsourced encoding of several hundred finding aids and provided training to member repositories. Repositories began contributing their own hand-coded finding aids in 2002.

TARO's infrastructure continued to work well, but became out of date in terms of its capabilities. In 2011, representatives from the Austin History Center, Austin Presbyterian Theological Seminary, Alexander Architectural Archive-UT Libraries, Benson Collection-UT Libraries, Briscoe Center for American History-UT Austin, Harry Ransom Center-UT Austin, Tarlton Law Library-UT Austin, The Wittliff Collections-Texas State University, the Texas General Land Office, and TSLAC held a stakeholder meeting to get TARO members reorganized for action. Brenda Gunn, formerly of the Briscoe, helped get things in motion before a Steering Committee was organized. The TARO Steering Committee was initially led by Stephanie Malmros (Briscoe Center) from 2011 until late 2013. A list of former Steering Committee members is [available on the TARO wiki](#). In 2014, Amy Bowman of the University of Texas Austin organized participating institutions to seek support for planning a new or revised infrastructure. In 2014, the TARO Steering Committee submitted a Humanities Collections and Reference Resources planning grant application to the NEH. TARO was awarded the grant and began grant work in July 2015. Grant results were submitted to the NEH in 2016. TARO changed the plans that came out of the planning grant to focus on what they already did well: aggregating EAD and creating HTML from it. They also couldn't find any new institutions to be an institutional home or to do the infrastructure work. TARO formalized its institutional home as a program of the University of Texas Libraries, and a permanent MOU was signed in June 2018.

In July 2018, TARO submitted an implementation grant application to the NEH and will be notified of the decision in March 2019. Shortly after, TARO launched a New Member Initiative

thanks to funding received from the Summerlee Foundation. This project seeks to expand participation, specifically to smaller institutions (historical societies, libraries, county archives, museums) that can't encode in EAD. They are using a vendor to encode existing finding aids.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Neutral
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Don't Know

Functionally, TARO needs all participating institutions to be capable of good descriptive work, and makes that a reality through training and by providing tools. The reality is that this varies by the institution and the people in it.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Formation (organizes/re-organizes to meet needs of its constituents and articulates its binding culture)

They are re-forming and transitioning into validation, with a formal standing at University of Texas at Austin and prospects for revising infrastructure.

What does Texas Archival Resources Online (TARO) do really well?

TARO is the only aggregator of EAD finding aids across TX repositories, including large research institutions. It provides a more dense research product than other sites like the Portal to Texas History and provides the ability to search across institutions and see the connections between them.

What does Texas Archival Resources Online (TARO) wish it did better?

They wish they could enforce standards more (particularly consistent application of subject terms) in order to create a better user experience. Right now, the metadata is not clean enough to do that.

How does Texas Archival Resources Online (TARO) describe its value?

TARO fits nicely into the UT Libraries' focus on distinctive collections and strategic partnerships. For other institutions, this is their only way to get descriptions of their collections online, and facilitates strategic partnerships and collaboration among cultural heritage institutions in Texas.

What does Texas Archival Resources Online (TARO) want to do in the next 3-5 years, and what are the biggest challenges to doing that?

With the new member initiative, it will be challenging to keep the new members involved since their finding aid encoding is being done by a vendor. They will need to acquire skills and see the value of the work. If they had more resources, building skills would be what they focused more attention on since it would result in cleaner metadata.

They are interested in EAD3 but have no definite plans for implementation. First, they will need to find an outcome for users that justifies the use of resources.

What would your members/participants do if you did not offer your service(s)?

The participants would get together and try to find a solution. Earlier in 2018, UT Libraries finished up a long-term website refresh, and TARO ended up on "legacy" pages, and for a time no one could find the site. They heard from participants on the listserv.

Institutions Included

African American Library at the Gregory School
Alexander Architectural Archive, University of Texas at Austin
Austin History Center
Austin Presbyterian Theological Seminary
Benson Latin American Collection, University of Texas at Austin
Baylor University, Armstrong Browning Library
Baylor University, Keston Center for Religion, Politics, and Society
Baylor University, Political Materials at the W.R. Poage Legislative Library
Baylor University, The Texas Collection
Catholic Archives of Texas
Concordia University Texas Historical Online Collection
Texas A & M University, Cushing Memorial Library
Daughters of the Republic of Texas Library at the Alamo
Dolph Briscoe Center for American History, University of Texas at Austin
El Paso Public Library's Border Heritage Center
Fort Worth Jewish Archive
Harris County Archives
Harry Ransom Humanities Research Center, University of Texas at Austin
H.J. Lutcher Stark Center, University of Texas at Austin
Houston Academy of Medicine-Texas Medical Center Library, John P. McGovern Historical Collections and Research Center
Houston Public Library, Houston Metropolitan Research Center
Human Rights Documentation Initiative, University of Texas at Austin
Menil Collection Archives
Lamar University Archives and Special Collections
Panhandle-Plains Historical Museum Research Center
The Robert E. Nail Archives at the Old Jail Art Center
San Antonio Municipal Archive
San Jacinto Museum of History
Southern Methodist University
Southwest Collection/Special Collections Library, Texas Tech University
Special Collections and Archives, Texas A&M University-Corpus Christi

Tarlton Law Library, University of Texas at Austin
Texas A&M University Kingsville, South Texas Archives
Texas/Dallas History and Archives Division, Dallas Public Library
Texas General Land Office Archives and Records
Texas State Library and Archives
Texas State University San Marcos, The Wittliff Collections
Texas Woman's University, the Woman's Collection
Tyrrell Historical Library, Beaumont Public Library System
University of Houston Libraries, Special Collections
University of North Texas Archives
University of North Texas Music Library Special Collections
University of St. Thomas Archives
University of Texas at Arlington Libraries, Special Collections
University of Texas at El Paso Library
University of Texas Health Science Center at San Antonio
University of Texas M. D. Anderson Cancer Center, Research Medical Library
University of Texas Medical Branch, Moody Medical Library
University of Texas at San Antonio
University of Texas at Tyler, University Archives and Special Collections
Texas Tech University, Vietnam Center and Archive
Woodson Research Center, Rice University

University of Nebraska Consortium of Libraries

Profile based on survey responses from and interview with Mary Ellen Ducey, University Archivist & Special Collections Librarian, December 2018. Ducey reviewed, edited and approved this summary on February 14, 2019.

Overview

Public-facing URL

https://archives.nebraska.edu/

State(s) Included

Nebraska

Summary of Mission

This integrated catalog provides access to the unique resources of the University of Nebraska and the archival repositories on each of the four university campuses in Kearney, two in Omaha, and Lincoln. They hope to go live by April 2019.

Number of institutions with collections represented in your aggregation

4

List of Contributing Institutions

Archives & Special Collections, University of Nebraska-Lincoln Libraries; University of Nebraska at Kearney Archives and Special Collections; University of Nebraska at Omaha Archives & Special Collections; University of Nebraska Medical Center Special Collections

Number of Records

3252

Record Type(s)

EAD (2002), Dublin Core

Records Added in Last Year

3240

Contributors Added in Last Year

Yes; 4.

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians

The group has not had specific conversations about this. Each campus would answer differently based on their perceptions and their connections with other cultural heritage institutions.

Infrastructure

Main System for Storage, Indexing, and Delivery

A single instance of ArchivesSpace with four repositories.

Other Elements of System

Hosted by LYRASIS and depend on their infrastructure. Archives & Special Collections, University of Nebraska-Lincoln Libraries tried hosting ArchivesSpace locally and found it challenging.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Very little (we use the system largely as it came to us)

How much do you customize for participating institutions?

No customization at all

Relationship to other systems or infrastructures at your organization or participating institutions

There is not a relationship at this point, but they want create some. This may include reviewing item-level description in ArchivesSpace and possibly re-using it in Luna, Rosetta, or institutional repositories. They don't have a shared ILS; UNCL just went through a process to consider one and decided not to move forward at this time, though they have negotiated ILS maintenance costs downward. The University of Nebraska-Lincoln is part of the Big 10 and a member of Social Networks and Archival Context (SNAC), which has harvested University of Nebraska-Lincoln EAD finding aids.   The group is aware that many others in the Big10 are using Aeon.

At the University of Nebraska at Omaha metadata for individual digital objects created in Omeka and CONTENTdm is ingested into ArchivesSpace via a script created by the Smithsonian (used by permission with minor adjustments for local case). This is usually a bulk upload completed by project or collection, but some item-level updates or digital object creation also takes place.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; in the process of development.

They are beginning with minimal requirements for ArchivesSpace records, which will be beyond what the tool requires but will certainly include the DACS minimums and a distinction between collection- and item-level description. The process will be driven to some extent by what the public user interface includes. They anticipate that creating best practices will take two years, and are aware that many local practices will persist. Since they are all in the same instance, they are sharing subject and agent records, and they will have to address that with cleanup and better guidelines.

Standards Enforcement

Compliance checking and standards enforcement. Institutions ensure that records meet minimum standards. There is not currently a mechanism, human or machine, for standards enforcement, nor a solid definition of minimum standards as that is in progress.

They are not, for the most part, dealing with legacy metadata. The Lincoln campus has the most legacy data, which they are migrating from Archon. The Omaha campus has mostly fresh metadata, as will the other two campuses.

Services Offered

May be forthcoming, but nothing specific yet.

Administration and Governance

Administrative Home

University of Nebraska Consortium of Libraries

Who makes strategic decisions about the operations of the program?

The contributing institutions, The archival repository staff assigned to the aggregation

Who makes decisions about resource allocation for the program?

The administration of the host organization

How does your program get input on resource allocations and/or the operations work?

By asking a committee or board of directors.

All resources, particularly funding, are determined by the consortium administration, which is composed of the deans of the four libraries. Operational decisions will all be with the committee of archivists.

Resources

Central Staff FTE

0

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under an informal agreement.

List of Positions

N/A

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation. We have an informal understanding on FTE staff contributions. The use of ArchivesSpace is a tool for each campus repository and staff contribute accordingly.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

It's complicated or mixed

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Unknown

What is your staffing picture for the next three years (2019-2022)?

Unknown

Annual Budget (Excluding Personnel)

Approximately $13,000.00, in the LYRASIS large institution category.

This type of data and information resides with administration and directors, so is unknown; *the figure above is an estimate* based on known hosting and the Lincoln campus' ArchivesSpace membership costs.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Increasing

Has your program experienced a budget reduction in the last five years (2013-2018)?

No, not this specific ArchivesSpace project.

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Increasing (More than keeping up with cost increases, funding increases in infrastructure/ services)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

Possibly. The support for the initiative is stable because the deans are recognizing the value of archives and special collections, but that could also change with leadership shifts. The university system, which each institution is a part of, has had budget cuts and some level of a hiring freeze.

Mission and Values

Aggregation Founding Year

2018

Organizational History

There have been ideas for and discussions about a shared catalog for Nebraska archives for many years. The institutions began discussing and investigating options for a shared ArchivesSpace instance in 2016 developed by the Lincoln campus. The Omaha and Kearney

campuses were using LYRASIS hosted instances of ArchivesSpace. Beginning in 2017, the medical center library began using the Omaha campus' ArchivesSpace instance on a trial basis.

The University of Nebraska Consortium of Libraries formed as a Council in the late 1970s and engaged in informal cooperation and collaboration. The consortium was revitalized in 2015 and wanted a standout project. The president of the Nebraska system gave one-time funding for startup. In 2017, UNCL formed an ArchivesSpace subcommittee with representation from each campus. Its work included reviewing and considering the pros and cons of hosting ArchivesSpace locally (by the Lincoln campus) or using a library and archives hosting provider. With discussion, including considering current and anticipated future staffing and resources as well as cost, the subcommittee came to agreement to recommend the implementation of a single ArchivesSpace instance hosted by provider.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Neutral
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Neutral
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Neutral

The group has had no specific discussions of these types of questions. They expect to discuss the vision and balance of standards compliance and local practices.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Formation (organizes/re-organizes to meet needs of its constituents and articulates its binding culture)

What does Nebraska do really well?

They are celebrating the launch of the program and the increased communication across repositories.

What does Nebraska wish it did better?

Even though they are a single system, each campus operates in distinct ways. So figuring out how to operate together and balance the mission of their distinct Library or campus is challenging.

How does Nebraska describe its value?

UNCLE's website states its main goal as "Providing the same access to the same resources." We also see this integrated portal as a means to provide access to the unique resources of the archival repositories on each of the four university campuses, UNK, UNO, UNMC, and UNL.

What does Nebraska want to do in the next 3-5 years, and what are the biggest challenges to doing that?

They will be moving to the next stage of implementation: Understanding ArchivesSpace and how best to use it; making their jobs easier rather than adding more work. It will be a time of understanding the value of standards uniformity as well as the need for flexibility. Opportunity to learn from one another and create shared practices.

They have big concerns about the ArchivesSpace public user interface for multiple institutions and making the user experience a good one.

They would like to expand beyond the university system, and the Nebraska Historical Society would be the most likely first candidate.

What would your members/participants do if you did not offer your service(s)?

(Since they are in implementation mode, this one is difficult to answer) They would certainly return for advocating for funds at the repository level. Or, they could find another tool.

Virginia Heritage

Profile based on survey responses from and interview with Bradley Daigle, Strategic and Content Expert, University of Virginia Libraries, December 2018. Daigle reviewed, edited and approved this summary in February 2019.

Overview

Public-facing URL

http://vaheritage.org

State(s) Included

Virginia

Summary of Mission

Through Virginia Heritage, we provide a single point of access to the rich description of our holdings of archives and manuscripts from cultural heritage organizations across Virginia. We are an all-volunteer effort made up of archivists and librarians currently representing over 35 separate repositories. Our goal is to provide continuous access to our collections from every cultural heritage entity in the Commonwealth of Virginia.

Number of institutions with collections represented in your aggregation

39

List of Contributing Institutions

Alexandria Archives and Records Center, Alexandria Library, Averett University, Bridgewater College, College of William & Mary, College of William & Mary Law Library, Colonial Williamsburg, Eastern Mennonite University, Fairfax County Public Library, George, Mason University (Head, Special Collections & Archives),Gunston Hall, Hollins University, James Madison University, Library of Virginia, Longwood University, Norfolk Public Library, Old Dominion University, Radford University, Randolph-Macon College, Roanoke College, Roanoke Public Libraries, Thomas Balch Library, University of Mary Washington, University of Richmond, University of Virginia Library, University of Virginia Health Sciences Library, University of Virginia Law Library, Virginia Commonwealth University (HSL), Virginia Commonwealth University, Virginia Historical Society, Virginia Military Institute, Virginia Polytechnic Institute and State University, Virginia State Law Library, Supreme Court of Virginia, Virginia State University, Virginia Union University, Washington and Lee University, Washington and Lee University School of Law, Wytheville Community College, Virginia Western Community College

Number of Records

13,225

Record Type(s)

EAD (2002)

Records Added in Last Year

58

Contributors Added in Last Year

Yes; 3.

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians, Any end user

This list reflects the diverse institutions involved. They did not have a lot of conversation about end users in the beginning; the goal was putting finding aids online. The conversations they had assumed that end users were the same ones who would use an archive in person. They assumed that end users are looking for the finding aid content rather than the repository.

Infrastructure

Main System for Storage, Indexing, and Delivery

XTF with XSLT

Other Elements of System

Ongoing server rotation within UVA's infrastructure. Basic HTML interface with linkages to XTF backend.

They are dissatisfied with XTF but don't have an obvious alternative. They have discussed a better XML indexing software rather than putting more resources into XTF. The search and retrieval mechanism in XTF is not very Google-like, which is what people expect, so the search results are misleading to the end user.

They have experimented with Blacklight and Solr, but creating a viable end user interface is very difficult.

Do you host the content or harvest it?

Hosted: You host archival description records. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Heavily (we've refined the system heavily to meet our needs)

How much do you customize for participating institutions?

Moderate customization (e.g. institutional stylesheets)

Relationship to other systems or infrastructures at your organization or participating institutions

Archival collection management system (ArchivesSpace, AtOM, Archon, CuadraStar, Eloquent), Aeon

The contributors include at least nine ArchivesSpace users. They do not yet have a standardized workflow for moving resource records from ArchivesSpace to Virginia Heritage. The participating repositories have a variety of hosting arrangements and are all running different versions of ArchivesSpace. They don't yet know if they will screen scrape or ask for ArchivesSpace exports; they have an alpha version of an OAI-PMH harvester.

The University of Virginia is just implementing Aeon, and they are having to change finding aids to work with that.

Centrally/collaboratively produced best practices, standards, or documentation

Yes.

Best Practice Guidelines: http://vaheritage.org/files/2013/09/VHBPG2006.pdf. Last revised 2006, but a group is forming to update the best practices. They will likely focus more on using ArchivesSpace to produce consistent output.

Encoding procedures, publishing procedures, ISO characters, Notetab clip library: http://vaheritage.org/administrative-page/

Standards Enforcement

Compliance checking and standards enforcement. Institutions ensure that records meet minimum standards.

When a finding aid is contributed, the system checks it for basic compliance. At one time, they also did human review in the central processing unit. At present, review is part of training follow-up: the first handful of guides from a new institution get reviewed. There has been a slow drift from best practices over time.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized): A team does in person training when they onboard a new member. Sometimes they get funding from the Virtual Library of Virginia (VIVA), the state academic library consortium, to cover travel to statewide gathering.

Tools (templates, best practices, scripts, other tools that make work faster/more efficient), Services (consulting, encoding): As listed above, http://vaheritage.org/administrative-page/.

They do consulting if a member has other needs.

Administration and Governance

Administrative Home

University of Virginia

Who makes strategic decisions about the operations of the program?

A committee or board of directors

Who makes decisions about resource allocation for the program?

The administration of the host organization, A committee or board of directors

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking the staff assigned to the aggregation, By asking a committee or board of directors

The VH Governance Team: creates a roadmap every year that is used to plan the year's work. The Outreach, Social Media, Technology, and Training teams all report to the Governance Team. Members of the Governance Team are not elected; Bradley is the current chair. Examples of recent decisions within their purview are: Creating an analytics dashboard, how to work with social media, decision to continue VH but harvest structured metadata from other systems.

Some examples of decisions made by the University of Virginia include how the site is managed, continuing to use XTF. VH struggles to get scarce technical resources among the many competing priorities.

Resources

Central Staff FTE

0.12

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Developer, 0.05, Permanent: University of Virginia

Librarian, 0.07, Governance Chair / Program Owner: Bradley Daigle, University of Virginia.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Contributed time is an expectation of participation. There are no formal agreements (though some have this work written into their job description), but the expectation that you're active.

Specifically:

> Librarians/Archivists (7), 0.05, Governance Team.
>
> Archivists (3), 0.03, Training Team.
>
> Archivists (5), 0.03, Technology Team.
>
> Archivists (5), 0.03, Outreach Team.
>
> Archivists (3), 0.03, Social Media Team.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$0.00

There is no separate budget line for VH; it is using infrastructure already in place at the University of Virginia.

Sources of that budget in the last three years (2016-2018)

N/A

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No

Mission and Values

Aggregation Founding Year

2000

Organizational History

Virginia Heritage began in 1998 as part of the National Endowment for the Humanities-funded American Heritage project with the California Digital Library. Edward Gaynor, then-head of technical services at the University of Virginia, was one of the leaders; American Heritage contained only University of Virginia finding aids. American Heritage was a proof of concept project. In 2000, with support from National Endowment for the Humanities, UVA used the American Heritage infrastructure to create Virginia Heritage used the infrastructure to create a shared access for finding aids from institutions in Virginia. Virtual Library of Virginia (VIVA), the state academic library consortium, received that grant.

Virginia Heritage launched its public site in June 2001, and was initially a grant led by the University of Virginia and fiscally administered by VIVA (The Virtual Library of Virginia) until the grant ended. After the grant, the Virginia Heritage no longer considered itself a project and was considered to be in a state of full operation. Leadership and infrastructure issues arose in the late 2000s, largely related to lack of advocacy and dated infrastructure, necessitating a new look at how it functioned and was supported. In 2012, after a statewide town hall meeting, Virginia Heritage reformed into the organizational structure it has today.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Neutral
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Agree

Having shared best practices is valuable: People who want to contribute guides learn how to do better description, and when any organization develops/reforms, it's improving itself. Capability of staff can refer to human capacity, or to time and priorities.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation)

There have been no significant changes since 2012 in terms of staff and infrastructure.

What does Virginia Heritage do really well?

They have a very good representation across state and across all sectors (R1 universities, community colleges, public libraries, historical societies, liberal arts, museums). They have continued to grow membership, even without any active efforts to do so. They are the third largest aggregation of hosted finding aids in the United States. They have good staying power: Eighteen years old.

What does Virginia Heritage wish it did better?

It would be preferable to be able to move more quickly. They struggle with the same things others struggle with everywhere: broken lines of communication, particularly the disconnect between library deans/directors and special collections staff.

How does Virginia Heritage describe its value?

Particularly for an administrator audience, collaboration around primary source management and avoids duplication of infrastructure. They also describe facilitating intellectual access, enhancing staff capabilities, better informing collecting practices.

What does Virginia Heritage want to do in the next 3-5 years, and what are the biggest challenges to doing that?

They would like to get as many institutions' finding aids as possible, and will also begin on-boarding West Virginia institutions if there is interest. Adding institutions requires them to confront some barriers to harvesting from other systems. They are working to create a "passive harvesting" system that will be able to grab non-ead files from other institutions as long as it is structured metadata.

The need to replace their infrastructure is a big one, and not just from a systems standpoint. At some point the user experience needs to change for finding aids; the profession hasn't really changed it since wide-scale implementation in the early 2000s. EAD doesn't represent hybrid collections (born analog and born digital) well and managing separate flavors of XML (e.g. TEI.xml, EAD.xml) tends to lock that metadata into different management and discovery systems.

Their biggest challenge is dependence on the University of Virginia, which is both a good and bad thing. Positively, they don't have to charge membership fees. On the downside, they rely on borrowing developer time to enhance or improve services, and it's difficult to get the scarce resource of IT time. University of Virginia's Special Collections has not always been able to prioritize VH work, splitting time between other efforts such as rolling out ArchivesSpace and working on legacy conversion of paper finding aids.

What would your members/participants do if you did not offer your service(s)?

They would find another way to continue it. The succession plan (unwritten at present, but they have documented what it takes to run VH) could involve another institution taking it over. There is an MOU with VIVA for running the service. Because there is no real budget, succession is both harder (it would have to be an institution with resources) and easier (administratively).

Archives Florida

Profile based on survey response from and interview with John Nemmers, Associate Chair, Special & Area Studies Collections, University of Florida George A. Smathers Libraries, with additional comments from Caitlin Nelson, former Digital Initiatives Librarian for Archives Florida, December 2018. Nemmers and Nelson reviewed, edited and approved this summary on February 11-12, 2019.

Note: Nemmers was chair of the steering committee for "Opening Archives" in Florida; he never worked directly for the Florida Center for Library Automation (FCLA). He was one of several participants from around the state involved in establishing Archives Florida, developing training, identifying needs, but did not have a role in the day-to-day management of Archives Florida.

Overview
Public-facing URL

Site defunct; Web archive from 2011 Oct 4 https://web.archive.org/web/20111004220148/ http://www.floridamemory.com/collections/ (accessed 2019 Feb 1)

State(s) Included

Florida

Summary of Mission

Aggregated finding aids to collections held by archival repositories in Florida.

Number of institutions with collections represented in your aggregation: Between 10-15 although participation was very uneven and some institutions only submitted a small percentage of their finding aids

List of Contributing Institutions

University of South Florida, University of Central Florida, University of Florida, Florida State University, New College, Rollins College, Florida Atlantic University, Florida International University, University of West Florida, University of Miami

This is an incomplete list, but a more complete one is not available.

Number of Records
Unknown

Record Type(s)
EAD (2002)

Records Added in Last Year
N/A

Contributors Added in Last Year

N/A

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/family historians, Independent scholars

No record of processes to define end users.

Infrastructure
Main System for Storage, Indexing, and Delivery

Initially, DigiTool. But Archon was used for the majority of the time.

Other Elements of System

Server hosting, some programming (PHP), web interface.

They used different tools over time. When they started looking at technology in mid-2000s, technology solutions weren't available (AT not yet released) but they felt like they would mature quickly. They were using Aleph and wanted to use another Ex Libris product, so chose Digitool: https://knowledge.exlibrisgroup.com/DigiTool/Product_Documentation. Systems professionals chose it, but it was really the wrong tool since it treated finding aids as digital objects and had significant problems with presentation, browsing, and searching. The University of Florida contributed a few finding aids to test, as did other institutions. However, the initial performance was so poor they refused to use it. Campuses selected AT or Archon and did their own thing. Some small institutions did load all of their finding aids, and it worked all right for them. FCLA then investigated Archon and decided to host it, moving content out of Digitool. By that time, however, most of the larger institutions had decided to continue with their own solutions rather than use FCLA's installation of Archon.

Did you host the content or harvest it?

Hosted: You hosted archival description records. End users viewed and interacted with the records directly on your aggregation's website.
Degree of Customization

Moderately (we did some customization/modification)

How much did you customize for participating institutions?

Moderate customization (e.g. institutional stylesheets)

Relationship to other systems or infrastructures at your organization or participating institutions

Archival collection management system, Aeon, Shared Integrated Library System

- Archival collection management system: They used Archon as a central infrastructure once they moved out of DigiTool.
- There was some discussion about implementing Aeon centrally near the end of the program so that Archon, Aeon, and the ILS would all work together; didn't go very far.
- Shared Integrated Library System (SILS): They had discussions all along about integration with catalog (e.g. have finding aids in discovery layer). This never went beyond the discussion stage. Some institutions did create MARC records with 856 links.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; Best Practice Guidelines for the Implementation of EAD Version 2002 in Florida Institutions (2006 and updated versions). Web archive, 2008 July 5: https://web.archive.org/web/20080517134602/http://www.fcla.edu/dlini/OpeningArchives/ (Accessed 2019 Feb 1; actual best practices not available.) Recommended data model, web archive, 2008 July 5: https://web.archive.org/web/20090210055121/http://www.fcla.edu/dlini/OpeningArchives/new/FL_ead_encoding_model.txt (Accessed 2019 Feb 1)

Standards Enforcement

Compliance checking and standards enforcement. Institutions ensured that records met minimum standards.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient), Services (consulting, encoding)

Administration and Governance

Administrative Home

Florida Center for Library Automation (FCLA), which is now the Florida Academic Library Services Cooperative (FALSC)

Who made strategic decisions about the operations of the program?

The contributing institutions, The administration of the host organization, A committee or board of directors, The staff assigned to the aggregation. All of these at one time or another, but the program began to fail when decisions were made without communicating/consulting with others

Who made decisions about resource allocation for the program?

The administration of the host organization, The staff assigned to the aggregation

How did your program get input on resource allocations and/or the operations work?

Determined by administration of host institution

Resources

Central Staff FTE

0.33

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Digital Initiatives Librarian, 0.33, Permanent.
This was Caitlin Nelson's position from 2009 to 2014.

To what extent did your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Some individuals at participating institutions contribute time. It varied quite a bit.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

There hasn't been dedicated staffing for the past 5 years. Archives Florida became static without personnel to drive it.

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

No

What is your staffing picture for the next three years (2019-2022)?

N/A

Annual Budget (Excluding Personnel)

$0.00

The program used infrastructure already in use at FCLA with no defined budget; costs are thought to have been minimal.

Sources of that budget in the last three years Archives Florida existed (2011-2014)

Direct funding from state or federal government; grants for training. They discussed membership fees, but fairly quickly dismissed that idea.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Decreasing (Not keeping up with cost increases, constraining infrastructure/services)

Has your program experienced a budget reduction in the last five years (2013-2018)?

Yes

If yes, how severe was that reduction?

Severe (100%)

Also if yes, what did the program do to respond to that reduction?
Ended Archives Florida

What are your funding prospects for the next three years (2019-2022)?
None

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?
Archives Florida is defunct and almost certainly not returning, although there is still some centralized support available. In 2019, FALSC (FCLA's successor) negotiated a consortial rate with Lyrasis for hosting of Florida's public college and university finding aids in ArchivesSpace. Lyrasis also will develop a combined search portal that searches across finding aids for all Florida repositories. Individual institutions that opt in will pay a discounted hosting fee to Lyrasis starting in 2020.

Mission and Values
Aggregation Founding Year
2008

Organizational History
Archives Florida had its genesis in description work. In 2001-2002 Priscilla Caplan, as one of the managers of FCLA, had an idea to investigate EAD for FCLA. They got an LSTA grant in 2002-2003 to do EAD training (SAA workshop) and funded a roving cataloguer, who visited four institutions and made collection-level records in MARC for a selected list of archival collections. From that, they concluded that EAD was a long-term proposition and that FCLA needed to have a role because many institutions couldn't do it locally.

Archives Florida started as a grant-funded initiative named Opening Archives: Improving Access to Primary Sources in Florida, which was funded in 2005 and in 2007 (LSTA) and again in 2009 (NEH) (Web archive, 2008 May 17: https://web.archive.org/web/20080517134602/ http://www.fcla.edu/dlini/OpeningArchives/, accessed 2019 Feb 1). The grants provided regional workshops on EAD and related topics throughout Florida. The project steering committee consisted of representatives from several public and private universities, with key personnel from the Florida Center for Library Automation (FCLA). The committee organized all training and gathered information regarding EAD implementation.

At the end of that project, they realized that continuing and expanding the project would be useful for all state universities, but even more for small colleges/universities and for non-academic institutions who really couldn't do this on their own; they focused their training accordingly. After identifying technology as the the single biggest hurdle, they formed a group from Opening Archives participants and put together a project for more training and to create a shared infrastructure. FCLA volunteered to host an aggregation and provide tech support. Archives Florida was established in 2008, but fairly quickly began to flounder. FCLA initially selected DigiTool as the platform without a lot of consultation with participating universities.

DigiTool was not a good solution. There were big discussions of whether they would have a single shared instance or separate instances. The large institutions continued to be involved but held off while they waited to see if it would become more robust. FCLA had greater success after adopting Archon but by that time many of the larger institutions had developed or adopted their own solutions. Some of these institutions contributed EADs to Archives Florida just to participate and test out Archon, but never really relied on FCLA to host their finding aids. The assumption was that the large players would maintain BOTH local EADs and to contribute them to Archives Florida. Nelson's work with the smaller shops expanded participation considerably. Many smaller institutions did take advantage of FCLA's installation of Archon and it was more successful in that regard. Beginning in 2012, with some major administrative changes, FCLA reduced the amount of time/resources they were contributing. By 2014, the resources were zero and Archives Florida became static with no content additions or active management. Some, but not all, institutions withdrew their finding aids. Most of the key players had left (Caplan, Nelson), some institutions had pulled back, and so impetus for support was gone. Nemmers recalls "half hearted discussions" at conferences that yielded nothing. In 2018, FCLA (now FALSC) announced that it was terminating Archives Florida, and the site is no longer publicly available. In 2019, FALSC negotiated a consortial rate with Lyrasis for hosting of Florida's public college and university finding aids in ArchivesSpace, so some finding aids previously available in Archives Florida may be migrated to ArchivesSpace as requested by individual institutions.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?
- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Disagree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Disagree

With the success of their training, AF definitely improved the skills of cultural heritage institution staff. For capability, there are haves and have-nots; the grants that supported skill building gave a hand up to the have-nots.

Development and Aspirations
How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)
Defunct

What did Archives Florida do really well?
Training: They quickly found out that many were not familiar with many standards, let alone EAD. Thus, the NEH grant focused on very basic training (archives management, other basic courses). So, the training they did was very successful at elevating the knowledge of archivists in FL.

What does Archives Florida wish it had done better?

Dialogue with IT was seriously lacking in steering/planning, and that really undermined the effort ultimately. The tools chosen initially were not appropriate, and that reduced the interest of the larger institutions. There was additionally an unwillingness to engage critical questions of metadata and authority and how they all relate.

Initially they talked to other aggregations (NCEAD, OAC), but didn't continue to cultivate those relationships and learn from the ones that came online in the mid-2000s.

How did Archives Florida describe its value?

Within the larger institutions, it was not difficult to argue for value. At FCLA, Caplan and others had to make a case for resources, which was ultimately successful.

What would your members/participants do if you did not offer your service(s)?

The response to the formal shutdown in 2018 was silence. Nemmers guesses that everyone who received the shutdown notice was surprised that the system existed at all anymore. He speculates that some small institutions are sad; mostly institutions have gotten their own solutions (ArchivesSpace, Archon). This is a huge change from when the program was staff; Archives Florida was on the program at every statewide meeting and was well promoted through listservs and newsletters.

What were the biggest factors that led Archives Florida's dissolution?

- Initial tool selection was a poor fit, with inadequate input on choices and configuration. Not only did the tool have problems with search and presentation, it also required contributors to create EAD in some other tool, and was difficult to interact with; Nelson characterized the experience as a "transformation nightmare."
- Little incentive for large institutions to participate, and an expectation that they would maintain both local and aggregated systems;
- Unclear commitment as a statewide resource. The official priority audience was the university system, and there was not a lot of support for expending resources to reach beyond that to smaller institutions, so many of those efforts were under the radar.
- Tensions over lack of back-end customization in Archon;
- Loss of champions at FCLA, shrinking resources;
- Not enough contact with other aggregators after startup.

North Carolina EAD (NCEAD)

Profile based on survey responses from and interview with Jackie Dean, former NC ECHO Project Librarian, currently Head of Archival Processing, University of North Carolina Chapel Hill; and Kathy Wisser, former NC ECHO metadata coordinator, currently Associate Professor, Simmons University, December 2018. Dean and Wisser reviewed, edited and approved this summary on February 25, 2019.

Overview

Public-facing URL

n/a

State(s) Included

North Carolina

Summary of Mission

NCEAD provided customized EAD encoding software, training, and standards for North Carolina institutions.

Number of institutions with collections represented in your aggregation: All interested institutions in North Carolina, about 20-30.

List of Contributing Institutions

No longer available.

Number of Records

At one time, 10,000-15,000

Record Type(s)

EAD (2002)

Records Added in Last Year

N/A

Contributors Added in Last Year

N/A

End Users

K-12 students, College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Professionals (non-academic researchers; administrators; legal researchers), Creative artists (visual, writers, musicians), Genealogists/ family historians

Infrastructure

Main System for Storage, Indexing, and Delivery

There was no central infrastructure for NCEAD.

Other Elements of System

Training, encoding standards, stylesheets, customized NoteTab templates and shortcuts.

Did you host the content or harvest it?

Neither

Degree of Customization

N/A

How much did you customize for participating institutions?

N/A

Relationship to other systems or infrastructures at your organization or participating institutions

N/A

Centrally/collaboratively produced best practices, standards, or documentation

Yes; NCEAD Best Practice Guidelines http://cdm16062.contentdm.oclc.org/cdm/ref/collection/p16062coll9/id/1677, and a number of other tools: NCEAD toolkit, NCEAD Conversion Kit, Clip libraries and templates for NoteTab, and XSLT stylesheets: https://web.archive.org/web/20070416141744/http://www.ncecho.org/ncead/tools/tools_home.htm (accessed 2019 Feb 1)

Standards Enforcement

N/A

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient), Services (consulting, encoding).

Administration and Governance

Administrative Home

State Library of North Carolina

Who made strategic decisions about the operations of the program?

A committee or board of directors, The staff assigned to the aggregation

Who made decisions about resource allocation for the program?

The administration of the host organization, A committee or board of directors, The staff assigned to the aggregation

How did their program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking the staff assigned to the aggregation, By asking a committee or board of directors, Determined by administration of host institution

There was an advisory board for the NC ECHO project as a whole. The project was much more focused on grants, the field survey of NC cultural heritage institutions, and digitization. There was an EAD working group, which had members from East Carolina University, Duke University, North Carolina State Archives, North Carolina State University, and the University of North Carolina at Chapel Hill, among other institutions.

Resources

Central Staff FTE

1.0

For our purposes, these are staff that worked in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Metadata Librarian, 0.75, Temporary/contract.

Project Librarian, 0.25, Temporary/contract.

To what extent did your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Some participating institutions contributed time

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

The program no longer has staff.

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

No

What is your staffing picture for the next three years (2019-2022)?

N/A

Annual Budget (Excluding Personnel)

$0.00

NC ECHO as a whole was funded through LSTA, a Delmas Foundation grant, and in-kind contributions. At the time, North Carolina was spending most of their LSTA allotment on NC ECHO, but it is unclear what the specific budget for NCEAD was.

Sources of that budget in the last three years (2016-2018)

N/A

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Decreasing (Not keeping up with cost increases, constraining infrastructure/services)

Has your program experienced a budget reduction in the last five years (2013-2018)?

Yes

If yes, how severe was that reduction?

Severe (61-100%)

Also if yes, what did the program do to respond to that reduction?

Sunset NCEAD, and the NC ECHO project as a whole. The remaining digitized resources were wholly merged into the state's Digital Public Library of America hub as of 2018.

What are your funding prospects for the next three years (2019-2022)?

None

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No

Mission and Values

Aggregation Founding Year

1999

Organizational History

NCEAD began as a collaborative Encoded Archival Description (EAD) project funded in part by the Gladys Krieble Delmas Foundation in 1999, not long after the release of the EAD 1.0 DTD. Initial NCEAD project participants included Duke University, University of North Carolina at Chapel Hill, North Carolina State University, and the North Carolina State Archives. The goals of the project were to develop best practices for encoding based on a representative sample of finding aids from the participating institutions, develop tools for effective encoding of finding aids, and explore technologies for indexing and display of XML finding aids. The institutions of the Research Triangle engaged in collective problem-solving. There was no focus on "enforcement" of standards for individual institutions.

In 2002, NCEAD became part of NC Exploring Cultural Heritage Online (NC ECHO, http://www.ncecho.org/), which was North Carolina's statewide framework for the digitization needs of cultural heritage heritage institutions statewide. Under NC ECHO, membership expanded to include all interested institutions in North Carolina. Representatives from eastern, western, and central regions participated in various capacities in NCEAD, and the consortium was facilitated by the NC ECHO Metadata Coordinator.

The driver for the project was Kathy Wisser, then a doctoral student at the University of North Carolina at Chapel Hill, who was a NCSU Libraries Fellow at North Carolina State University from 2001 to 2003 and the metadata coordinator for North Carolina ECHO (Exploring Cultural Heritage Online) from 2003 to 2008. Dean credits Wisser's ambition, intelligence, and ability to get people to work together for the success of the program. Between 2002 and 2007, Wisser taught fifteen introductory or advanced EAD workshops in North Carolina. Josh McKim was the first steward of NCEAD and co-taught workshops with Wisser; after he left the project, Wisser taught with Ruth Bryan.

NCEAD never had any central infrastructure for the EAD that was created. When NCEAD became part of NC ECHO, they started considering other ways to support institutions interested in implementing EAD. The original institutions were equipped to take it on on their own, but a lot of participating institutions needed technology assistance. In response, they created toolkits, stylesheets and related supports. Their workshops included a portion that introduced attendees

to the tools and to the appropriate file management to make those tools work properly. NCEAD chose not to spend its grant funds for infrastructure. Aside from trying solve the implementation issues for repositories, there wasn't a sense that a single search portal was the right place to put their energies. "We were much more interested in teaching people how to fish than opening a fish restaurant," says Wisser.

The large institutions had their own systems, including DynaWeb; some institutions were able to publish their EADs using the resources NC ECHO provided; and other institutions were not able to publish the EAD finding aids they created. NC ECHO did have a central platform for digitized resources, and digitization was really the organizational focus. (Web archive, https://web.archive.org/web/20070609085720/http://www.ncecho.org/about.asp, accessed 2019 Feb 1)

In 2008, with the beginning of the recession, the funding for NC ECHO--and thus NCEAD--ended abruptly. Wisser and other staff moved to other positions in and outside of North Carolina. The remaining digitized resources from NC ECHO were wholly merged into the state's Digital Public Library of America hub as of 2018.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Don't Know

NC ECHO was wholly focused on training and support and expanding the skill set of cultural heritage practitioners in North Carolina.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Ended in 2008.

What did North Carolina EAD do really well?

Provided accessible training and tools for all types of cultural heritage institutions in North Carolina, allowing a range of institutions to learn EAD and associated standards including *Describing Archives: A Content Standard.*

What did North Carolina EAD wish it had done better?

Sustainability; relying wholly on a single source of grant funds was not a long-term strategy.

How did North Carolina EAD describe its value?

From the NC ECHO vision: "The NC ECHO vision is that *'All of North Carolina's cultural institutions work together to make the state's unique cultural and historical resources accessible for the education and enjoyment of people of all ages in the state, nation, and the world.'* "(Webarchive, https://web.archive.org/web/20070609085720/http://www.ncecho.org/about.asp, accessed 2019 Feb 1)

From the web page that described NCEAD specifically: "North Carolina Encoded Archival Description (NCEAD) is a working group within NC ECHO that examines the implementation of EAD for North Carolina institutions and provides best practice guidelines, tools, assistance, and other resources. The overall goal of NCEAD is to encourage standardization throughout encoded archival finding aids in order to enable inter-institutional searching of cultural heritage materials." (Webarchive, https://web.archive.org/web/20070609085737/http://www.ncecho.org/metadata_contents_template.asp, accessed 2019 Feb 1)

What would your members/participants do if you did not offer your service(s)?

Since 2008, all institutions who are capable of doing so have their own practices for EAD and encoding, and have sought out needed training through other means.

What were the biggest factors that led to NCEAD's dissolution?

- NCEAD was funded entirely by grants, specifically LSTA funds, that were vulnerable to changing economic conditions.
- NCEAD's organizational home, NC ECHO, re-aligned its strategy away from EAD training/standards.

ArchiveGrid (previously RLG Archival Resources)

Based on survey response from and interview with Chela Weber, Senior Program Officer; Merrilee Proffitt, Senior Manager; Bruce Washburn, Principal Software Engineer; all of OCLC Research, December 2018. Weber, Proffitt, and Washburn reviewed, edited, and approved this profile on February 19, 2019.

Overview

Public-Facing URL

https://researchworks.oclc.org/archivegrid/

State(s) Included

Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, Washington, D.C., West Virginia, Wisconsin, Wyoming, Non-US countries or regions

Summary of Mission

ArchiveGrid includes over 5 million records describing archival materials, including historical documents, personal papers, and more, to help researchers discover primary source materials.

Number of institutions with collections represented in your aggregation: 1,595

This institution count includes agencies and departments within the same larger institution. For example there are 25 separate "institutions" for different departments at Harvard University.

List of Contributing Institutions

See separate list

Number of Records

5,722,152

Record Type(s)

EAD (2002 or 3.0): 195,659
MARC records: 5,425,921
PDF: 13,713
HTML: 86,859

Records Added in Last Year

646,692

Contributors Added in Last Year

Yes; 19

End Users

College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Genealogists/family historians.

This list is derived from a combination of formal and informal efforts. In 2005/2006, when RLG was undertaking a refresh / rebranding , they did some surveys and focus groups to get a sense of where people were finding value. They have less formal knowledge now, but they do see questions and other factors that suggest patterns of use. The site is quite popular with genealogists, who offer one another lateral assistance, point to AG from social media, and who have created [some tutorials on YouTube](#). They also have a general sense of audiences for primary source materials: college and university students and faculty. They did a pop-up survey in 2013/2014 that confirmed this general understanding.

Infrastructure

Main System for Storage, Indexing, and Delivery

The discovery system is a custom-built user interface written in PHP, using an ElasticSearch index of archival material descriptions, hosted by an Apache web server. The system for gathering finding aids from contributing websites and for extracting MARC records from WorldCat is a mix of Python scripts and Hadoop Map/Reduce processes.

Other Elements of System

N/A

Do you host the content or harvest it?

ArchiveGrid uses both hosted and harvested data. It harvests finding aids from contributor websites, but uses hosted MARC records from OCLC's WorldCat database.

Degree of Customization

Custom-built in-house.

How much do you customize for participating institutions?

N/A
There is a lot of profiling and customization to manage the intake and conversion of finding aids, but the presentation is not customized at all.

Relationship to other systems or infrastructures at your organization or participating institutions

OCLC WorldCat: ArchiveGrid is heavily tied into WorldCat; without that relationship, AG would contain only EAD, HTML, and PDF finding aids, which are a relatively small proportion of the whole, and would be considerably less comprehensive.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; RLG EAD Best Practice Guidelines for Encoded Archival Description, August 2002: https://www.oclc.org/content/dam/research/activities/ead/bpg.pdf. Developed by predecessor organization prior to merger with OCLC. RLG also developed the EAD Report Card, the first compliance checker for EAD. At least one organization based their compliance checker on this tool.

Embedding metadata in PDF finding aids to enhance discoverability, Boston College Libraries, August 2016: http://hdl.handle.net/2345/bc-ir:107137. This was not developed by them, but spurred by a conversation with Boston College about making PDFs more discoverable.

Around 2008-2010, EAD implementation was part of the OCLC Research work agenda, resulting in reports like Over, Under, Around, and Through: Getting Around Barriers to EAD Implementation. The organization now feels that others have these issues well in hand, and this topic is not specifically in the OCLC Research work agenda.

Standards Enforcement

Central normalization rather than standards enforcement. We work with a variety of records and don't require institutions to meet standards.

Their intent is to cast as wide a net as possible in order to be comprehensive. However, this means that the metadata is inconsistent, which is a barrier to potentially valuable things like providing consistent subject search.

Services Offered

N/A

Administration and Governance

Administrative Home

OCLC Membership & Research Division

Who makes strategic decisions about the operations of the program?

The staff assigned to the aggregation

Who makes decisions about resource allocation for the program?

The administration of the host organization

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking the staff assigned to the aggregation

Resources

Central Staff FTE

0.1
For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Software Engineer, 0.1, Permanent/long term.
This is Bruce's position. Chela and Merrilee don't have a specific proportion of their FTE allocated to ArchiveGrid.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Some individuals at participating institutions contribute time. Our aim has been to keep the impact on staff time as limited as possible. There can be some time spent in determining how best to find and harvest documents when an institution first joins. After that, unless there are changes made to the contributing institution's site, we typically have no additional impacts on their time.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had an overall decrease in staffing.

From 2010 to 2014, there was an additional position supporting ArchiveGrid that focused on doing outreach and working with contributors to increase the quality of the resources. That position was eliminated, and that has affected ArchiveGrid since Bruce isn't able to give time to outreach and quality of resources.

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

No

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$4,300.00

This amount only covers hosting the discovery system on Amazon. ArchiveGrid depends on the OCLC Research work around enhancing WorldCat, running the Hadoop cluster environment, and for OCLC's support of WorldCat. It is not clear how to accurately estimate ArchiveGrid's share of those costs, and the costs to OCLC would remain the same whether or not ArchiveGrid made use of the WorldCat data.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

No

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

No

Mission and Values

Aggregation Founding Year

1998

Organizational History

ArchiveGrid began in 1998 as a project at the Research Libraries Group (RLG) to evaluate the potential for discovery across, and the consistency of EAD encoding within, EAD SGML documents from a variety of contributors. Named "RLG Archival Resources" initially, its development was a natural outcome of the extent to which RLG was invested in the development of EAD. RLG developed EAD training with Michael Fox and Kris Kiesling; one of the critical problems with EAD at the time was that there were few or no options for hosting and discovery infrastructure. RLG was also very interested in the utility of shared encoding practices; thus, the development of the best practices and EAD Report Card around 2002. It was challenging to work with the inconsistency of EADs, but Bruce developed methods and found that keyword search exposure was essential.

Archival Resources was the first web-based discovery system that RLG deployed, and contributed to the organization's overall business development. The initial effort gained some traction with fewer than 100 institutions participating, but during assessment in 2003/2004, they determined that it was worthy of some investment. They re-developed and re-branded, and

had a grant from the Delmas Foundation to make Archive Grid available as a free resource. its content expanded to include MARC records from the RLIN database, and eventually HTML and PDF finding aids. The system was re-evaluated and re-branded as ArchiveGrid in 2006, and continued to be offered as a subscription discovery system after RLG's combination with OCLC. ArchiveGrid then got folded into the WorldCat access package. During this time, they also experimented with individual subscriptions. It was targeted to unaffiliated researchers. Details on the specifics of the personal subscription are not available, but it was a monthly or yearly subscription, low cost, and the cost was quite low, with payments managed through PayPal. They did not have an active campaign to promote this option, and uptake was very limited (though for a handful of individuals it was considered to be quite beneficial). Based on limited interest and the staff overhead of managing the personal subscription service, OCLC discontinued that option after about a year.

In 2011 it was rebuilt with a new design and made freely available, supported by OCLC's Membership & Research division. They argued for this move so that they could learn more with such a large mass of aggregated data. They have indeed learned from it; they have "used it in a variety of sandbox-y ways," and have been able to share data with other projects.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?
- When institutions participate in our aggregation, their staff members become better at their jobs: Don't Know
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Disagree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Don't Know
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Disagree

Increasing description skills is not an area of focus for ArchiveGrid.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation)

ArchiveGrid is always in a state of transition, and one that Research staff think of in creating work agenda.

What does ArchiveGrid do really well?

ArchiveGrid is the de facto national discovery system for archives in the United States. It's not comprehensive, but it's the best that we have, and there is some efficiency gain.

ArchiveGrid has really good search engine exposure. The front page is not the landing page, and they assume that most users come in from search engines rather than their search interface. Many discovery systems don't do this.

What does ArchiveGrid wish it did better?

They have lost a lot by only having a small amount of Bruce's time. There are really big opportunities to work with Linked Open Data, but current encoding standards don't give us much. They are working with ArchivesSpace data to see if they can experiment with data.

ArchiveGrid would benefit from a community manager. With this position restored, they could have more contact with the contributors, work with metadata quality, and better understand what they desire for discovery.

The uptick in use of the ArchivesSpace Public User Interface has made finding aid metadata increasingly unavailable, which is having a negative effect on discovery. In general, structured data is increasingly in interfaces that are endpoints rather than ones that push the metadata out for broader discovery.

How does ArchiveGrid describe its value?

Primary source materials related to a researcher's area of interest can be widely dispersed across institutions and collections, and can be held in unexpected places. ArchiveGrid casts a wide net to surface these hard-to-find materials, and helps to connect the researcher to fuller descriptions and to staff at the holding institution.

What does ArchiveGrid want to do in the next 3-5 years, and what are the biggest challenges to doing that?

The stated objectives are to maintain status quo with about the current level of resources.

However, depending in part on the outcomes of the NAFAN project, there could be other possibilities:
- Create a true national utility across North America that deals with many formats beyond EAD and MARC, thus increasing equity, representation, and inclusion; surfaces the hidden collections; and connects collections that scattered across institutions.
- It would be ideal to take the mass of metadata in ArchiveGrid "turn it upside down," and find out more about what is possible. There is a great deal of unrealized opportunity in the data they have, in Wikidata environment. Turning AG data into Linked Open Data would help us learn a lot on the user and the researcher side, and this would put it in a completely different state. Finding aids don't have to exist in their current state forever, and we may be in a "meta-transitional state." Our current descriptive standards create some limitations on what we can do.

It's also important to note that ArchiveGrid is mostly MARC records. There's an opportunity to understand the relative value of finding aids as structured data.

Based on the findings of the ArcLight project, it's important to think about a discovery environment where you get metadata and digital objects, multiple languages, transcriptions;

that is seamless for users; that provides ways to understand context. Also browsing, serendipity, replicating the in-person experience. You can also make archives work more efficient.

What would your members/participants do if you did not offer your service(s)?

Based on anecdotal input, the impact would be relatively small in the archival and researcher community. It's appreciated for facilitating cross-institution discovery and surfaces surprising connections that users wouldn't have found otherwise. Without it, discovery efficiency would be impacted, and replicating the degree of search engine exposure on the local level is unlikely to replicate what ArchiveGrid does--and facilitating search engine exposure isn't trivial.

Institutions Included (US only)

Abilene Christian University - Milliken Special Collections and Archives
Abraham Lincoln Presidential Library and Museum
Academy of Motion Picture Arts and Sciences - Margaret Herrick Library
Accessible Archives
African American Museum and Library at Oakland, Oakland Public Library
Agua Caliente Cultural Museum
Akron-Summit County Public Library
Alabama Department of Archives and History
Alabama Department of Archives and History
Alameda County Law Library
Alaska Resources Library and Information Services
Alaska State Library - Historical Collections
Alaska State Library - Historical Collections
Albany Public Library - Historical Collection
Albemarle Charlottesville Historical Society - Charlottesville-Albemarle History Collection
Alexandria Library - Special Collections
Alfred State SUNY College of Technology - Hinkle Memorial Library
Allegheny College - Lawrence Lee Pelletier Library
Allen County Public Library - Genealogy Center
Alverno College Library
American Antiquarian Society
American Antiquarian Society
American Bookbinders Museum
American Congregational Association - Congregational Library and Archive
American Geographical Society Library - Archives
American Historical Society of Germans From Russia
American Hospital Association Resource Center
American Institute of Architects
American Institute of Physics - Public Center
American Institute of Physics - Niels Bohr Library and Archives
American Jewish Archives - Jacob Rader Marcus Center

American Jewish Joint Distribution Committee
American Jewish University - Ostrow Library
American Medical Association - James S. Todd Memorial Library
American Museum of Natural History
American Organ Institute Archives and Library
American Philosophical Society
American Textile History Museum - Osborne Library
American University - Bender Library
Amherst College
Amon Carter Museum
Anabaptist Mennonite Biblical Seminary
Anaheim Public Library - Anaheim Heritage Center
Anchorage Museum - Atwood Resource Center
Andover Newton Theological School - Merrill Department of Rare Books and Special Collections
Andrews University - James White Library
Angelo State University - Porter Henderson Library
Anton Brees Carillon Library - Bok Tower Gardens
Appalachian State University - Belk Library
Archive of American Television
Archives of Michigan
Arizona Historical Society - Library and Archives
Arizona State Library, Archives and Public Records
Arizona State Museum Library and Archives
Arizona State University Libraries
Arkansas State Archives
Arkansas State University - Dean B. Ellis Library
Art Institute of Chicago - Ryerson and Burnham Libraries
Arthur Moore Methodist Museum, Library, and Archive
Asbury Theological Seminary - B.L. Fisher Library
Ashland University - Ashland University Archives
Association of Research Libraries
Athenaeum of Philadelphia

Athens Regional Library System
Atlanta History Center
Atlanta University Center - Robert W. Woodruff Library
Atlanta-Fulton Public Library System - Special Collections
Auburn University
Augustana College - Thomas Tredway Library
Aurora University - Charles B. Phillips Library
Austin Presbyterian Theological Seminary
Austin Public Library - Austin History Center
Autry National Center - Museum of the American West
Ave Maria University - Canizaro Library
Baker and Taylor
Balch Institute for Ethnic Studies Library
Ball State University - Bracken Library
Baltimore Museum of Art - Archives and Manuscripts Collections
Bard College
Bard College - Bard Graduate Center
Bard College - Center for Curatorial Studies Library
Barry University
Bates College - Edmund S. Muskie Archives and Special Collections Library
Bates College - George and Helen Ladd Library
Baylor University - Central Libraries Rare Books and Special Collections
Berea College - Special Collections and Archives
Berkeley Public Library - Berkeley History Room
Berklee College of Music - Stan Getz Library
Bessemer Historical Society
Bibliomation
Biblionix
Billy Graham Center
Binghamton University - Special Collections, Preservation and University Archives
Birmingham Public Library - Archives and Manuscripts
Black Hills State University - E.Y. Berry Library-Learning Center

Boise State University - Albertsons Library
Book Club of California
Boston Athenaeum
Boston College - John J. Burns Library
Boston College Libraries
Boston Conservatory - Albert Alphin Library
Boston Public Library - Special Collections
Boston Public Library - Special Collections
Boston Symphony Orchestra
Boston University - Howard Gotlieb Archival Research Center
Boston University School of Theology - Archives
Boulder Public Library
Boulder Public Library
Bowdoin College - George J. Mitchell Department of Special Collections and Archives
Bowling Green State University
Bowling Green State University - Browne Popular Culture Library
Bradley University - Cullom-Davis Library
Brandeis University - Robert D. Farber University Archives and Special Collections
Brethren Historical Library and Archives
Brian Sutton-Smith Library and Archives of Play
Brigham Young University - Harold B. Lee Library
Brigham Young University - Harold B. Lee Library
Brigham Young University - Harold B. Lee Library
Brigham Young University - Harold B. Lee Library
Brigham Young University - L. Tom Perry Special Collections
Brigham Young University Law School - Howard W. Hunter Law Library
Brigham Young University, Idaho - David O. McKay Library
Brookfield Zoo - Library
Brooklyn College - Walter W. Gerboth Music Library
Brooklyn Historical Society
Brooklyn Museum
Brooklyn Public Library

Brooklyn Public Library
Brown University - Haffenreffer Museum of Anthropology
Brown University - John Carter Brown Library
Brown University - John Hay Library
Brown University Library
Bryn Athyn College - Swedenborg Library
Bryn Mawr College
Bucknell University - Ellen Clarke Bertrand Library
Buffalo Bill Center of the West - McCracken Research Library
Buffalo History Museum
Buffalo State College - E.H. Butler Library
Buffalo and Erie County Public Library - Special Collections
Burlington County College Libraries
Butler University - Special Collections and Rare Books Room
California Academy of Sciences
California Historical Society - North Baker Research Library
California Institute of Technology - Archives and Special Collections
California Institute of the Arts
California Judicial Center Library
California Maritime Academy Library
California Polytechnic State University - San Luis Obispo
California State Archives
California State Library - California History Room
California State Library - Sutro Library
California State Polytechnic University, Pomona - Special Collections and Archives
California State Railroad Museum - Library and Collections
California State University - San Bernardino
California State University, Channel Islands
California State University, Chico - Special Collections
California State University, Dominguez Hills - Department of Archives and Special Collections
California State University, East Bay
California State University, Fresno - Special Collections Research Center

California State University, Fullerton - Paulina June and George Pollak Library
California State University, Long Beach
California State University, Northridge - Oviatt Library
Cape Libraries Automated Materials Sharing (CLAMS)
Capital District Library Council
Carnegie Hall Archives
Carnegie Library of Pittsburgh
Carnegie Mellon University Archives
Carnegie Museum of Natural History Archives
Carnegie Museum of Natural History Archives
Carnegie Stout Public Library
Carroll University - Todd Wehr Memorial Library
Case Western Reserve University - Kelvin Smith Library
Casper College - Western History Center
Catholic Theological Union - Bechtold Library
Catholic University of America - The American Catholic History Research Center and University Archives
Center for Jewish History
Center for Jewish History
Center for Jewish History
Center for Jewish History
Center for Jewish History
Center for Mennonite Brethren Studies - Archives
Center for Puerto Rican Studies - Library and Archives
Center for Research Libraries (CRL)
Center for the Study of Political Graphics
Center for the Study of Upper Midwestern Cultures
Central Arkansas Library System - Butler Center for Arkansas Studies
Central Connecticut State University - Elihu Burritt Library
Central Intelligence Agency Library
Central Kansas Library System
Central Michigan University - Clarke Historical Library

Central Oregon Community College
Central Washington University - Brooks Library
Central/Western Massachusetts Automated Resource Sharing (C/W MARS)
Centre College - Grace Doherty Library
Chambers County Library System
Chapman University - Frank Mt. Pleasant Library of Special Collections and Archives
Charles M. Schulz Museum and Research Center
Charlotte Mecklenburg Library
Chattahoochee Valley Libraries - Archives
Chattanooga Public Library
Chesapeake and Ohio Historical Society
Chester County Historical Society Library
Chester Library - Local History Department
Chicago Film Archives
Chicago History Museum
Chicago Public Library - Special Collections Division
Chicago State University - Douglas Library
Chicago-Kent College of Law
Chula Vista Public Library - John Rojas Local History Room
Cincinnati Art Museum - Mary R Schiff Library and Archives
Cincinnati Museum Center - Cincinnati Historical Library and Archives
Cincinnati and Hamilton County Public Library
Circus World Museum - Robert L. Parkinson Library and Research Center
City of Boston - Archives and Records
City of Savannah - Research Library and Municipal Archives
Claremont Colleges
Claremont School of Theology - Special Collections
Clark University - Robert Hutchings Goddard Library
Clemson University - Robert Muldrow Cooper Library
Cleveland Institute of Music - Robinson Music Library
Cleveland Museum of Art - Ingalls Library
Cleveland Museum of Natural History - Harold T. Clark Library

Cleveland Public Library
Coe College - Archives
Colby College - Miller Library
Cold Spring Harbor Laboratory Library and Archives
Colgate University - Everett Needham Case Library
College of Charleston - Marlene and Nathan Addlestone Library
College of Physicians of Philadelphia
College of Saint Rose Library - Neil Hellman Library
College of Staten Island, CUNY
College of William and Mary - Special Collections Research Center
Colonial Williamsburg - Special Collections
Colorado College - Tutt Library
Colorado School of Mines - Arthur Lakes Library
Colorado State University - Archives and Special Collections Department
Colorado State University - Pueblo Library
Columbia College Chicago
Columbia International University - G. Allen Fleece Library
Columbia Public Library
Columbia Theological Seminary - John Burlow Campbell Library
Columbia University
Columbia University - Avery Library
Columbia University - Burke Theological Library Archives
Columbia University - C.V. Starr East Asian Library
Columbia University - Rare Book and Manuscript Library
Columbia University Law School - Arthur W. Diamond Law Library
Columbia University Medical Center - Archives and Special Collections
Columbia University Teachers College - Gottesman Libraries
Columbus State University - Simon Schwob Memorial Library
Commonwealth of Massachusetts State Archives
Community of Christ Library and Archives
Computer History Museum
Conception Abbey and Seminary Library

Concord Public Library
Concordia Theological Seminary - Walther Library
Concordia University
Connecticut College - Charles E. Shain Library
Connecticut Historical Society
Connecticut State Library
Cooperative Computer Services (CCS)
Cornell University - Division of Rare and Manuscript Collections
Cornell University - Kheel Center for Labor-Management Documentation
Cornell University - Weill Cornell Medical College Archives
Cornell University Libraries
Country Music Hall of Fame and Museum - Frist Library and Archive
Covenant Theological Seminary - J. Oliver Buswell Jr. Library
Covina Public Library
Cranbrook Center for Collections and Research
Crystal Bridges Museum of American Art Library
Curtis Institute of Music - John de Lancie Library
Dakota Wesleyan University - Archives and Manuscript Collections
Dallas Museum of Art - Mayer Library
Dallas Public Library - Texas/Dallas History and Archives Division
Dallas Theological Seminary - Turpin Library
Dartmouth College - Rauner Special Collections Library
Daughters of the Republic of Texas Library
Davidson College - Archives & Special Collections
Dayton Metro Library
DeKalb County Public Library
DePaul University - John T. Richardson Library
Delaware Art Museum - Helen Farr Sloan Library and Archives
Denver Museum of Nature and Science - Alfred M. Bailey Library and Archives
Denver Public Library
Detroit Institute of Arts - Research Library & Archives
Detroit Public Library - Special Collections

Dickinson College - Waidner-Spahr Library
District of Columbia Public Library
Douglas County History Research Center
Drew University - Rose Memorial Library
Drexel University
Duke University - David M. Rubenstein Rare Book and Manuscript Library
Duke University - Medical Center Archives
Dumbarton Oaks Research Library and Collection, Trustees for Harvard University
Duquesne University - Gumberg Library
Durham County Library - North Carolina Collection
Eagle Valley Library District - Eagle Public Library
Earlham College - Lilly Library
East Carolina University - Joyner Library
East Carolina University - Joyner Library
East Georgia State College
East Tennessee State University - Archives of Appalachia
Eastern Illinois University - Booth Library
Eastern Kentucky University - Crabbe Library
Eastern Michigan University
Eastern Washington State Historical Society - Northwest Museum of Arts and Culture
Eastern Washington University - Archives and Special Collections
Easton Area Public Library
Edinboro University of Pennsylvania - Baron-Forness Library
Elizabethtown College - High Library
Elkhart County Historical Museum
Elon University - Carol Grotnes Belk Library
Emerson College
Emory University - Manuscript, Archives, and Rare Book Collection
Emory University - Manuscript, Archives, and Rare Book Collection
Emory University - Pitts Theology Library Archives and Manuscripts Department
Evangelical Lutheran Church in America Library
FamilySearch - Family History Library

Fashion Institute of Technology - Special Collections and FIT Archives
Fayetteville State University - Charles W. Chesnutt Library
Filson Historical Society
Flint Public Library
Florida Atlantic University - Boca Raton Campus, S.E. Wimberly Library
Florida Historical Society Library
Florida International University - Green Library, Modesto A. Maidique Campus
Florida International University - Wolfsonian Library
Florida State University - Special Collections Department
Folger Shakespeare Library
Forest History Society
Fort Lewis College - Center of Southwest Studies
Fort Worth Library
Francis Marion University - James A Rogers Library
Franklin College - B.F. Hamilton Library
Franklin D. Roosevelt Presidential Library
Franklin and Marshall College - Archives and Special Collections
Fray Angelico Chavez History Library
Free Library of Philadelphia
Free Library of Philadelphia - Rare Book Department
Fresno City and County Historical Society Archives
Fresno County Free Library
Fresno Pacific University - Hiebert Library
Frick Collection and Frick Art Reference Library
Fuller Theological Seminary - David Allan Hubbard Library
Furman University - Duke Library
Gallaudet University - Merrill Learning Center
Gay, Lesbian, Bisexual, Transgender Historical Society
General Theological Seminary - St. Mark's Library
Geneva College - McCartney Library
George Eastman Museum
George Fox University - Murdock Learning Resource Center

George Mason University - Special Collections & Archives
George Washington Mount Vernon - Fred W. Smith National Library
George Washington University - Special Collections Research Center
Georgetown University - Law Library
Georgetown University - Special Collections
Georgia Archives
Georgia Historical Society - Library and Archives
Georgia Institute of Technology - Archives and Records Management
Georgia Southern University - Zach S. Henderson Library
Georgia State University - Special Collections and Archives
Gerald R. Ford Library
German Society of Pennsylvania - Joseph Horner Library
Getty Research Institute
Gettysburg College - Musselman Library
Glendale Public Library - Special Collections Room
Go For Broke National Education Center
Godfrey Memorial Library
Golden Gate University - School of Law Library
Gonzaga University - Foley Center Library
Gordon College - Jenks Library
Gordon-Conwell Theological Seminary - Goddard Library
Goshen College - Mennonite Historical Library
Graduate Theological Union - Special Collections and Archives
Grand Rapids Public Library - Grand Rapids History and Special Collections Department
Grand Valley State University - Special Collections and University Archives
Gratz College - Tuttleman Library
Greenfield Community College
Greenville County Library System - South Carolina Room
Grinnell College - Burling Library
Grolier Club
Guggenheim Museum - Library and Archives
Gunston Hall - Library and Archives

Gustavus Adolphus College - Folke Bernadotte Memorial Library
Hagley Museum and Library - Manuscripts and Archives Department
Hamilton College - Archives
Hampden-Sydney College - Bortz Library
Hampshire College
Hanover College - Agnes Brown Duggan Library
Hardin-Simmons University - Richardson Library
Harding University - Brackett Library
Harford County Public Library
Hartwick College Stevens - German Library
Harvard Divinity School - Manuscripts and Archives
Harvard Film Archive
Harvard Musical Association
Harvard University
Harvard University - Arnold Arboretum
Harvard University - Baker Library
Harvard University - Countway Library of Medicine
Harvard University - Economic Botany Library of Oakes Ames
Harvard University - Environmental Science and Public Policy Archives
Harvard University - Ernst Mayr Library of the Museum of Comparative Zoology
Harvard University - Farlow Reference Library of Cryptogamic Botany
Harvard University - Fine Arts Library
Harvard University - Frances Loeb Library
Harvard University - Fung Library
Harvard University - Grey Herbarium Library
Harvard University - Gutman Library
Harvard University - Harvard University Archives
Harvard University - Harvard Yenching Library
Harvard University - Houghton Library
Harvard University - Loeb Music Library
Harvard University - Massachusetts Eye and Ear Infirmary
Harvard University - Murray Research Archive

Harvard University - Peabody Museum of Archaeology and Ethnology
Harvard University - Schlesinger Library
Harvard University - Theodore Roosevelt Collection
Harvard University - Tozzer Library
Harvard University - Ukrainian Research Institute Reference Library
Harvard University - Widener Library
Harvard University Art Museums Archives
Harvard University Center for Italian Renaissance Studies - Manuscripts and Archives
Harvard University Law School - Historical and Special Collections
Haverford College - Quaker and Special Collections
Hebrew Union College, Ohio
Hennepin County Library - James K. Hosmer Special Collections
High Point University - Smith Library
Historic Deerfield Library
Historical Sites Society of Arcata Library
Historical Society of Pennsylvania
History Colorado
History Colorado
History San Jose
History San Jose
Hobart and William Smith Colleges - Warren Hunting Smith Library
Hollins University - Wyndham Robertson Library
Holocaust Center of Northern California Archives
Holy Trinity Orthodox Seminary Library
Hope College - Joint Archives of Holland
Houston Academy of Medicine – John P. McGovern Historical Collections and Research Center
Houston Area Library Automated Network
Houston Public Library - Houston Metropolitan Research Center
Howard University - Moorland Spingarn Research Center
Howard University Law Library
Humboldt State University - Special Collections
Huntington Library, Art Collections, and Botanical Gardens

Icahn School of Medicine at Mount Sinai - Gustave L. and Janet W. Levy Library
Ida Public Library - Local History Room
Ida Public Library - Local History Room
Idaho State University - Department of Special Collections and University Archives
Iliff School of Theology - Ira J. Taylor Library
Illinois Heartland Library System
Illinois State Archives
Illinois State Library - Gwendolyn Brooks Building
Illinois State University - Dr. Jo Ann Rayfield Archives
Illinois Wesleyan University - Ames Library
Independence Seaport Museum
Indiana Historical Society - Smith Memorial Library
Indiana State Library - Manuscripts and Rare Books
Indiana University
Indiana University - Archives of African American Music and Culture
Indiana University - Archives of Traditional Music
Indiana University - Center for the Study of History and Memory
Indiana University - Folklore Collection
Indiana University - Liberian Collections
Indiana University - Lilly Library
Indiana University - Political Papers
Indiana University Archives
Indiana University Purdue University Indianapolis - Ruth Lilly Special Collections and Archives
Indiana University School of Dentistry - Special Collections
Indiana University School of Law Library
Indiana University, South Bend - Franklin D. Schurz Library
Indianapolis Museum of Art
Institute for Advanced Study - The Shelby White and Leon Levy Archives Center
Intel Museum Archives
International Center of Photography
Iowa State University - Parks Library
Ithaca College Library

J. Craig Venter Institute Archives
Jackson District Library
Jacksonville University
James Madison University - Special Collections
James Monroe Museum and Memorial Library
Japanese American National Museum
Jefferson County Library System
Jefferson County Public Library
Jet Propulsion Laboratory Library and Archives
Jewish Historical Society of Greater Hartford
Jewish Theological Seminary of America Library
John F. Kennedy Presidential Library and Museum
John and Mable Ringling Museum of Art Library
Johns Hopkins Medical Institutions - William H. Welch Medical Library
Johns Hopkins University - Milton S. Eisenhower Library
Johns Hopkins University - Milton S. Eisenhower Library
Johnson County Public Library - Historical Room
KBOO Community Radio
Kansas City Public Library
Kansas City, Kansas Public Library
Kansas State Historical Society
Kansas State University - Hale Library
Keene State College - Wallace E. Mason Library
Kennesaw State University - Horace W. Sturgis Library
Kenrick-Glenn Seminary - Souvay Library
Kent Memorial Library
Kent State University - Special Collections and Archives
Kentucky Department for Libraries and Archives
Kentucky Department for Libraries and Archives
Kentucky Historical Society
Kentucky State Archives Guide Project
Kern County Library

Kettering University - Scharchburg Archives
Kinsey Institute for Research in Sex, Gender, and Reproduction
Kirtas Technologies
Knox College - Seymour Library
Knox County Public Library
Knox County Public Library System - Knox County Archives
Kurt Weill Foundation
LA84 Foundation - Sports Library
La Guardia Community College, CUNY
La Salle University - Connelly Library
LaCrosse Public Library - Archives and Local History
Labor Archives and Research Center
Lafayette College - Special Collections and College Archives
Lamar University - Mary and John Gray Library
Lancaster County Historical Society - Archives
Lane Community College
Latah County Historical Society
Lawrence University - Seeley G. Mudd Library
Lehigh University - Linderman Library
Lehman College - Leonard Lief Library
Lewis University Library
Lewis and Clark College
Library Company of Philadelphia
Library of Congress - National Union Catalog of Manuscript Collections
Library of Congress - Research and Reference Services
Library of Michigan
Library of Virginia
Lincoln City Library
Lincoln Memorial University - Abraham Lincoln Library and Museum
Lincoln Memorial University - Carnegie-Vincent Library
Linda Hall Library of Science - Engineering and Technology
Live Oak Public Libraries

Lloyd Library and Museum
Loma Linda University - Del E. Webb Memorial Library
Loras College Library
Los Angeles Contemporary Archive
Los Angeles County Law Library
Los Angeles County Metropolitan Transportation Authority
Los Angeles County Museum of Art
Los Angeles Maritime Museum
Los Angeles Public Library
Louisiana State University - Special Collections
Louisiana State University Law Center Library
Lowell Observatory Library
Loyola Marymount University
Loyola University Chicago - Cudahy/Lewis Library
Loyola University New Orleans - Monroe Library
Luther Seminary Archives
Lynchburg Public Library
MacMurray College - Archives and Special Collections
Macalester College - DeWitt Wallace Library
Madison County Circuit Clerk's Office
Maine Maritime Academy - Nutting Memorial Library
Maine State Library
Malone University
Manatee County Public Library System
Maneauver Center of Excellence - Donovan, Armor School Research Library
Marietta College - Legacy Library
Marin County Free Library
Marine Biological Laboratory, Woods Hole Oceanographic Institution (MBLWHOI) Library
Marquette Regional History Center
Marquette University - John P. Raynor Library
Marshall University - John Deaver Drinko Library
Martha's Vineyard Museum

Maryland Historical Society
Maryland State Archives - Special Collections
Mashantucket Pequot Museum and Research Center
Massachusetts Historical Society
Massachusetts Institute of Technology - Institute Archives and Special Collections
Massillon Public Library
McDaniel College - Hoover Library
McLean County Museum of History
McNeese State University - Frazar Memorial Library
Medical University of South Carolina Library
Mercer University - Jack Tarver Library
Mercy Heritage Center, Sisters of Mercy of the Americas
Mesa Public Library
Metropolitan Museum of Art - Watson Library
Miami University - Walter Havighurst Special Collections
Michigan State University - Special Collections
Michigan State University - University Archives and Historical Collections
Michigan State University Libraries - Main Library
Michigan Technological University - J.R. Van Pelt and Opie Library
Mid-Continent Public Library
Middlebury College - Davis Family Library
Mill Valley Public Library
Millersville University - McNairy Library
Mills College - F.W. Olin Library
Millsaps College - Millsaps-Wilson Library
Milwaukee Public Library
Minitex
Minnesota Discovery Center - Archives
Minnesota Historical Society
Minnesota State University
Minnesota State University
Minnesota State University, Moorhead - Livingston Lord Library

Minot State University - Gordon B. Olson Library
Mint Museum Library and Archives
Minuteman Library Network
Mission Viejo Library
Mississippi Department of Archives and History
Missouri Botanical Garden - Peter H. Raven Library
Missouri State Archives
Missouri State University - Meyer Library
Mojave Desert Archives
Monmouth County Historical Association
Montana Historical Society Research Center - Archives and Photograph Archives
Montana State University - Special Collections and Archives
Monterey Park Bruggemeyer Library
Monterey Public Library - Archives
Montgomery County Community College
Montgomery County Public Libraries
Moravian Archives
Moravian Archives
Moravian Music Foundation
Morehead State University - Camden-Carroll Library
Morgan Library and Museum - Pierpont Morgan Library
Morris County Library
Morris Museum of Art - Center for the Study of Southern Art
Morrisson-Reeves Library
Morristown and Morris Township Public Library
Morristown and Morris Township Public Library
Mote Marine Laboratory - Arthur Vining Davis Library and Archives
Mount Angel Abbey Library
Mount Holyoke College - Archives and Special Collections
Mount Saint Mary's University - Phillips Library
Mount Vernon Ladies' Association
Muhlenberg College - Trexler Library

Museum of Fine Arts, Boston
Museum of Fine Arts, Houston
Museum of Flight - Archives
Museum of History and Industry
Museum of Modern Art
Museum of New Mexico
Museum of Northern Arizona
Museum of Performance and Design
Mystic Seaport Museum
NASA Ames Research Center
NASA Ames Research Center
NASA Ames Research Center
National Agricultural Library
National Air and Space Museum Archives
National Aquarium
National Baseball Hall of Fame
National Center for State Courts
National Cowboy and Western Heritage Museum
National Defense University Library
National Federation of the Blind - Jacobus TenBroek Library
National Gallery of Art
National Geographic Society Library
National Hispanic Cultural Center
National Library of Medicine - History of Medicine Division
National Museum of Women in the Arts
National Museum of the American Indian Archive Center
National Oceanic and Atmospheric Administration (NOAA)
Natural History Museum Foundation, Los Angeles County
Naval History and Heritage Command - Operational Archives
Nebraska State Historical Society
Nebraska Wesleyan University - Cochrane-Woods Library
Nelson-Atkins Museum of Art

Nevada Museum of Art
Nevada State Library and Archives
New College of Florida - Jane Bancroft Cook Library
New England Conservatory of Music - Harriet M. Spaulding Library
New England Historic Genealogical Society
New Hampshire Historical Society
New Hampshire State Library- New Hampshire Automated Information System
New Hanover County Public Library
New Jersey Historical Society
New Jersey State Library
New Mexico Highlands University - Donnelly Library
New Mexico Institute of Mining and Technology - Skeen Library
New Mexico State Library
New Mexico State Records Center and Archives
New Mexico State University - Archives and Special Collections Center
New Orleans Historic Collection - Williams Research Center
New Orleans Public Library
New York Academy of Medicine
New York Botanical Garden - LuEsther T. Mertz Library
New York City Department of Records and Information Services
New York Public Library
New York School of Interior Design
New York Society Library
New York State Archives
New York State Historical Association
New York State Historical Documents
New York State Library - Manuscripts and Special Collections
New York University - Fales Library
New York University - Tamiment Library
New York University Archives
New York University Libraries
New-York Historical Society

Newark Public Library
Newberry Library
Nicholls State University, Ellender - Ellender Memorial Library
Norfolk Public Library
Norman Rockwell Museum - Archives and Library
North Carolina State Museum of Natural Sciences
North Carolina State University
North Central College - Oesterle Library
North Dakota State Library
North Dakota State University
North Park University - Brandel Library
Northeast Historic Film
Northeastern Illinois University
Northeastern State University, Tahlequah Campus - John Vaughan Library
Northeastern University - Archives and Special Collections Department
Northern Arizona University - Cline Library
Northern Illinois University - Founders Memorial Library
Northern Kentucky University - W. Frank Steely Library
Northern Michigan University - Lydia M. Olson Library
Northern State University - Williams Library
Northwest Missouri State University - B.D. Owens Library
Northwest Regional Library System
Northwestern University
Northwestern University
Northwestern University - Transportation Library
Norwich University - Kreitzberg Library
Nova Southeastern University - Alvin Sherman Library
OCLC Library
ONE National Gay and Lesbian Archives
Oakland Museum
Oakland Public Library
Oakland University - Kresge Library

Oberlin College
Occidental College Library
Oglethorpe University
Ohio Christian University - Maxwell Library
Ohio History Connection
Ohio State University
Ohio State University - Billy Ireland Cartoon Library and Museum
Ohio State University - Health Sciences Library
Ohio University - Alden Library
Ohio Wesleyan University - L.A. Beeghly Library
Oklahoma Christian University - Tom and Ada Beam Library
Oklahoma Historical Society - Research Center
Oklahoma State University - Edmon Low Library
Oklahoma University - Robert M. Bird Health Sciences Library
Old Colony Library Network
Old Dominion University - Special Collections
Old Jail Art Center - Robert E. Nail, Jr. Archives
Old Sturbridge Village Research Library
Onondaga County Public Library
Orange Public Library
Oregon Health and Science University
Oregon Historical Society Research Library
Oregon Institute of Technology
Oregon State Archives
Oregon State Library - Special Collections
Oregon State University Libraries - Special Collections and Archives Research Center
Organ Historical Society - American Organ Archives
Otterbein University - Courtright Memorial Library
Ouachita Baptist University - Riley-Hickingbotham Library
Outer Banks History Center
Oxnard Public Library
Pacific Lutheran University - Special Collections and Archives Department

Pacific University
Palos Verdes Public Library
Parkland College
Pasadena Historical Museum
Pasadena Public Library
Peabody Essex Museum
Peabody Institute of the Johns Hopkins University - Arthur Friedheim Music Library
Penn State Harrisburg Library
Pennsylvania Historical and Museum Commission's Division of Archives and Manuscripts
Pennsylvania State University Libraries
Peoria Public Library
Pepperdine University - Payson Library
Peru State College
Pew Charitable Trusts Library
Pfeiffer University - Mary Fisher Floyd Archives and Special Collections
Philadelphia Museum of Art
Phoenix Public Library - Arizona Room
Phoenix Seminary Library
Physician Assistant History Society
Pikes Peak Library District - Special Collections
Pima Community College
Pioneer Library System
Pittsburg State University - Leonard H. Axe Library
Pittsburgh Theological Seminary - Clifford E. Barbour Library
Plainfield-Guilford Township Public Library - Local History and Genealogy
Point Loma Nazarene University - Ryan Library
Polytechnic Institute of NYU - Bern Dibner Library
Pomona Public Library
Port Washington Public Library
Portland State University
Portland State University
Postal History Foundation - Peggy J. Slusser Memorial Philatelic Library

Presbyterian Historical Society
Primary Source Media
Princeton Theological Seminary Library
Princeton University - East Asian Library
Princeton University - Engineering Library - Technical Reports
Princeton University - Firestone Library - Graphic Arts Collection
Princeton University - Firestone Library - Latin American ephemera collections
Princeton University - Firestone Library - Manuscripts Division
Princeton University - Firestone Library - Rare Book Division
Princeton University - Mudd Manuscript Library - Public Policy Papers
Princeton University - Mudd Manuscript Library - University Archives
Pritzker Military Library
ProQuest Information and Learning
Providence Archives, Seattle
Providence College - Phillips Memorial Library
Providence Public Library
Public Libraries of Saginaw
Purdue University - Virginia Kelly Karnes Archives and Special Collections Research Center
Putnam County Archives
Queens College - Benjamin Rosenthal Library
Queens Library
Radford University - Archives and Special Collections
Randolph Macon College Archives
Ray Johnson Estate Archives
Reaching Across Illinois Library System
Redwood City Public Library - Local History Collection
Redwood Library and Athenaeum
Reed College - Special Collections and Archives
Reformed Theological Seminary Libraries
Regent University - Law Library
Regis University Library
Rensselaer Polytechnic Institute - Archives and Special Collections

Rensselaer at Hartford - Cole Library
Rhode Island Historical Society
Rhode Island School of Design - Fleet Library
Rice University
Rice University
Richard Bland College Library
Richmond Public Library
Ripon College - Lane Library
Riverside Public Library
Roanoke Public Library - Special Collections
Rochester Institute of Technology - Wallace Memorial Library
Rochester Museum and Science Center
Rochester Public Library
Rock and Roll Hall of Fame and Museum - Library and Archives
Rockefeller Archive Center
Rockford Public Library
Roger Williams University Library
Rollins College - Olin Library
Rosenbach Museum and Library
Roxbury Community College - Archives and Special Collections
Rutgers University - Institute of Jazz Studies
Rutgers University Law Library, Newark
Rutgers University Libraries
Rutherford B. Hayes Presidential Center
SUNY College at Plattsburgh - Special Collections
SUNY College at Potsdam - F.W. Crumb Memorial Library
SUNY Maritime College - Stephen B. Luce Library
SUNY Oswego - Penfield Library
SUNY Upstate Medical University - Archives and Special Collections
Sacramento Archives and Museum Collection Center
Sacramento County Public Law Library
Sacramento Public Library

Saint Bonaventure University - Friedsam Memorial Library
Saint Cloud State University - The Miller Center
Saint Francis Seminary - Salzmann Library
Saint John's University - Alcuin Library
Saint Louis Art Museum - Richardson Memorial Library
Saint Louis University - Special Collections
Saint Mary's College - Saint Albert Hall
Saint Mary's College of Maryland
Saint Mary's University of Minnesota, Winona - Fitzgerald Library
Saint Michael's College Library
Saint Vincent College
Saint Vincent College, The Foster and Muriel McCarl Coverlet Gallery
Salem College - Dale H. Gramley Library
Salisbury University - Edward H. Nabb Research Center for Delmarva History and Culture
Sam Houston State University - Newton Gresham Library
Samford University Library
Samuel H. Kress Foundation
Samuel Roberts Noble Foundation Library
San Antonio College Library - Moody Learning Center
San Antonio Public Library
San Bernardino Public Library
San Bruno Public Library
San Diego Air and Space Museum Library and Archives
San Diego City Clerk's Archives
San Diego History Center
San Diego Natural History Museum
San Diego State University
San Francisco Maritime National Historical Park
San Francisco Public Library
San Francisco State University - J. Paul Leonard Library
San Francisco Theological Seminary
San Jacinto Museum of History - Herzstein Library

San Joaquin County Museum
San Joaquin Valley Library System
San Jose Public Library - Local History Collection
San Jose State University - Sourisseau Academy for State and Local History
San Jose State University - Special Collections and Archives
San Mateo Public Library
Santa Ana Public Library
Santa Barbara Botanic Garden
Santa Barbara Historical Museum - Gledhill Library
Santa Barbara Trust for Historic Preservation - Presidio Research Center
Santa Clara City Library
Santa Clara County Archives
Santa Clara University
Sarah Lawrence College - Archives
School for Advanced Research - McElvain Library
School of The Art Institute of Chicago - John M. Flaxman Library
Science History Institute - The Donald F. and Mildred Topp Othmer Library of Chemical History
Scranton Public Library - Albright Memorial Library
Sealaska Heritage Institute Archives
Seattle Municipal Archives
Seattle Pacific University
Seattle Public Library - Special Collections
Seattle University - A. A. Lemieux Library
Selco
Senator John Heinz History Center
Sequoia & Kings Canyon National Parks
Sewanee: The University of the South - duPont Library
Sharlot Hall Museum Archives and Library
Shasta County Library
Shepherd University - Ruth Scarborough Library
Sierra Madre Public Library - Local History Collection
Silicon Valley Information Center

Simmons College - Beatley Library
Siskiyou County Museum
Sisters of Notre Dame de Namur - Boston and Ipswich Provincial Archives
Smith College - Neilson Library
Smithsonian - Anacostia Community Museum
Smithsonian - Human Studies Film Archives
Smithsonian - National Anthropological Archives
Smithsonian - National Museum of African American History and Culture
Smithsonian - National Museum of African Art
Smithsonian American Art Museum
Smithsonian Center for Folklife and Cultural Heritage
Smithsonian Institution - Archives of American Art
Smithsonian Institution - Archives of American Gardens
Smithsonian Institution - Freer and Sackler Archives
Smithsonian Institution - Freer and Sackler Archives
Smithsonian Institution - National Museum of American History
Smithsonian Institution Archives
Smithsonian Libraries
Smithsonian National Portrait Gallery
Social Law Library
Society of California Pioneers
Society of the Cincinnati Archives
Sonoma County Library
Sonoma State University - Schulz Library
Sons of the Revolution in the State of California - American Heritage Library
South Carolina Department of Archives and History
South Carolina Historical Society
South Carolina State University - Miller F. Whittaker Library
South Dakota State Historical Society Archives
South Dakota State University - Hilton M. Briggs Library
South Puget Sound Community College

Southeast Missouri State University - Kent Library
Southeastern Baptist Theological Seminary Library
Southern Adventist University - McKee Library
Southern Baptist Historical Library and Archives
Southern Baptist Theological Seminary - Boyce Centennial Library
Southern California Library for Social Studies and Research
Southern Illinois University, Carbondale - Special Collections Research Center
Southern Illinois University, Edwardsville - Lovejoy Library
Southern Methodist University
Southern Methodist University - Bridwell Library
Southern Methodist University - DeGolyer Library
Southern Methodist University - Underwood Law Library
Southern Oregon University - Lenn and Dixie Hannon Library
Southern University and A&M College - John B. Cade Library
Southern Utah University
Southwestern Baptist Theological Seminary - Roberts Library
Southwestern University - Special Collections
Spertus Institute of Jewish Studies - Asher Library
Spokane Public Library - Ned M. Barnes Northwest Room
Springfield College, Babson Library
Springfield Technical Community College
St. Catherine University - Archives and Special Collections
St. Edward's University - Archives and Special Collections
St. Joseph County Public Library
St. Lawrence University - Owen D. Young Library
St. Louis Community College
St. Louis Public Library
Stanford University
Stanford University - Archive of Recorded Sound
Stanford University - Hoover Institution Library and Archives
Stanford University - Medical History Center
Stanford University Law School - Robert Crown Law Library

State Archives of Florida
State Archives of North Carolina
State Historical Society of Iowa
State Historical Society of Iowa - Libraries and Special Collections
State Historical Society of Missouri
State Historical Society of Missouri
State Historical Society of North Dakota State Archives
State Library of Florida
State Library of Massachusetts
State Library of North Carolina

State Library of Ohio
State Library of Pennsylvania
State University of New York (SUNY) at Geneseo - Milne Library
State University of New York Albany
Stephen F. Austin State University - East Texas Research Center
Sterling and Francine Clark Art Institute
Stockton University
Stony Brook University Libraries
Storefront for Art and Architecture Archive
Suffolk County Public Libraries
Suffolk University
Sul Ross State University - Archives of the Big Bend
Sutter County Library
Swarthmore College - Friends Historical Library
Swarthmore College - Peace Collection
Syracuse University - Special Collections Research Center and University Archives
Tarleton State University - Dick Smith Library
Temple University - Law Library
Temple University - Special Collections Research Center
Tennessee State Library and Archives
Tennessee State University
Tennessee Technical University - Angelo and Jeanette Volpe Library
Texas A&M University - Cushing Memorial Library and Archives
Texas Christian University
Texas General Land Office - Archives and Records
Texas State Library and Archives
Texas State University, San Marcos
Texas Tech University - Southwest Collection/Special Collections Library
Texas Tech University - The Vietnam Center and Archive
Texas Woman's University - The Woman's Collection
The Bakken Museum Library
The Barnes Foundation - Archives, Libraries, and Special Collections

The Cable Center - Barco Library
The City of Oklahoma City - Office of the City Clerk
The College at Brockport - Drake Memorial Library
The College of New Jersey
The College of Wooster - Andrews Library
The Community Library - Regional History Department
The Evergreen State College
The Great American Songbook Foundation
The Heard Museum Library
The Henry Ford - Benson Ford Research Center
The History Center in Tompkins County
The History Center, Diboll
The HistoryMakers
The Juilliard School - Lila Acheson Wallace Library
The Mariners' Museum Library
The New School Archives and Special Collections and Kellen Design Archives
The Revs Institute
The Sage Colleges Libraries
The University of West Alabama - Julia S. Tutwiler Library
Theological Research Exchange Network (TREN)
Thomas Balch Library
Toccoa Falls College - Seby Jones Library
Toledo Museum of Art - Reference Library
Towson University - Albert S. Cook Library
Transylvania University - J. Douglas Gay Jr./Frances Carrick Thomas Library
Tri-College University Library Cooperation
Trinity College - Watkinson Library
Trinity Wall Street - Archives
Troy University - Dothan Campus Library
Troy University - Troy Campus Library
Truman Presidential Library and Museum
Truman State University - Pickler Memorial Library

Tufts University - Tisch Library
Tulane University - Amistad Research Center
Tulane University - Louisiana Research Collection
Tyrrell Historical Library
U.S. Army Corps of Engineers - Engineer Research and Development Center
U.S. Court of Appeals for the Sixth Circuit Library
U.S. Department of the Interior Library
U.S. Geological Survey - Clarence King Library
U.S. Geological Survey - Great Lakes Science Center Library
U.S. National Archives and Records Administration
U.S. Naval War College
US Air Force Academy
US Army Heritage and Education Center
Ukrainian Historical and Educational Center of New Jersey
Union College - Schaffer Library
Union League Club of Chicago
Union Presbyterian Seminary - William Smith Morton Library
United Methodist Church Archives
United States Holocaust Memorial Museum
United States Military Academy
United Theological Seminary - O'Brien Library
Universidad de Puerto Rico, Río Piedras - University of Puerto Rico, Río Piedras
University Club of New York Library
University at Buffalo, State University of New York
University at Buffalo, State University of New York - Archives
University at Buffalo, State University of New York - Law Library
University at Buffalo, State University of New York - Music Library
University at Buffalo, State University of New York - Poetry Collection
University of Akron - Bierce Library
University of Alabama - W.S. Hoole Special Collections Library
University of Alabama, Birmingham - Mervyn H. Sterne Library
University of Alaska Anchorage, Alaska Pacific University Consortium Library

University of Alaska, Fairbanks
University of Arizona
University of Arizona - Center for Creative Photography
University of Arkansas for Medical Sciences - Historical Research Center
University of Arkansas, Fayetteville - David W. Mullins Library
University of Arkansas, Fort Smith - Boreham Library
University of Arkansas, Little Rock - Center for Arkansas History and Culture
University of Baltimore - Special Collections
University of California, Berkeley
University of California, Berkeley - Bancroft Library
University of California, Berkeley - Environmental Design Archives
University of California, Berkeley - Institute of Governmental Studies
University of California, Berkeley - Magnes Collection of Jewish Art and Life
University of California, Berkeley - Museum of Vertebrate Zoology
University of California, Berkeley - School of Law Library
University of California, Davis - Shields Library
University of California, Irvine
University of California, Irvine - Critical Theory Archive
University of California, Irvine - Southeast Asian Archive
University of California, Irvine - Special Collections
University of California, Irvine - University Archives
University of California, Los Angeles - Charles E. Young Research Library
University of California, Los Angeles - Chicano Studies Research Center
University of California, Los Angeles - Ethnomusicology Archive
University of California, Los Angeles - Louise M. Darling Biomedical Library
University of California, Los Angeles - Louise M. Darling Biomedical Library
University of California, Los Angeles - William Andrews Clark Memorial Library
University of California, Riverside
University of California, Riverside - Special Collections and University Archives
University of California, Riverside - Water Resources Collections and Archives
University of California, San Diego

University of California, San Francisco - Archives and Special Collections
University of California, San Francisco Medical Center at Mount Zion - H.M. Fishbon Memorial Library
University of California, Santa Barbara - Cheadle Center for Biodiversity and Ecological Restoration
University of California, Santa Barbara - Davidson Library
University of California, Santa Cruz
University of Central Arkansas - Torreyson Library
University of Central Florida Libraries - Special Collections and University Archives
University of Central Missouri - James C. Kirkpatrick Library
University of Central Oklahoma - Chambers Library
University of Chicago - Special Collections Research Center
University of Cincinnati - Langsam Library
University of Colorado - Archives and Special Collections
University of Colorado - Archives and Special Collections
University of Colorado, Boulder
University of Connecticut - Homer Babbidge Library
University of Connecticut - Meskill Law Library
University of Connecticut - Thomas J. Dodd Research Center
University of Dayton - Roesch Library
University of Delaware - Hugh M. Morris Library
University of Delaware - Hugh M. Morris Library
University of Denver - Penrose Library
University of Florida - George A. Smathers Libraries
University of Florida - Levin College of Law Library
University of Georgia - Alexander Campbell King Law Library
University of Georgia - Richard B. Russell Library for Political Research and Studies
University of Georgia - Special Collections Libraries
University of Hartford Archives and Special Collections
University of Hawai'i at Manoa - Hamilton Library
University of Houston
University of Houston, Clear Lake - Alfred R. Neumann Library
University of Idaho
University of Illinois Urbana Champaign

University of Illinois at Chicago - Special Collections and University Archives
University of Illinois at Springfield - Brookens Library
University of Indianapolis - Krannert Memorial Library
University of Iowa
University of Iowa - Law Library
University of Kansas - Kenneth Spencer Research Library
University of Kansas - Kenneth Spencer Research Library
University of Kentucky
University of Kentucky
University of Louisiana at Lafayette - Edith Garland Dupre Library
University of Louisville - Dwight Anderson Music Library
University of Louisville - Ekstrom Library
University of Maine - Raymond H. Fogler Library
University of Maryland
University of Maryland - Archives and Manuscripts
University of Maryland - Health Sciences and Human Services Library
University of Maryland, Baltimore County - Albin O. Kuhn Library and Gallery
University of Massachusetts
University of Massachusetts Boston - Healey Library
University of Massachusetts, Dartmouth - Claire T. Carney Library
University of Medicine and Dentistry of New Jersey - George F. Smith Library of the Health Sciences
University of Miami - Otto G. Richter Library
University of Michigan - Bentley Historical Library
University of Michigan - Special Collections Library
University of Michigan - William L. Clements Library
University of Michigan Libraries
University of Michigan, Flint - Frances Willson Thomson Library
University of Minnesota - Biomedical Library
University of Minnesota - Charles Babbage Institute
University of Minnesota - Law Library
University of Minnesota - Twin Cities
University of Mississippi - Archives and Special Collections

University of Missouri - Columbia Libraries
University of Missouri, Columbia - University Archives
University of Missouri, Kansas City - Miller Nichols Library
University of Missouri, St. Louis
University of Montana - Maureen and Mike Mansfield Library
University of Nebraska - Archives and Special Collections
University of Nebraska Omaha - Dr. C.C. and Mabel L. Criss Library
University of Nevada, Las Vegas Libraries
University of Nevada, Reno - Mathewson IGT Knowledge Center
University of New England - Jack S. Ketchum Library
University of New Hampshire - Law Library
University of New Hampshire, Durham - Dimond Library
University of New Mexico - Center for Southwest Research
University of New Mexico - Health Sciences Library and Informatics Center
University of New Mexico - School of Law Library
University of New Mexico - School of Law Library
University of New Mexico - Zimmerman Library
University of North Carolina School of the Arts - Semans Library
University of North Carolina at Chapel Hill
University of North Carolina at Chapel Hill - Health Sciences Library
University of North Carolina at Greensboro
University of North Carolina at Greensboro
University of North Carolina, Asheville - Ramsey Library
University of North Carolina, Charlotte - J. Murrey Atkins Library
University of North Carolina, Wilmington - William Randall Library
University of North Dakota - Elwyn B. Robinson Department of Special Collections
University of North Florida - Special Collections
University of North Texas Library
University of North Texas Library
University of North Texas Music Library
University of Northern Colorado - Archival Services Department
University of Northern Colorado - Archival Services Department

University of Northern Iowa - Rod Library
University of Notre Dame - Hesburgh Library
University of Oklahoma - Bizzell Memorial Library
University of Oklahoma - Carl Albert Center
University of Oklahoma, Political Community Archives
University of Oregon
University of Oregon - Archives of Northwest Folklore
University of Pennsylvania - Barbara Bates Center for the Study of the History of Nursing
University of Pennsylvania - Rare Book and Manuscript Library
University of Pennsylvania Archives
University of Pennsylvania Law School Archives
University of Pennsylvania, Center for Advanced Judaic Studies
University of Pittsburgh
University of Puerto Rico - Law Library
University of Puget Sound - Collins Memorial Library
University of Rhode Island
University of Richmond - Boatwright Memorial Library
University of Rochester
University of Rochester Medical Center - Edward G. Miner Library
University of Rochester, Eastman School of Music - Sibley Music Library
University of Rochester, Eastman School of Music - Sibley Music Library
University of Saint Thomas - Doherty Library
University of San Diego - Copley Library
University of San Francisco - Gleeson Library
University of Scranton
University of South Alabama - The Doy Leale McCall Rare Book and Manuscript Library
University of South Carolina
University of South Carolina Upstate
University of South Dakota
University of South Florida - Special and Digital Collections
University of Southern California - Doheny Library
University of Southern California - Hancock Natural History Collection

University of Southern Mississippi - Cook Library
University of Southern Mississippi - Special Collections
University of St. Thomas - O'Shaughnessy-Frey Library
University of Tennessee at Chattanooga
University of Tennessee at Knoxville
University of Tennessee at Martin - Paul Meek Library
University of Texas - Truman G. Blocker Jr., History of Medicine Collections
University of Texas Libraries
University of Texas at Arlington
University of Texas at Austin - Alexander Architectural Archive
University of Texas at Austin - Benson Latin American Collection
University of Texas at Austin - Center for American History
University of Texas at Austin - Harry Ransom Center
University of Texas at Austin - Tarlton Law Library
University of Texas at Dallas - McDermott Library
University of Texas at El Paso
University of Texas at San Antonio
University of Toledo
University of Tulsa - McFarlin Library
University of Utah - J. Willard Marriott Library
University of Utah - S. J. Quinney Law Library
University of Vermont - Bailey/Howe Library
University of Virginia
University of Virginia - Albert and Shirley Small Special Collections Library
University of Virginia Health System - Historical Collections and Services
University of Virginia School of Law - Special Collections
University of Washington
University of Washington - Gallagher Law Library
University of West Florida Libraries
University of West Georgia - Irvine Sullivan Ingram Library
University of Wisconsin - Milwaukee, Libraries
University of Wisconsin - Platteville

University of Wisconsin, Eau Claire - Special Collections and Archives
University of Wisconsin, Green Bay - Cofrin Library
University of Wisconsin, La Crosse - Murphy Library
University of Wisconsin, Madison - Archives and Special Collections
University of Wisconsin, Madison - SLIS Laboratory Library
University of Wisconsin, Parkside - Archives and Area Research Center
University of Wisconsin, River Falls - Chalmer Davee Library
University of Wisconsin, Stout
University of Wisconsin-Madison - Ebling Library
University of Wyoming - American Heritage Center
University of Wyoming - William R. Coe Library
University of the Pacific - William Knox Holt Memorial Library
Urbana Free Library
Ursuline College - Ralph M. Besse Library
Utah State Archives and Records Service
Utah State Historical Society
Utah State University - Merrill-Cazier Library
Valdosta State University - Odum Library
Valdosta State University - Odum Library
Valentine Richmond Historical Center
Vanderbilt University - Jean and Alexander Heard Library
Vanderbilt University Medical Center - Eskind Biomedical Library
Vassar College
Vermont Historical Society
Vermont State Archives and Records Administration
Villanova University - Falvey Memorial Library
Virginia Beach Public Library
Virginia Commonwealth University - Cabell Library
Virginia Commonwealth University - Tompkins McCaw Library
Virginia Historical Society
Virginia Institute of Marine Science - Hargis Library
Virginia Military Institute Archives

Virginia Museum of Fine Arts Archives
Virginia State University - Special Collections and Archives
Virginia Tech - Special Collections
Virginia Theological Seminary - Bishop Payne Library
Virginia Union University - Archives and Special Collections
Visual Communications Archives and Media Resource Library
Viterbo University
Wabash College - Lilly Library
Wagner College - Horrmann Library
Wake Forest University - Z. Smith Reynolds Library
Wallace State Community College
Walsh University
Washington State Library
Washington State Library
Washington State Library
Washington State University - Holland Library
Washington State University - Holland Library
Washington University - Bernard Becker Medical Library
Washington University in St. Louis
Washington and Lee University - Special Collections and Archives
Washington and Lee University School of Law - Lewis F. Powell, Jr. Archives
Watertown Free Public Library
Watsonville Public Library
Wayne State University - Walter P. Reuther Library
Weill Cornell Medical College, Oskar Diethelm Library - DeWitt Wallace Institute for the History of Psychiatry
Wellesley College
Wesley Theological Seminary Library
Wesleyan University - Olin Memorial Library
West Chester University - Francis Harvey Green Library
West Virginia University - West Virginia and Regional History Center
Westchester County Archives

Western Carolina University - Hunter Library
Western Connecticut State University - Archives and Special Collections
Western Illinois University
Western Michigan University
Western New Mexico University - J. Cloyd Miller Library
Western Oregon University
Western Reserve Historical Society
Western Washington University
Western Washington University - Heritage Resources
Westminster Choir College of Rider University - Talbott Library
Westminster College - Giovale Library
Wheaton College - Buswell Library
Wheaton College - Marion E. Wade Center
Whitman College
Whitney Museum of American Art
Whittier Public Library
Whitworth University
Wichita Public Library - Local History Collection
Wichita State University - Special Collections and University Archives
Wildlife Conservation Society Library and Archives
Willamette University
William F. Laman Public Library
William Paterson University - Archives and Special Collections
William Way LGBT Community Center
Williams College - Sawyer Library
Wilmington College - Peace Resource Center Library
Wilmington College - S. Arthur Watson Library
Winnefox Library System
Winterthur Museum, Garden, and Library
Winthrop University - Dacus Library
Wisconsin Historical Society Library and Archives
Wisconsin Historical Society Library and Archives

Wisconsin Veterans Museum Research Center
Wood Memorial Library and Museum
Woody Guthrie Center Archives
Wright State University - Special Collections and Archives
Writers Guild Foundation
Wyoming State Archives
Wytheville Community College - F.B. Kegley Library
Xavier University of Louisiana - Library Resource Center
Yakima Valley Libraries
Yale Peabody Museum of Natural History
Yale University
Yale University
Yale University - Beinecke Rare Book and Manuscript Library
Yale University - Divinity School Library
Yale University - Harvey Cushing / John Hay Whitney Medical Library
Yale University - Irving S. Gilmore Music Library
Yale University - Lewis Walpole Library
Yale University - Lillian Goldman Library at the Yale Law School
Yale University - Manuscripts and Archives
Yale University - Robert B. Haas Family Arts Library
Yale University - Visual Resources Collection
Yale University - Yale Center for British Art Rare Books and Manuscripts
Yellowstone National Park - Yellowstone Heritage and Research Center
Yeshiva University - Mendel Gottesman Library
Yolo County Archives
Youngstown State University - William F. Maag Jr. Library
Yuba County Library

History of Medicine Finding Aids Consortium

Profile based on survey response from and interview with John Rees, Archivist and Digital Resources Manager, December 2018. Rees reviewed, edited and approved this summary on February 4, 2019.

Overview

Public-facing URL

https://www.nlm.nih.gov/hmd/consortium/index.html

State(s) Included

California, Colorado, Georgia, Idaho, Illinois, Iowa, Louisiana, Maryland, Massachusetts, Minnesota, Mississippi, Missouri, Montana, New Jersey, New Mexico, New York, North Carolina, Ohio, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, Washington, D.C., Wisconsin, Wyoming, Non-US countries or regions

Summary of Mission

A discovery tool providing keyword search services across a union catalog of finding aids describing archival collections broadly related to the history of medicine and its allied sciences.

Number of institutions with collections represented in your aggregation: 109

List of Contributing Institutions

See attached list.

Number of Records

11,000

Record Type(s)

EAD (2002 or 3.0), PDF, HTML

Records Added in Last Year

1465

Contributors Added in Last Year

Yes; 8.

End Users

College/university undergraduate students, College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Genealogists/family historians.

This response is based on NLM's in-person clientele and is largely aspirational. They are not particularly focused on college/university researchers nor K-12. Participating institutions have their own notions of clientele. He gets zero feedback from users and hasn't done a lot of investigation of user data or metrics. However, with changes at NLM there's a push to gather data and understand their users better.

Infrastructure

Main System for Storage, Indexing, and Delivery

IBM Watson Explorer

Other Elements of System

Linux OS; internal XSL; HTML public interface.

Watson comprises most of the infrastructure. The HTML component is a homepage with a search box, map interface for "eye candy." They harvest search traffic into another IBM product to show search terms and URLs followed, mapping into how the search functions. Don't customize it at all. Google-like keyword search tool, limits to top 200 results. No browse function. Watson is a supported product--not the same as the Watson AI product. Watson Explorer does more than they use it for; it is in use throughout NLM for various functions.

Do you host the content or harvest it?

Harvested: You harvest information about archival description records, from external sources. End users are able to view that information on your aggregation's website -- but in order to fully view and interact with the records, they are linked back to the external harvesting source.

Degree of Customization

Very little (we use the system largely as it came to us)

How much do you customize for participating institutions?

No customization at all

Relationship to other systems or infrastructures at your organization or participating institutions

It does not have any relationship to other systems or infrastructures at my organization or participating institutions

Centrally/collaboratively produced best practices, standards, or documentation

Yes, but they are very minimal: The only requirement is some sort of title. He creates the standards and profile to facilitate harvesting.

Standards Enforcement

Central normalization rather than standards enforcement. We work with a variety of records and don't require institutions to meet standards. They decided to do it this way because they have limited resources.

Services Offered

None

Administration and Governance

Administrative Home

U.S. National Library of Medicine

Who makes strategic decisions about the operations of the program?

The administration of the host organization, The staff assigned to the aggregation

Who makes decisions about resource allocation for the program?

The administration of the host organization, The staff assigned to the aggregation

How does your program get input on resource allocations and/or the operations work?

Determined by administration of host institution

It can be difficult to get adequate IT support; they mostly deal with internal data and find it difficult to work with external data they have no control over. He's been encouraged to make more constraints on the data (e.g. using a sitemap, RSS feed, guarantee that links will always work), but that's not viable, in part because many contributors have little or no control over their content or how it is presented.

Resources

Central Staff FTE

0.3

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Archivist, 0.1, Permanent.

Developer, 0.1, Contractor/long term.

Web manager, 0.1, Permanent.

This FTE is an estimate; the developer and web manager are probably less than 10%. Staffing is stable so long as no one leaves. He gets developer time once a year; if he sends too many requests for change orders he encounters resistance.

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

No one contributes time

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

We've had a steady level of staffing over the last five years

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes

What is your staffing picture for the next three years (2019-2022)?

Stable

Annual Budget (Excluding Personnel)

$0.00

They are using a tool and other infrastructure that is already widely in use at NLM, so there is no specific budget beyond staff time.

Sources of that budget in the last three years (2016-2018)

Direct funding from host institution

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (Approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

Don't Know

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Stable (Approximately the same each year, keeping up with any cost increases)

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

Yes. NLM has other competing priorities and is very data driven. There is too much change in contributors' infrastructure to continue current model. There is a lack of use/perceived value and it doesn't have a strong business case.

Mission and Values

Aggregation Founding Year

2010

Organizational History

The History of Medicine Finding Aids Consortium is a project that explores the feasibility of crawling, indexing, and delivering web accessible content from external institutions in a union catalog format. It began under NLM's previous leadership, which was exploring the question, "What is a national library supposed to be doing"? John's intention was to build an ArchiveGrid with a subject focus. It is largely his passion project--the current direct leadership and previous senior NLM leadership considered it a valuable service--and he is unsure how new senior leadership would feel if a rigorous product review/audit were conducted. The site leverages NLM's enterprise search engine IBM Data Explorer. Using a variety of crawl protocols that are

target-site specific, we are able to crawl, index, and provide access to finding aids that exist in a variety of data formats such as xml, html, or pdf. By crawling and indexing content locally with referring links back to an owning repository, NLM can offer a multi-institutional discovery service without managing external data. Crawls are currently performed on a monthly basis. Our method and tools allow for a widely-inclusive harvesting and search, but at the expense of advanced-level services such as author or subject-based browsing or searching.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Neutral
- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree
- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree
- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Disagree

This is not a current area of focus for the aggregation, but he hopes that participants get an understanding for/appreciate how their local descriptions, encoding practices, and web architectures/public-facing systems impact external customers/users when working within a larger information ecosystem.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation). The technology is static/stable, not growing services the way a hosting organization can. Not being able to enforce encoding standards (and also take EAD, PDF, Word, etc.) is a limitation.

What does History of Medicine Finding Aids Consortium do really well?

They are one of a very few subject aggregations along with Black Metropolis, Chicago Collections and History of Physics. They advertise to a niche market, surfacing history of medicine as topic of research interest, getting more exposure for this topic, medicine as reflection of human condition. They expose content that resides in small repositories, where it is otherwise hidden; he focuses on adding small repositories especially.

What does History of Medicine Finding Aids Consortium wish it did better?

He's not sure about the value proposition or the extent to which administrators perceive value. It may be successful because it doesn't cost contributors, and NLM is putting minimal resources into it.

The inability to create or enforce standards is a major barrier. Finding aid container lists are valuable as source of names, places, etc. But it's not linked data to find "more like this," since that relies on authority control. Authority control happens now in MARC records and BIBFRAME. But a national service would bridge that: extracting standardized from non-standardized, SNAC but more inclusive. Barriers to inclusivity include lack of leadership from the flagship institutions; NLM once was "the mother ship"; now, not as much. "It shouldn't matter who you are or what your data is."

How does History of Medicine Finding Aids Consortium describe its value?

Value of subject aggregation from a diverse set of institutions, surfacing materials that would otherwise lack exposure.

What does History of Medicine Finding Aids Consortium want to do in the next 3-5 years, and what are the biggest challenges to doing that?

Aside from the more systemic matters already expressed, to focus on exposing materials held by small institutions. He'd like a travel budget, something that's like NLM's Regional Medical Library Program services. He'd like to draw in more of the state archives; they hold significant collections, but he doesn't have anything from them. Resources are the constraint.

It's becoming harder to find and add contributors, and is also difficult to hang on to the ones they have. Watson crawls content based on a URL. But if someone changes their URL, they disappear--even if it's just http to https and it takes effort to manage those changes. The number of institutions moving to the ArchivesSpace Public User Interface is becoming a major contributor loss since it's a dynamic, javascript at runtime browser environment rather than a static document-centric interface, so it is difficult to crawl with Watson. He can get collection-level content but not component lists.

What would your members/participants do if you did not offer your service(s)?

Not much would change since they have local infrastructure. One institution seems to use the service as their search interface because they have only a static website. Perceives that mostly traffic reflects mediated search as the site doesn't facilitate search engine exposure. Seen as a core program by some, not by others; "It's nice." NLM may not want to support this long term.

Institutions Included

McGill University Osler Library
NLM History of Medicine Division
U.Va. Claude Moore Health Sciences Library
Alan Mason Chesney Medical Archives Johns Hopkins University
American Philosophical Society
Boston Children's Hospital Archives
Duke Medical Center Archives
George Washington University
Rockefeller Archive Center
Sophia Smith Collection at Smith College
State Historical Society of Missouri Research Center
University of Maryland
Baltimore County Center for Biological Sciences Archives
University of Mississippi Archives and Special Collections
University of Texas Health Science Center at San Antonio
University of Texas Medical Branch Galveston
Eskind Biomedical Library Vanderbilt University
The Oskar Diethelm Library
DeWitt Wallace Institute for the History of Psychiatry
Weill Cornell Medical College
Wright State University Special Collections and Archives
Oregon Health & Science University
Ohio State University Medical Heritage Center
NMHM Otis Historical Archives
New York-Presbyterian Weill Cornell Medical Center
New York Academy of Medicine
Mount Sinai Medical Center
Houston Academy of Medicine-Texas Medical Center Library
Francis A. Countway Library of Medicine Harvard University
Drexel University College of Medicine
Columbia University Health Sciences Library

The College of Physicians of Philadelphia
Yale University Libraries
Washington University School of Medicine
Virginia Commonwealth University
UPenn Barbara Bates Center for the Study of the History of Nursing
University of California-San Francisco
New Jersey Historical Society
Lloyd Library and Museum
University of Rochester Medical Center
Center for the History of Psychology
University of Akron
Library of Congress
Cornell University Library Division of Rare and Manuscript Collections
UC San Diego
University of Pittsburgh Archives Service Center
Rutgers Biomedical and Health Sciences Library
University of Chicago
Center for the Study of Upper Midwestern Cultures
La Crosse Public Library (Wisconsin)
Minnesota Historical Society
University of Wisconsin-Madison
Archives and Records Management
University of Wisconsin-Milwaukee Archives Department
University of Wisconsin-Milwaukee
American Geographical Society Library
University of Wisconsin-Parkside Archives
Wisconsin Historical Society
Wisconsin Veteran's Museum
Boise State University
Eastern Washington State Historical Society
Lewis & Clark College
Linfield College

Montana Historical Society
Montana State University
Museum of History & Industry (Seattle)
Oregon Historical Society
Oregon State University
Pacific University
Portland State University
Salt Lake County Archives
Seattle Municipal Archives
Seattle University
University of Idaho
University of Montana
University of Oregon
University of Puget Sound
University of Utah
University of Washington
Utah State University
Washington State University
Western Washington University Center for Pacific Northwest Studies
Whitman College and Northwest Archives
Whitworth University
Willamette University
University of Iowa Special Collections
University of Georgia Special Collections Library
Tulane University Howard-Tilton Library
LSU Special Collections
Georgia Historical Society
Emory University Rose Library
New Mexico History Museum
New Mexico Health Historical Collection
Wyoming State Archives
University of New Mexico. Center for Southwest Research

University of Wyoming. American Heritage Center
University of Denver Special Collections and Archives
New Mexico State Records Center and Archives
University of Colorado at Boulder Special Collections
Pikes Peak Regional Library District Special Collections
Douglas County History Research Center
Colorado State University Water Resources Archive
Institute of American Indian Arts
New Mexico Highlands University
Acequia Madre House Archives
University of New Mexico
Duke University Rubenstein Library
Loyola University-Chicago
Physician Assistant History Society
UCLA Louise Darling Biomedical Library
University of Minnesota
University of North Carolina-Chapel Hill
Virginia Tech University
Waring Historical Library
Medical University of South Carolina

Social Networks and Archival Context Cooperative

Profile based on survey response from and interview with Daniel Pitti, Director, December 2018. Pitti reviewed, edited and approved this summary on April 3, 2019.

Overview

Public-facing URL

https://snaccooperative.org/

State(s) Included

Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, Washington, D.C., West Virginia, Wisconsin, Wyoming, Non-US countries or regions

Summary of Mission

Provides integrated access to archival and other cultural resources through the descriptions of corporate bodies, persons, and families, (EAC-CPF) and a platform for maintaining the CPF descriptions.

Number of institutions with collections represented in your aggregation

4,000 but the number of member repositories is 29.

List of Contributing Institutions (Includes member institutions only)

See attached list.

Number of Records

5,800,000

Of these, about 3.7M are descriptions of corporate bodies, persons or families; about 2.1M are resource descriptions (derived from MARC21 and EAD records) with links to MARC21 (in WorldCat) or to EAD-encoded finding aids in consortial or local archival access systems.

Record Type(s)

CPF descriptions based on Encoded Archival Context for Corporate Bodies, Persons, and Families (EAC-CPF) (extended). Summary resource descriptions derived from MARC21 and EAD.

Records Added in Last Year

There were no large scale ingest of new CPF descriptions into SNAC last year. There were a small number of new CPF descriptions and resource descriptions added by editors.

Contributors Added in Last Year

Yes. One new member added last year, though 40 additional institutions have expressed interest in membership. Recruitment pending finalizing membership model and agreement.

End Users

Primary focus is on research users. College/university graduate students, College/university faculty (primary focus: teaching/classroom), College/university faculty (primary focus: research/scholarship), Digital humanists, Professionals (non-academic researchers; administrators; legal researchers), Genealogists/family historians, Life-long learners

SNAC is opportunistic rather than strategic and is pursuing multiple use scenarios. Their conversations about users, based on the foci of their members, have focused on the core audience of archives: research users. Other audiences are a bonus and are cultivated as possible. Search engine exposure means that searchers discover SNAC through Google and other search engines. When users offer comments, the system captures where they are and a screenshot of what they are looking at. The content of the comments provides very evidence of a broader audience.

Infrastructure

Main System for Storage, Indexing, and Delivery

The CPF descriptions are represented in a PostgreSQL database, with a subset of the descriptive data secondarily represented (in real time) in a Neo4J database. ElasticSearch is used for indexing. Summary descriptions of archival resources are also represented in the PostgreSQL and Neo4J databases.

Other Elements of System

A diagram of the SNAC architecture can be accessed here: https://github.com/snac-cooperative/technical-docs/blob/master/Specifications/Originals/SNAC%20Server%20Architecture%202017.pdf

A complete revision of the research interface is underway. In general, they have recast the platform to go from the initial R&D stage of aggregate/build to a cooperative maintenance platform for CPF and summary archival resource description.

Do you host the content or harvest it?

Hosted: SNAC hosts CPF and summary resource descriptions. End users view and interact with the records directly on your aggregation's website.

Degree of Customization

Though built from open source software, the system is custom built for the types of data being aggregated and maintained with specific maintenance and research use functional objectives.

How much do you customize for participating institutions?

No customization at all.

Relationship to other systems or infrastructures at your organization or participating institutions

Current:

- FamilySearch: A BYU economist (Joe Price) has a lab with 50 research assistants who have matched SNAC records with FamilySearch and are adding links via an API.
- Wikidata: there is a Wikidata property for SNAC identifiers. These were batch populated, but now are maintained by SNAC editors as well as Wikidata editors.

Aspirational:

- SNAC aspires to contribute CPF descriptions to Wikidata as well as being a consumer of Wikidata.
- SNAC has had promising discussions with the Library of Congress (about NACO editors being able to contribute descriptions to NACO via SNAC.
- Collaborative data exchange is also being discussed with the Archives Portal Europe and the national archives in Spain and Luxembourg.
- Lyrasis has development plans to incorporate SNAC functionality into ArchivesSpace, employing the SNAC API.

Centrally/collaboratively produced best practices, standards, or documentation

Yes; SNAC has an Editorial Standards and Policy Group. the ESPG is in the process of creating editorial processes and making documents publicly available. There is also a Technology Infrastructure Working Group with a Github repository: https://github.com/snac-cooperative/technology-group.

Standards Enforcement

A mix of standards enforcement and central normalization.

Services Offered

Training (live/recorded, on-site or remote, standardized or customized), Tools (templates, best practices, scripts, other tools that make work faster/more efficient). SNAC has an OpenRefine API and SNAC actively exploring development of OpenRefine SNAC "plugin" to facilitate

repositories refining local data, aligning with SNAC, and contributing CPF and resource descriptions to SNAC.

Administration and Governance

Administrative Home

The University of Virginia Library is the administrative home. The U.S. National Archives and Records Administration has two full-time liaisons to SNAC and is the developer and host of SNAC training (SNACSchool).

Who makes strategic decisions about the operations of the program?

The administration of the host organization in collaboration with the Operations Committee. The members of the Operations Committee are the two SNAC directors and the technology lead at Virginia; director of SNACSchool; chairs of the SNAC working groups (Editorial Policy and Standards; Communications; and Technology Infrastructure); and the business model and technology infrastructure consultants.

Who makes decisions about resource allocation for the program?

The directors of SNAC in consultation with the Dean of Libraries and the Associate University Librarian for Special Collections at the University of Virginia.

How does your program get input on resource allocations and/or the operations work?

By asking the contributing institutions, By asking a committee or board of directors, Determined by administration of host institution

Resource allocation decisions are based on input from both the University of Virginia Library and SNAC membership (via the Operations Committee), and in consultation with the Mellon Foundation.

The National Archives and Records Administration administers the training component (SNACSchool) and makes substantial contributions managing reference inquiries, social media, and editing under the leadership of Jerry Simmons. The University of Virginia oversees the administration and technical development under the Associate University Librarian for Special Collections, who also serves on the Business Leadership Team. The SNAC Operations Committee advises the Director and Deputy Director.

Resources

Central Staff FTE

5.5

For our purposes, these are staff that work in part or wholly on the aggregation, either with specific compensation from the program or because their institution contributes some or all of their time under a clear agreement.

List of Positions

Director, 1.0, Permanent. Daniel Pitti, University of Virginia

Deputy Director, 0.5, Permanent. Sue Perdue, University of Virginia

Programmer, 1.0, Permanent. University of Virginia

Programmer, 1.0, Permanent. University of Virginia

Trainer, 1.0, Permanent. National Archives (contributed)

Trainer, 1.0, Permanent. National Archives (contributed)

To what extent does your aggregation depend on staff time contributed by participating institutions without compensation from the aggregation?

Many individuals at participating institutions contribute time, in particular the chairs of the working groups, but also many members of the working groups. The cooperative work is developing.

In the last five years (2013-2018), how stable has the staffing for your aggregation been?

It's complicated or mixed, as both the R&D and establishing the cooperative phases have been entirely grant funded. Staff has thus been contingent on amount of grant funding. Nevertheless, staffing level has been relatively constant.

Over the last five years (2013-2018), when staff have left the organization or their role in it, have you been able to fill those positions/roles?

Yes, though the nature of various roles have "morphed" over time as SNAC has transitioned from project to program.

What is your staffing picture for the next three years (2019-2022)?

Unknown. It will be contingent on transitioning to a mixed funding model that likely will include host contribution, membership fees, and grants. The objective will be to maintain current level of staffing, particularly while there is ongoing substantial technical development.

Annual Budget (Excluding Personnel)

$20,000

This varies year by year, and is primarily equipment/supplies, and travel.

Sources of that budget in the last three years (2016-2018)

Grants, contribution from host institution.

Over the last five years (2013-2018), how would you characterize the stability of your program's budget, excluding personnel?

Stable (approximately the same each year, keeping up with any cost increases)

Has your program experienced a budget reduction in the last five years (2013-2018)?

The grant amounts have fluctuated in two-year cycles. Current two-year is 25% less than the previous two years. But from an operations point-of-view, this has had not had a substantive impact, as funding for member travel in the first two years of the cooperative was shifted from SNAC to member institutions. The operations budget excluding travel has remained relatively constant.

If yes, how severe was that reduction?

N/A

Also if yes, what did the program do to respond to that reduction?

N/A

What are your funding prospects for the next three years (2019-2022)?

Unknown, as funding will be contingent on transitioning to a mixed funding model that likely will include host contribution, membership fees, and grants. The objective will be to maintain current level of staffing, particularly while there is ongoing substantial technical development.

Do you envision any changes to your ability to maintain the aggregation with its current level of services over the next 2-3 years (2019 to 2021/2022)?

We are cautiously optimistic that we will be able to sustain roughly the current level of services.

Mission and Values

Aggregation Founding Year

2010

Organizational History

From 2010 to 2015, SNAC was a research and demonstration project funded by the National Endowment for the Humanities (2010-2012) and the Andrew W. Mellon Foundation (2012-2015) as a collaboration of the University of Virginia, the California Digital Library, and the University of California Berkeley. The emphasis was on archival description and separating

the description of records from the description of corporate bodies, people, and families. SNAC extracted information from EAD finding aids, MARC21 records, and other sources to create a body of EAC-CPF records. Identity resolution was performed on the extracted records, and a prototype public history research tool was developed. The results were compelling to researchers and archivists as a new way of discovering, connecting and contextualizing archival resource holdings.

In 2011, the Institute of Museum and Library Services provided funding to engage researchers, librarians, and archivists in exploring whether it was desirable and feasible to transform SNAC into an ongoing cooperative program. From 2011 to 2015, SNAC held a series of meetings, including a large-scale one and a number of small meetings that included Clifford Lynch, Ann Van Camp, Laura Campbell, and Don Waters, to create a proposal and a strategy for transition. In 2014, the Mellon Foundation provided funding for finalize planning to transition from a research project to a sustainable cooperative. With funding from the Mellon Foundation, the transition to a cooperative program began in 2015. Since 2015, SNAC has focused on social development (administration, governance, and building a community of professionals with a shared understanding and objective) and transformation of the technical infrastructure to support ongoing maintenance of CPF descriptions, summary descriptions of archival resources, batch ingest of both kinds of description, and a public research tool that provides to historical records and the social network contexts within which they were created and used.

Values

How much does your aggregation focus on enhancing the capabilities of the staff of participating institutions?

- When institutions participate in our aggregation, their staff members become better at their jobs: Agree

- Staff of all institutions are capable of describing unique collections or their creators according to international standards: Agree

- Our aggregation contributes to the development of the cultural heritage (libraries, archives, museums) profession: Agree

- When institutions participate in our aggregation , their staff members have more time for work that must occur at the institution: Neutral

The training and editorial side of SNAC is very much focused on increasing skills in order to benefit the whole. However, the focus at this point is on large and/or well-resourced institutions. They aspire to simplify the process of contribution in order to increase skill across many institutions.

Development and Aspirations

How would you characterize the maturity of your aggregation? (These are terms from the Educopia Institute's Community Cultivation: A Field Guide)

Validation (demonstrates value/validity, broadens constituent base and focuses on external validation)

What does Social Networks and Archival Context Cooperative do really well?

It enhances the research economy by helping users discover historical, including social network, information about persons, families, and organizations and discover the historical resources that document their lives and work.

What does Social Networks and Archival Context Cooperative wish it did better?

SNAC would like to grow, and grow a lot. The major impediment to aggressively expanding membership and ingesting large amount of new data is building capacity. First, capacity to train new editors. Second, building effective tools that will enable existing and new members to collaborate in getting new data into to SNAC. Also, SNAC needs to do a better job of assisting members in leveraging the SNAC data to enhance local archival description. Adding SNAC functionality into ArchivesSpace will be helpful in this regard for many members. Our perception is that the potential though not fully realized benefits of SNAC are understood by the international archival community, but that the path or paths for fully realizing the benefits is a work-in-progress.

How does Social Networks and Archival Context Cooperative describe its value?

It's a platform that helps people in cultural heritage organizations do their work more effectively, and to do it at a higher level of quality.

What does Social Networks and Archival Context Cooperative want to do in the next 3-5 years, and what are the biggest challenges to doing that?

First and foremost, having stable sources of funding to:

- Sustain maintenance and development;

- Tend to all the pieces of community development for the cooperative;

- Promulgate use, including use by documentary editors, digital humanities;

- Form other strategic partnerships.

As part of all this, developing strategically: "SNAC doesn't suffer from a lack of ideas," according to Pitti. They have an understanding with ArchivesSpace about the agent module, which is undergoing revision. They anticipate that, in time, ASpace and SNAC will talk to each other. He convened a meeting last August about the relationship between SNAC and the Name Authority

Cooperative (NACO) to explore how they might link the two. Idea at this point is that if a NACO editor makes a SNAC record, they can contribute it at the same time as MARC21 with a NACO identifier minted, but this is still under discussion. SNAC is often in the citation list on Wikipedia; SNAC wants to be a contributor to Wikipedia.

What would your members/participants do if you did not offer your service(s)?

This is a difficult question to answer. I suspect they would simply resume doing what they were doing.

Institutions Included

American Institute of Physics
American Museum of Natural History, Archives
National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
Archives nationales de France
Brigham Young University
California Digital Library
Cecilia Preston (individual scholar)
East Carolina University
George Washington University
Getty Research Institute
Harvard University
Indiana University–Purdue University Indianapolis
Jane Addams Papers (documentary editing)
Library of Congress
Mojave Desert Archives
National Archives and Records Administration
New York Public Library
Princeton University
Smith College
Smithsonian Institution
Tufts University
University of California, Irvine
University of Miami
University of Nebraska Library and Walt Whitman Archive (documentary editing)
University of North Carolina, Chapel Hill
University of Oregon
University of Virginia
Utah State Archives
Yale University

Note: This list includes member institutions only. Total institutions with one or more records in SNAC exceeds 4,000.

The Landscape of Archival Description

This appendix summarizes the broad landscape of cultural heritage description and access with an overview of platforms, tools, and related aggregations; archival descriptive standards; related and emerging standards; trends in collaboration and consortia; and trends in higher education and academic libraries.

Platforms, Tools, and Related Aggregations

Archival Collection Management Systems and Encoded Archival Description (EAD) Authoring Tools

"Archival management systems are a kind of software that typically provide integrated support for the archival workflow, including appraisal, accessioning, description, arrangement, publication of finding aids, collection management, and preservation."[15] EAD authoring tools, which can be components of an archival collection management system, are specifically for creating and editing metadata structured according to the EAD schema or Document Type Definition. Many institutions that participate in an aggregation utilize archival collection management systems or EAD authoring tools to generate finding aids which they then submit to one or more aggregators for publication.

The need for EAD authoring tools arose between 1998 and 2006, before the development of archival collection management systems. With the daunting task of taking narrative finding aids and converting them to structured metadata in an unfamiliar authoring environment, archivists and allied professionals recognized significant barriers and developed tools and practices to overcome them.[16] One of the responses to barriers was to form aggregations, which played a major role in promoting the use of EAD authoring tools, including specific software, best practices, and templates compliant with those best practices. Many aggregators hosted the Society of American Archivists' EAD workshop, taught by Kris Kiesling and Michael Fox, which promoted the use of these same tools.

Since 2006, archival collection management systems have provided a more streamlined approach: Use a simple user interface for metadata creation and export EAD automatically. There is less need to create EAD finding aids in a dedicated, stand-alone authoring tool, though those with adequate technical expertise sometimes still use them for post-export editing.[17] However, the architecture of these systems assumes use by a single institution rather than by multiple institutions. Some aggregations host archival collection management systems for their

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[15]Spiro, Lisa. "Archival Management Software: A Report for the Council on Library and Information Resources." Washington, DC: Council on Library and Information Resources, 2009, p. 1. https://www.clir.org/wp-content/uploads/sites/6/spiro_Jan13.pdf, accessed 2019 April 4.

[16] Combs, Michele, Mark A. Matienzo, Merrilee Proffitt, and Lisa Spiro. 2010. Over, Under, Around, and Through: Getting Around Barriers to EAD Implementation. Report produced by OCLC Research in support of the RLG Partnership. Published online at: http://www.oclc.org/research/publications/library/2010/2010-04.pdf.

[17] Christopher Prom (*2010*) Optimum Access? Processing in College and University Archives. The American Archivist: Spring/Summer 2010, Vol. 73, No. 1, pp. 146-174.

participating institutions, but lack of integration between archival collection management systems and search and publication platforms is a known frustration for aggregators.

In a related matter, many practitioners struggle to create archival collection description that is interoperable metadata rather than encoding for a specific presentation. Some tools reinforce this tendency.[18] Aggregators have struggled to reconcile institution-specific versus unified presentations of finding aids. Some (notably Connecticut Archives Online and Archive Grid) have elected to harvest metadata, provide search, and rely on the hosting institution for end user display.

Catalogs and Discovery Systems

Catalogs are databases of bibliographic records that facilitate discovery by integrating descriptions of archival content into a discovery environment that includes all manner of library materials. These systems use widely adopted library standards like MARC (rather than finding aids) to represent archival content. The represent an important adjunct to aggregations of finding aids that work in concert with search and publication platforms for archival descriptions. For aggregations that keep use data on their search and publication platforms, these discovery systems are a source of up to one-third of the traffic on their site.[19] Related to, but different from catalogs, discovery systems harvest metadata from a variety of sources to present in a single search interface.

Search and Publication Platforms for Archival Descriptions

Archival publication platforms enable publication and search of descriptions of archival content at the collection level, component level, or both. Many also facilitate search engine exposure. They are specific to, and highly optimized for, finding aids. These platforms are one of the major services of aggregators.

Digital Collection Management Systems and Digital Collection Aggregators

Digital collection management systems, or digital asset management systems (DAMs), support description, discovery, use, and management of either born-digital reformatted content. Digital collection aggregators harvest digital collections, with or without metadata enhancements, in order to facilitate discovery across institutions. Digital collections are intimately related to archival description: often they represent *the same materials* in different frameworks. Digital collection description is usually item-level, and the corresponding collection-level archival description is seldom linked or included as context at any scale, though some institutions have developed approaches to this. See, for instance, Brigham Young University and the Archives of American Art.

Archival description aggregators have a varying set of relationships with digital collections management and aggregators. Some may be working in the same organization: The Online

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[18] For instance, ArchivesSpace exports EAD with hard-encoded <head> elements at the collection level rather than relying on the publishing system to label and present the metadata appropriately. CONTENTdm, a digital collections management system in common use, cannot render ISO 8601 normalized dates to a human-readable format (e.g. take a dc:date element of 1923-02-01 and display it as February 1, 1923.)

[19] See, for instance, Archives West reports: https://www.orbiscascade.org/quarterly-reports.

Archive of California and Calisphere are both services of the California Digital Library and there are some linkages between the two. Some are in completely different spaces: Texas Archival Resources Online (TARO) and the Portal to Texas History are services of different organizations with little relationship between them.

The Digital Public Library of America (DPLA) aggregates digital collections from state and regional hubs. It is to digital collections as Archive Grid is to descriptions of archival collections: DPLA relies on institutions or hubs to persistently host digital collections. ArchiveGrid as the de facto national network has accomplished roughly the same aggregation objective as DPLA has begun to for digital collections.

Archival Descriptive Standards

Aggregations facilitated the adoption of archival descriptive standards. These standards are a relatively new phenomenon even as they have developed in the context of bibliographic description. That changed with the publication of *Describing Archives: A Content Standard* in 2004. Because some level of standards compliance is necessary for effective aggregation, institutions had both an incentive to adopt standards and (to varying degrees) access to training and a supportive community through an aggregation.

Data Structure Standards
Encoded Archival Description (EAD)
As noted previously, aggregations formed to enable adoption of EAD. EAD is a data structure standard for descriptions of archival collections that transforms narrative finding aids into structured metadata, enables metadata sharing, and provides more detail than a collection-level MARC record by representing hierarchical relationships and exposing more detailed description for keyword search.

EAD was created as part of the Berkeley Finding Aids project in 1993, followed by Version 1.0 1998, superseded by Version 2002 in 2002, and version EAD3 2015.[20] EAD3 has seen very little adoption, and none at all among aggregators (See Record Formats). In a recent survey conducted by the Society of American Archivists' Technical Subcommittee on Encoded Archival Standards, the group found that over 75% of EAD implementers were still using version 2002, with only 13% using EAD3. Most respondents either plan to implement EAD3, but not right now (63%) or do not plan to adopt it at all (23%). The most prevalent obstacles were that implementation required too many resources for too little gain; that they were waiting on a tool or aggregator to adopt EAD3; and that ongoing developments in the archival description landscape (including Linked Open Data and EGAD) were more promising, or gave a sense of instability.[21]

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[20]Barry, Randall K. et al. "Development of the Encoded Archival Description DTD," revised version, 2002. https://www.loc.gov/ead/eaddev.html, accessed 2019 April 5.

[21] Van Dongen, Wim, and Kathering Wisser: EAD3 Implementation Survey Results and Discussion, 2019 March 30. Available at https://www.loc.gov/ead/EAD3_Implementation_Survey_Results_and_Discussion_20190320.pdf.

MARC21

MARC is the most common data structure standard for bibliographic information in libraries. Although many aggregations are focused on finding aids in some form, overall the majority of archival descriptions are in MARC. (See Record Formats) All EAD elements at the collection level correspond to MARC fields, so the content of a MARC record and a collection-level EAD is often the same, or nearly so. Many institutions prepare MARC records by extracting them from EADs or exporting them from archival collection management tools. There is considerable debate about the future of MARC21: Roy Tennant stated that "MARC must die" in 2002, and holds that opinion fifteen years later.[22] BIBFRAME 2.0, a linked-data alternative to MARC, was released in 2016.[23]

Data Content Standards
Describing Archives: A Content Standard (DACS)
DACS is a standard both enabled by and beneficial to aggregation. DACS covered new ground by defining required minimums for archival description and the formation of those required elements, while leaving elements like name formation to other standards entirely. Its predecessor standard, *Archives, Personal Papers, and Manuscripts* (APPM) (first edition 1983, revised edition 1989) defined content description for archives according to *Anglo-American Cataloguing Rules, 2nd edition* (AACR2), but had no specific minimums for archival description.

ISAD(G)
The International Council on Archives (ICA)'s standard for archival description, ISAD(G) specifies twenty-six elements for use in archival description, six of which (reference code, title, name of creator, dates of creation, extent of the unit of description, level of description) are mandatory. DACS is the U.S. version of ISAD(G).

Presentation Formats for Archival Description
The most common presentation formats for archival description are also commonly used for many other purposes: Portable Document Format (PDF) and Hypertext Markup Language (HTML). Both formats can present either structured or unstructured metadata so that it is easily read by humans and assistive technologies like screen readers, and is keyword searchable. For some institutions, PDF is the only means they have to represent their collections online or on paper. Institutions that have not implemented EAD may simply mark up text documents in HTML, making them keyword searchable, though not with the metadata structure afforded by EAD. PDFs also play an important role in augmenting collection-level descriptions with component-level descriptions that an institution lacks the resources to encode fully. See Records and Formats.

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[22] Tennant reflects on this statement fifteen years after he made it in *Library Journal*: http://hangingtogether.org/?p=6221.

[23] https://en.wikipedia.org/wiki/BIBFRAME, accessed 2019 April 5. For a fuller overview of BIBFRAME, see https://www.loc.gov/bibframe/docs/bibframe2-model.html.

Related Standards and Emerging Trends

The following constitutes a brief overview of standards related to archival description and trends that have been or continue to be of particular importance to aggregators.

Changing Approaches to Archival Collection Description

For the last twenty years, the Council on Library and Information Resources (CLIR) and the Mellon Foundation have focused on exposing "hidden collections," a term coined to describe collections in repositories that lack publicly available description.[24] Greene and Meissner's seminal 2005 paper, "More Product, Less Process: Revamping Traditional Archival Processing" not only pushed the profession toward more collection-level description, but toward use of archival collection management systems and less convoluted workflows.[25]

The presence of "hidden collections," significant backlogs, and outmoded workflows play a significant role in the development and persistence of aggregation. Many aggregations facilitated projects that created tools and approaches for efficient description and many--among them Archives West (as Northwest Digital Archives) and the Philadelphia Area Archival Research Portal (as PACSCL) received grant funding to specifically support metadata improvement and minimal-level processing.

ArcLight Project

ArcLight is a project initiated by Stanford University in 2014 to build a Blacklight-based discovery and delivery system for materials in archives. An essential product that informed the last round of development in 2017 is the a number of interviews with both archivists and researchers, reflecting the project's commitment to user-centered design.[26] ArcLight completed its Minimum Viable Product development sprint in 2017 and, as of this writing, currently seeking funding for the next stage of work.

Expert Group on Archival Description (EGAD)

EGAD is a current initiative of the International Council on Archives that is developing a comprehensive descriptive standard for archives. The project is reconciling, integrating, and building on the four existing standards: General International Standard Archival Description (ISAD(G)); International Standard Archival Authority Records—Corporate Bodies, Persons, and Families (ISAAR(CPF)); International Standard Description of Functions (ISDF); and International Standard Description of Institutions with Archival Holdings (ISDIAH). By developing a single standard, the group aims to enable archivists to adopt promising new

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[24] "Hidden Collections" program history, https://www.clir.org/hiddencollections/program-history/.

[25] Greene, Mark, and Dennis Meissner, "More Product, Less Process: Revamping Traditional Archival Processing." The American Archivist 68#2 (2005): 208-263.

[26] Available at https://stacks.stanford.edu/file/druid:vq276jq8115/ArcLight-Interview-Analysis-2016-10-31.pdf.

technologies of the semantic web, particularly conceptual models and Linked Open Data.[27] The work is in progress, but has the potential to significantly change archival description.

Encoded Archival Context for Corporations, Persons, and Families (EAC-CPF)

Encoded Archival Context for Corporations, Persons, and Families (EAC-CPF) is an XML schema for the International Standard Archival Authority Record for Corporate Bodies, Persons and Families, 2nd Edition, 2003.[28] The intent of EAC-CPF is to separate the description of creators from the description of collections, to describe relationships, and to provide a framework for fuller authority control in the archival context. To date, Social Networks and Archival Context (SNAC), described in detail elsewhere in this document, remains the only large-scale implementation of EAC-CPF, with a few institution-specific implementations (For example, the Utah State Archives manages agency histories with EAC-CPF).

Resource Description and Access (RDA)

Released in 2010 for use by libraries and other cultural heritage organizations, Resource Description and Access (RDA) is the successor to Anglo-American Cataloguing Rules, Second Edition, for forming bibliographic data. The RDA Vocabularies support linked data applications.

Resource Description Framework (RDF)

Resource Description Framework (RDF) is a data interchange model for the Web and is one of the fundamentals for the semantic web. It uses triplestores (subject, predicate, object) to describe each resource. RDF is queried by the SPARQL protocol.[29] It is one of the computer languages designed for use with data that also include Extensible Markup Language (XML) and Web Ontology Language (OWL).

Linked Open Data (LOD)

Linked Open Data is a way of publishing structured data so that it can be interlinked and used in semantic queries using RDF. LOD has been discussed in the cultural heritage community (along with related topics of the semantic web RDF and RDA), but has yet to achieve widespread adoption for bibliographic description. It is, however, fundamental to many resources related to, contributed to, and used by cultural heritage institutions, including Wikidata.

Dublin Core Metadata Initiative (DCMI)

As noted in the discussion of digital collections, archival description and digital collections are often closely related. Dublin Core records are most commonly used to describe digital collections at the item level, and it plays an important role in linking between finding aids and

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[27] Gueguen, Gretchen, Manoel Marques da Fonseca, Vitor, Pitti, Daniel and Sibille-de Grimouard, Claire. "Toward an International Conceptual Model for Archival Description: A Preliminary Report from the International Council on Archives' Experts Group on Archival Description." *The American Archivist*. Vol. 76, No. 2, 2013. pp 566-583. Available at https://www.ica.org/sites/default/files/EGAD_English.pdf.

[28] https://www.ica.org/en/isaar-cpf-international-standard-archival-authority-record-corporate-bodies-persons-and-families-2nd/

[29] Tillman, Ruth Kitchin. "An Introduction to RDF for Librarians (of a Metadata Bent), 2016 March 20. http://ruthtillman.com/introduction-rdf-librarians-metadata/, accessed 2019 April 6.

associated digital collections. It is also the most popular vocabulary for use with RDF in the context of Linked Open Data.

Rights

In 2013, OCLC Research convened a group of experts to explore how archivists might make finding aid metadata shareable in order to allow its use and re-use of finding aid metadata. After exploration, listening sessions at regional and national meetings, the group proposed an approach to implementing Creative Commons licenses for finding aid metadata.[30] To date, the only known implementation of a programmatic approach (e.g. terms of use encoded in the metadata, rather than applied in a presentation format) is Archives West, which integrated a solution into its repository registry.

The Standardized Rights Statements project is a joint effort of the Digital Public Library of America and Europeana to apply clear and concise rights statements digital collections. The project released a set of statements 2016. Europeana has fully implemented rights statements in its search interface; DPLA is in the process of implementation. Standardized rights statements have not been applied in descriptions of archival materials.

Changing Audiences for Primary Sources

Audiences for primary sources have broadened. Thirty and more years ago, many archives focused on academic researchers working in person and in depth on academic products, and could assume those researchers understood and were accustomed to working with finding aids. While these practices persist at some elite institutions, most other organizations focus on serving as broad an audience as possible that includes K-12 teachers and students, genealogists, and avocational researchers. Aggregation of archival description--and digital collections-- formed in part to facilitate broader access, but we have little information on how well that access works for this audience.

Changes in Consortia

> *"...our community has membership fatigue. . . how do we sustain not-for-profit organizations in the cultural heritage space?" (Emily Gore, former DPLA and DPN staff member)* [31]

The changing landscape of consortia is an important piece of context for archival aggregation. Many aggregations, formed out of, have some relationship with, or were adopted by consortia

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[30] Profitt, Merrilee and Heather Briston. "Time to Open Up! The Why and How of Opening up Archival Finding Aids and the Unintended Consequences of Being Closed." Archival Outlook. Society of American Archivists, March/April 2016. Available at https://www.bluetoad.com/publication/? i=293827&article_id=2425104&view=articleBrowser&ver=html5#{"issue_id": 293827,"view":"articleBrowser","article_id":"2425104"}

[31] Gore, Emily, reply to above, November 13, 2018.

(see Consortia). Consortia are particularly important in the U.S., which lacks the national-level leadership and resources of European countries.

Consortia depend on a trinity of resources for their sustenance: Time, talent, and treasure. The combination of these three elements varies greatly and may or may not be measured by the organization or its participants. As many have observed, institutions often contribute to numerous consortial efforts through membership or other contributions. Increasingly, institutions struggle to quantify return on investment to justify participation. And, financial resources are scarce in the cultural resource landscape. In many cases, collaborations are over-dependent on grants and federal pass-through funds (e.g. LSTA).

As Roger Schonfeld observes in a series of pieces on *The Scholarly Kitchen*, there have been some very significant events in the consortium landscape over the last year. The DuraSpace and LYRASIS merger was a strategic move based on common strengths and growth opportunities and is one of many such mergers for LYRASIS.[32] The end of the Digital Preservation Network and the re-focus of the Digital Public Library of America were caused by organizational struggles. Those struggles bear close examination by other consortia in this sector for lessons on funding sustainability, organizational development, clarity of purpose, and managing technical innovation.[33]

Trends in Higher Education and Academic Libraries

A thorough survey of some of the major issues facing academic libraries and higher education has been amply documented elsewhere. However, some issues are both central and affect available resources for cultural heritage, particularly:

- Declining support from states, soaring increases in tuition, and resulting heavy student loan debt.
- Declining enrollment at all but very elite and flagship state schools.
- Fewer students majoring in the humanities across the board in favor of STEM majors.
- Fewer colleges and universities. Since 2016, an unprecedented number of colleges and universities have either closed or merged, and both trends are expected to continue. These closures and mergers profoundly affect the status and availability of cultural heritage collections or objects that these institutions hold.

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[32] Schonfeld, Roger C. "More Scholarly Communications Consolidation as Institutional Repository Provider DuraSpace Merges into Lyrasis," 2019 Janury 25. Available at https://scholarlykitchen.sspnet.org/2019/01/25/lyrasis-duraspace-merger/.

[33] Schonfeld, Roger C. "Learning Lessons from DPLA." *The Scholarly Kitchen*, 2018 November 13. Available at https://scholarlykitchen.sspnet.org/2018/11/13/learning-lessons-from-dpla/.