

The National Digital Stewardship Residency Program: Educating Digital Stewards in New York Libraries, Archives, and Museums

Narrative

1. Statement of Need

The National Digital Stewardship Residency in New York (NDSR-NY) project is designed to address the specific need for trained staff to successfully acquire, manage, and preserve digital assets. Though the phrases digital curation and digital preservation are more commonly encountered, “digital stewardship” is emerging as a more inclusive term -- one that accurately captures both digital curation’s selection and collection-building activities as well as the ongoing-accessibility and technology-dependent processes implicit in ensuring permanent access to digital materials (Lazorchak, 2011)¹. Others have noted the confluence between digital stewardship and the larger mission of cultural heritage organizations (Cloonan and Mahard, 2010; Bastian et al., 2011) and initiatives like the National Digital Stewardship Alliance (NDSA), an organization founded by the Library of Congress in 2011 to “to establish, maintain, and advance the capacity to preserve our nation's digital resources,” have emphasized the term’s collaborative associations. While digital stewardship’s importance to cultural organizations has been widely articulated (Bahr, 2011), other studies have demonstrated that organizations often lack staff trained in “the range of procedures, processes and challenges across the life-cycle of digital objects” (Berman et al., 2010).

In 2012, the Library of Congress in partnership with the Institute for Museum and Library Services established the National Digital Stewardship Residency. The Program is designed to “build a dedicated community of professionals who will advance our nation's capabilities in managing, preserving, and making accessible the digital record of human achievement” (<http://www.digitalpreservation.gov/ndsr/>). The initial class of residents will work at Washington D.C. based institutions starting in June 2013. (The Washington D.C. based NDSR program will hereby be referred to as NDSR-DC). In order to expand this cadre of digital stewardship professionals and build a national model for postgraduate residencies, The Metropolitan New York Library Council (METRO) and project partner Brooklyn Historical Society (BHS) propose to establish the NDSR-NY project, building off the NSDR-DC program and coordinating with a potential concurrent Boston-based implementation being proposed by Harvard University. The NSDR-NY program will enable the continuing education of the next generation of digital stewards, expand the New York cultural community’s capacity to preserve digital collections, and ultimately validate and augment the NDSR framework for widespread adoption. The NDSR-NY program will build on METRO’s existing role as a provider of innovative professional development, training, and grants and services for the local library, archives, and museum community. The New York City metropolitan area offers one of the best locations for an NDSR program as it has a diverse student population with five area accredited MLS graduate program and a rich concentration of libraries and cultural organizations – organizations managing increasing volumes of digital materials but needing trained staff to perform digital stewardship. METRO’s Partnering Organization, BHS, contributes significant experience in educational programming, training MLS students, and developing digital projects, and serves as an example of the types of organization that the NDSR-NY seeks to serve.

Recent initiatives have sought to address the need for digital stewardship training. Programs such as the Digital Preservation Outreach and Education’s Train-the-Trainer events, the Cornell/ICPSR Digital Preservation Management Workshop, and workshops offered by national and regional professional

¹ See Appendix H for the Narrative Bibliography.

groups like the American Library Association and Society of American Archivists have all worked to train information professionals in digital stewardship practices. Since 2009 METRO itself has provided over 200 workshops to over 3000 New York area information professionals; this includes dozens of digital stewardship-related events (See Appendix C in the supporting documents). What all these training events lack, however, is the combination of conceptual knowledge matched with extended, practical, hands-on work in an institutional setting to apply the skills learned in the classroom. As the recent *Aligning National Approaches to Digital Preservation* report explains, efforts are needed to “bridge formal education with professional development training opportunities more coherently” (McGovern and Skinner, 2012). The IMLS-funded DigCCurr project reported that “digital curation education programs should... blend theory and classroom learning with hands-on professional experience... [and] involve hands-on work with digital objects with actual consequences, rather than just conceptual work” (Hank, 2010). Similarly, a 2011 environmental scan by the Association of College and Research Libraries (ACRL) found that “new librarians should be given opportunities to develop practical skills, including support for mentorship programs and continuing education,” citing in particular a study that found that “library school is not where librarians are acquiring the proficiencies that they later find very important to their work” (ACRL, 2011; Westbrook and Fabian, 2010).

Concurrent with the need for new training opportunities for students is the need for expertise within libraries, archives, and museums around digital stewardship. A 2010 OCLC survey on special collections and archives reported in its executive summary that “user demand for digitized content remains insatiable” while “management of born-digital archival material is still in its infancy” (Dooley, 2010). Of the 169 libraries, archives, and museums surveyed, 97% “completed one or more digitization projects and/or have an active program” and 79% reported “having collected born-digital materials” while “lack of funding, planning, and expertise were cited as the largest impediments to their management and preservation” (ACRL, 2011). Similarly, “born-digital materials” was listed as the second “most challenging issue.” A September 2012 ACRL article notes that “data curation, digital resource management and preservation... are growth areas where new skill sets are needed.” A 2011 NEH- and IMLS-funded report also found that “the substantial investment cultural heritage organizations are making in creating digital collections must be met with a commitment and infrastructure to protect this content for its lifetime” however “many cultural heritage organizations do not have staff to support either [digital] preservation or access systems in-house” (Portico, 2011).

The reports cited above highlight the two audiences whose needs NDSR-NY seeks to address: postgraduates lacking practical, on-the-job training in digital stewardship and institutions managing an ever more digital materials with limited staff and staff expertise. The NDSR-NY project, working in conjunction with NDSR-DC and potential NDSR-Boston staff, will also address these needs by testing and refining a national model for training, standardizing a digital stewardship curriculum, and providing a replicable framework that can be widely adopted to train digital stewardship professionals.

Two ongoing projects funded by IMLS LB21 grants are noteworthy for working to address opportunities for experiential learning and institutional capacity for managing digital materials. The Moving Image Specialists in Libraries (MISL) program of NYU’s Moving Image Archiving and Preservation Program, funds both internships and post-graduate fellowships. The fellows worked on-site managing moving image collections in libraries and performed a variety of activities including managing digital projects (<http://bit.ly/PwNmCI>). The program also featured a robust social and collaborative element with the goals of “improving staffing in moving image archiving and preservation” and “facilitating dialogue and exchange of knowledge” around the issues of preservation of these collections. The Project CHART program run by Pratt Institution is another LB21-funded effort (<http://bit.ly/c5z8B4>). It is a multi-

institutional initiative between three cultural heritage institutions working in conjunction with Pratt's School of Information Science. Project CHART combines a digital curation graduate specialization with nine-month-long, one-day-a-week internships within cultural organizations working on digital curation projects. Both programs combine institutional capacity-building with specialized student training to develop the skills of emerging professionals. The NDSR-NY aims to accomplish similar goals as these programs. In addition, METRO will be organizing and delivering many of the MSIL program, NDSR-NY staff have worked on Project CHART and BHS is currently the project's coordinating institution

The NDSR-NY project will build upon and expand these models while leveraging expertise through consultation with staff from other embedded fellowship and residency programs for recent PhDs, including the DigCCurr programs and Carolina Curation Fellowships run by University of North Carolina-Chapel Hill LIS and the CLIR Postdoctoral fellowship programs in Data Curation and in Academic Libraries. In addition NDSR-NY will draw upon recent studies identifying core competencies in digital stewardship and curation including the Matrix of Digital Curation Knowledge and Competencies (Lee, 2009), and the recent work of Digital Curator Vocational Education Europe (DigCurV) to define skills and competencies for digital curation (Engelhardt et al., 2011).

The NDSR-NY project will meet the needs of its intended audience of new professionals, local libraries, archives, and museums, and the national community through a number of project activities. Recent graduates will receive advanced training in the stewardship of digital assets. This training will be combined with full-time, nine-month residencies working on digital projects within a New York library, museum, or archive alongside a mentor. Host institutions will have their staffing and expertise needs addressed by having a highly-trained, enthusiastic new profession working on digital stewardship as well as the opportunity for resident mentors to also participate in NDSR-NY training. Through group activities and an online community platform, residents will be inducted into a cohort group with a shared identity as future digital steward practitioners, advocates, and leaders. Participation in NDSR-NY will also allow host institutions to engage with the local community on digital stewardship needs and challenges, thus encouraging other collaborative activities in this area. Lastly, by testing and refining the NDSR framework, NDSR-NY will help address the needs for a standardized curriculum focused on digital stewardship and the need for a replicable model for experiential postgraduate residencies.

2. Impact

The NDSR-NY program will build greater skills and abilities in postgraduate residents participating in the program by giving them practical, hands-on experience in a full-time, nine-month residencies working on the curation, management, dissemination, and preservation of digital materials. By evidencing student work, and widely promoting and publishing their project results and the program itself, the NDSR-NY will transform current educational practices that feature only limited workplace experience (typically one-day-per-week internships) in their curriculum. It will also transform the current landscape of for-cost postgraduate certificate programs by codifying a blended approach to postgraduate residencies that combines continuing education and practical, hands-on work. The curriculum currently being developed by Library of Congress (see Sample Curriculum document) is evidence of the mix of conceptual knowledge and mastery of emerging technologies currently needed by digital stewards. The 10 digital stewards resulting from NDSR-NY project will increase the number of professionals that can support digital services within libraries, archives, and museums and foster future advocates and leaders in this rapidly-changing profession. NDSR-NY will also have a positive impact on the greater libraries, archives, and museums of New York, as METRO will be able to use NDSR-related materials in training events for the entire community, not just residents. The NDSR-NY project will also create new impetus for members of the community to work together to create new residency

and extended experiential learning programs. Lastly, the overall NDSR model will be tested and made suitable for nationwide implementation, increasing the opportunities for other future digital stewards. Scaling up NDSR for use in new regions helps align community best practices and helps build an accepted curriculum for teaching core competencies to tomorrow's digital stewards.

3. Project Design

The NDSR-NY will be a three-year project. The first year will be a planning year, working closely with the NDSR-DC program and the potential NDSR-Boston implementations to refine the NDSR model.

Years 2 and 3 will focus on the residency program, with 5 residents working at 5 host institutions each year. (See Appendix G for a list of potential NY-area hosts). The project will draw upon the framework and program elements designed and tested by the Library of Congress as it implements the NDSR program in Washington D.C. in 2013-2014. The NDSR-NY project will build upon and refine that model. Specific project goals, activities, and outcomes listed below are ongoing through Year 2 and Year 3:

Goal 1: Create a cohort of practitioners and future digital stewardship leaders through a program combining advanced theories and training in current digital stewardship practices through a practical, hands-on residency working in an institutional setting.

Goal 1, Objective 1: Develop the NDSR-NY residency program, refining and enhancing the NDSR-DC program

Activities:

- Work with other NDSR projects (D.C. and potentially Boston) to refine NDSR program framework — ongoing
- Tailor and enhance existing NDSR-DC curricular materials to the particular needs of libraries, archives, and museums by Fall 2013
- Hire Project Coordinator to start December 2013
- Assemble Project Advisory Panel and work with panel to hone project guidelines by Fall 2013
- Establish the NDSR-NY project online presence as part of www.metro.org and establish a separate website for student portfolios, project reports, and blogging; also implement technologies needed for resident training by Fall 2013

Outcomes: Within the first nine months, the project will have created the NDSR-NY curriculum based on results of the NDSR-DC program and consultation with host institutions and the advisory panel. The project will have hired Project staff and established a web presence and Advisory Panel.

Goal 1, Objective 2: Implement the cohort residency program June 2014-May 2016

Activities:

- Meet with potential host institutions to discuss potential resident projects and program expectations; repeated in Year 3 for second resident class
- Select host institutions for first resident class; repeated in Year 3 for second resident class
- Plan and schedule resident training event by April 2014; repeated in Year 3 for second resident class
- Identify immersion, seminar, and capstone instructors by Winter 2014
- Recruit and select of residents by February 2014
- Implement a one-week resident immersion program combining morning lectures with afternoon training in specific tools and technologies.
- Participate in nine-month residencies at host institutions starting June 2014 and June 2015
- Conduct monthly, day-long continuing educational lectures for residents and mentors.

- Conduct site visits with each resident and host institution.
- Conduct a week-long capstone event including three days of professional development and workplace skills training and two days for residents to present and review of projects.

Outcomes: Based on established criteria, the program will select 10 residents, 10 institutions and identify specific projects that residents will undertake. 90% of residents and 95% of the host institutions will report being very satisfied or satisfied with the residency program. 90% of the residents will complete their projects. Training participants will report the education session expanded their understanding of digital stewardship. 90% will report that the sessions supported their project activities.

Goal 2: Build New York regional digital stewardship capacity through a national digital stewardship program.

Goal 2, Objective 1: Through a New York based digital stewardship residency program, create a network of individuals and institutions dedicated to digital stewardship.

Activities:

- NDSR-NY residents working full-time for nine months will complete stewardship projects that will expand the host institutions' digital stewardship capacity.
- Host institution mentors will attend the immersion, seminar, and capstone sessions building their knowledge of digital stewardship and capacity to manage future digital stewards.
- Host institutions, as members of the Project Advisory Panel, will provide input on further refining and developing program guidelines, curriculum, and expectations for new-hire qualifications.

Outcome: 90% of the residents will complete their stewardship projects within 9 months. 100% of the host institutions will report that the program enhanced or expanded their digital stewardship capacity. 95% of the host institution mentors will report that attendance at NSDR-NY program expanded their capacity to manage digital stewards. 50% of the host institutions will report that they have modified an existing position or created a new digital stewardship position.

Goal 3: Develop a collaborative NDSR program working in conjunction with the Library of Congress and proposed NDSR-Boston implementation that will expand national digital stewardship capacity.

Goal 3, Objective 1: Expand the existing NDSR-DC program into a national collaborative supporting development of qualified digital stewards by May 2016.

Activities:

- Create an NDSR collaborative planning committee involving project management staff from the NDSR-NY, NDSR-DC and NDSR-Boston responsible for managing the collaborative network
- Create the NDSR collaborative network to support residents and host institutions activities
- Gathering input from residents and mentors for program revision across all NDSR programs.
- Promote the NDSR program through presentations at national conferences, articles in relevant publications, and engage digital stewards in development of the field through blogging.

Goal 3, Objective 2: Create the NDSR-NY collaborative network by May 2016.

Activities:

- NDSR-NY residents, host institution mentors, and project staff identify strategies for development the NY network by January 2016 and implement them by May 2016.
- Provide online access to program guidelines, manuals, curriculum and other materials supporting other digital stewardship residency programs by May 2016.
- Promote network to METRO member libraries through newsletters, project website, blogs, etc.

Outcome: The NDSR model will be expanded into a national collaborative initiative with former and concurrent implementations. The NY digital stewardship network will expand to include XX non-NDSR

Metro institutions. Conduct 9 continuing education programs where the NY network is promoted. 90% NDSR-NY network participants will report that their knowledge of digital stewardship elements was enhanced through the network. New funding sources and business models will continue the program beyond grant.

A detailed, chronological list of project activities can be found in Appendix A. The NDSR program documents in Appendix B outline guidelines for hosts, projects, residents, and application process.

Project Evaluation: The NDSR-NY project will contract with an evaluation consultant who will assist the Project Director and Project Coordinator in evaluating the project outcomes.

Formative Evaluation: The Project Coordinator will build upon METRO's existing methods for evaluating the success of professional development and training workshops. The formative evaluation will use identified and anonymous online surveys, in-person interviews, written project reports, and pre- and post-residency self-assessments. The evaluations will include both residents and host intuitions and will focus on three areas: curriculum, residencies, and project activities. As part of the ongoing curriculum development residents and participating mentors will provide feedback on syllabus content (topics, readings, exercises), training structure (in-person and on-line methods, technologies used), and instruction (quality of instructors). Residency evaluation will assess residency projects, workplace issues, mentorship, and institutional expectations. The formative evaluation will evaluate effectiveness of project activities such as meetings, site visits and tours, social activities, and other project logistics and details. Data from these evaluations will be used to identify areas for improvement. Residents will complete a self-assessment both before and after their residencies identifying their digital stewardship competencies and perceived professional development status. These assessments will be used to collect baseline data to measure the success of the program in preparing emerging professionals in digital stewardship. Additionally, host institutions will also complete a pre- and post-residency self-assessment to document institutional capacity increases and provide details on resident projects and outcomes. The NDSR-NY projects will coordinate with other NDSR project for a program-wide summative evaluation.

Partnering organization: Founded in 1863, Brooklyn Historical Society is a cultural hub for civic dialogue, thoughtful engagement, and community outreach, as well as a nationally recognized urban history center dedicated to preserving and encouraging the study of Brooklyn's extraordinary 400-year history. BHS works across the domains of libraries, archives, museums, and public programming. BHS staff serving on the Project Advisory Panel will provide an understanding of the needs of a broad range of cultural heritage organizations and their specific experience as a managing partner on Project CHART. Throughout the NDSR-NY, Jacob Nadal, BHS's Director of Library and Archives, will serve as a curriculum consultant and potential instructor during the immersion and capstone sessions. Mr. Nadal launched preservation programs and digitization projects at Indiana University, New York Public Library, and UCLA. He has extensive experience teaching digital preservation in graduate classes and professional workshops, and serves on the NDSR Curriculum Advisory Panel. Mr. Nadal will be a key advisor on the NDSR-NY curriculum revision to bring it in-line with digital stewardship practices within the specific domain of libraries, archives, and museums. BHS will commit to host one project resident in Year 1, and contribute to curriculum revision based on this experience throughout the NDSR-NY. Hosting of a second resident in Year 2 will be evaluated based on the demand in the NY Metro area and BHS. BHS has extensive experience hosting graduate students working on digital stewardship projects. BHS will also provide an alternate facilities space for the monthly seminars, lectures, and meetings taking place during the NDSR-NY project.

Preliminary work: Appendix B evidences the extensive preliminary work of the NDSR-DC program to develop program guidelines. The attached Curriculum evidences its ongoing work creating a curriculum.

Innovative techniques: The NDSR model of advanced training combined with full-time extended residencies working in an institutional environment is new to the field of digital stewardship. The NDSR curriculum will take an innovative approach to instruction, featuring an immersion boot camp that combines training in concepts and principles with use of specific tools and technologies to perform digital stewardship. The baseline NDSR-DC curriculum will be tailored to address the specific needs of the libraries, archives, and museum community. Lastly, the project will utilize an online “sandbox” environment where residents can use software tools and technologies with sample digital collections, similar to the IMLS-funded Simmons Library and Information Science Program’s *Digital Curriculum Laboratory* (<http://calliope.simmons.edu/dcl/>). Also, new collaborative, blended on-line and on-site continuing education models will be possible between the NDSR-NY and NDSR-Boston projects.

Proposed Curriculum: The proposed curriculum for the immersion, seminars, and capstone will be built off of the NDSR-DC curriculum, a current draft of which can be found in Curriculum supporting document. Topics taught in the curriculum include: digital preservation advocacy; appraisal/selection of digital objects; format obsolescence; digital preservation metadata; storage repositories; distributed approaches to preservation; digital preservation planning; economic modeling and sustainability; digital forensics; preserving digital audio and video; web archiving; and digital preservation policy.

4. Project Resources: Personnel, Time, Budget

Key Project Personnel:

Jefferson Bailey, Project Director (.25 FTE for 3 years). *Duties:* Mr. Bailey, METRO’s Strategic Initiatives Manager, will be responsible for overall project management including planning and scheduling, curriculum development, hiring and managing the project coordinator, coordinating the selection and management of residents, working with host institutions, and managing the Project Advisory Panel. He will be responsible for IMLS reporting requirements and dissemination of information about NDSR-NY. *Qualifications:* Mr. Bailey is currently a member of the NDSR Curriculum Panel, was involved in the development of the NDSR program while working on the Digital Preservation Outreach and Education program and the National Digital Information Infrastructure and Preservation Program (NDIIPP) at Library of Congress. He is currently co-chair of the NDSA Innovation Working Group. Mr. Bailey was the Brooklyn Public Library’s project manager for Project CHART, where he managed and mentored graduate student interns working on digital curation projects.

Anne Karle-Zenith, Project Support (.10 FTE for 3 years). *Duties:* Ms. Karle-Zenith METRO’s Digital Services Manager will support the NDSR-NY program’s work with curriculum instructors, assist with curriculum development, help coordinate residencies and logistics with resident host institutions, and other project planning. *Qualifications:* Ms. Karle-Zenith manages METRO’s Collaborative Digitization Grants program and develops and implements new digital services for METRO. She has experience as a project manager on digital initiatives in the University of Michigan Library, including managing an IMLS-funded multi-institutional initiative involving the HathiTrust Digital Library. She has experience in digital preservation projects and developing and implementing digital services.

Jacob Nadal: Project Support (.05 FTE for 3 years). *Duties:* Mr. Nadal, Brooklyn Historical Society’s Director of Library and Archives will manage the project’s curriculum revision, including related meetings, research, necessary staff support, and activities. He will also help manage the Project Advisory Panel and project oversight. *Qualifications:* Mr. Nadal launched preservation and digitization projects at Indiana University, New York Public Library, and UCLA. He has extensive experience teaching digital preservation in graduate classes and professional workshops.

Jason Kucsma: Project Support (.05 FTE for 3 years). *Duties:* Mr. Kucsma, METRO's Executive Director, will contribute project oversight. He will help recruit and manage the Project Advisory Panel, recruit and liaise with host institutions, work with the Controller to manage the project budget, and approve project communications and IMLS reporting. *Qualifications:* Mr. Kucsma was previously METRO's Emerging Technologies Manager, implemented a consortia digital repository for METRO members, and was a Visiting Lecturer in Rutgers' graduate Library Science program.

Project Coordinator, To Be Hired: (.5 FTE for 2.5 years; \$70,400 in grant funds)

METRO will hire a part-time project coordinator to start December, 2013. This position will handle day-to-day management of the NDSR-NY project, including scheduling training, workshops, coordinating with curriculum instructors, managing resident needs, maintaining the project's web presence, and contributing to project communications, reporting, and evaluation. A position description is in the Project Staff documentation.

Additional Staff:

G.P. Varshneya, Controller: Mr Varshneya METRO's controller since 2002 will manage the NDSR-NY finances through an in-kind contribution of his staff time. Since 2002, he has managed METRO's financial reporting on a number of grant projects associated with New York State including the Hospital Library Services Grants and the New York State Regional Bibliographic Databases Program. Mr. Varshneya has extensive experiencing managing grant funds and meeting the mandated government requirements involved with METRO's partially state-funded status.

Laura Forshay: Ms. Forshay is METRO's Professional Development Manager and will contribute training planning and logistics support through an in-kind contribution of her time.

Consultants and Advisory Panel: See Appendix D & Resumes for detailed descriptions.

Instructors, To Be Hired: (4 total; \$1000 honorarium, \$4000 in grant funds)

Instructors will be selected from METRO's existing roster of instructors who are leading experts in the field of digital stewardship and have training and teaching experience. They will lead resident and mentor training workshops including the immersion and capstone training sessions.

Technology Consultant, To Be Hired: (4 days at \$500 per day; \$2000 in grant funds). METRO will draw on its existing relationships with many technology consultants having performed similar work.

Evaluation Consultant, To Be Hired: (2 days at \$1000 per day; \$2000 in grant funds). METRO will hire an evaluation consultant to work with project staff in conduction formative project evaluation.

Advisory Panel: Members will be drawn from METRO, BHS, host institutions, and local LIS faculty.

Facilities, Equipment, Materials and Supplies: The NDSR-NY project seeks \$7,000 in grant funds for materials and supplies costs: \$1,000 total for supplies for resident training and conference materials and \$6,000 total for catering costs during resident training. METRO is cost-sharing \$30,000 in facilities cost for use its Training Center. See Appendix E and the Budget Justification for a breakdown of these costs.

Timeline: NDSR-NY is a three-year project, with one planning year followed by two years each with a class of 5 residents doing nine-month residencies in host institutions.

Year: 1

- **June 1, 2013 - May 31, 2014:** Planning year includes evaluation of the NDSR DC pilot project, incorporating lessons learned into NDSR-NY, arranging host institutions, hiring Project Coordinator
- **August 26, 2013 - February 4, 2014:** First resident class recruitment and selection.

Year 2:

- **June 2, 2014 - February 27, 2015:** First class of NDSR-NY residencies.

- **March 2, 2015 - May 29, 2015:** Review, evaluate, and revise the NDSR-NY program model and curriculum as necessary, select second class of residents.

Year 3:

- **June 1, 2015 - February 26, 2016:** Second class of NDSR-NY residencies.
- **February 29, 2015 - May 31, 2016:** Review, evaluate, and revise the NDSR-NY program model and curriculum for implementation in other locations. Write and deliver final report.

Budget: See Budget Justification for detailed explanation of the project budget. METRO is requesting \$498,135 from IMLS to support the NDSR-NY project. The majority of the budget, \$370,360, is allocated to student support. Over the 3 years of the project, student support will be \$36,036 per student for 10 students, plus an additional \$1000 per student in professional development support. Non-student costs include a 2.5 year, part-time Project Coordinator (\$71,500), project consultants (\$15,000), IMLS-mandated staff travel (\$12,000), project materials (\$7,000), and project services (\$9,000). Total non-student direct costs are \$114,500. METRO is requesting \$13,275 in indirect cost share at the 15% rate. METRO and its partner are contributing \$187,633.44 in total cost share.

Project Revenues: This project will not generate any revenues.

5. Diversity Plan

The New York Metropolitan area is one of the most diverse metropolitan areas in the nation. The 2010 US Census reported that 44.6% of New Yorkers are white, 25.1% are Black, 28.6% are Hispanic and 11.8% are Asian. (U.S. Census Bureau, 2010). Yet, as a recent report noted, “out of the 6,608 ALA-accredited library science master's degrees awarded in the U.S. in 2008-2009... only 5 percent went to Hispanics (333), 4.7 percent were awarded to African Americans (313), 3.8 percent to Asian/Pacific Islanders (252)” (Li, 2012). To expand the pool of librarians of color, the American Library Association initiated the Spectrum Scholarship program and since its inception more than 700 scholarships have been awarded. To attract librarians of color to digital stewardship, much can be learned from the ALA Spectrum Scholar program. Scholars praised both the funding that supported their education and the leadership development components (Roy et al, 2006). From the beginning ALA built into the program the concept of developing cohort groups, which would enhance networking both within each class and across the classes. The cohort model of NDSR-NY also aims to attract a diverse group of residents and promote their successes to encourage additional diverse applicants to future NDSR implementations.

With four LIS graduate programs in the greater New York area graduating over 2000 students, many from ethnically diverse communities in the outer boroughs, NDSR-NY can recruit residents from a diverse student body. METRO will use established online communication channels, as well as outreach events at local library schools and information sessions, to recruit students to the NDSR-NY program. Key to this success will be active promotion into those communities at each of the four area LIS programs, promotion of the program to the New York Area librarians of color groups, and potentially one-on-one visits with individual applicants to encourage diverse candidates to apply.

6. Communications Plan

The Library of Congress, in launching the NDSR, has already begun promoting the program through the <http://www.digitalpreservation.gov> website and through conference presentations and journal articles. NDSR-NY will expand awareness of the program through a comprehensive, ongoing communication program that includes promotion in both the New York region and national community. On the local level, the project will make presentations to local chapters of professional groups including ALA, ACRL, ARLIS, Archivist Round Table, and others. Quarterly project updates will be available

through METRO's website <http://www.metro.org> (which receives over 300,000 visits and over 1 million page views per year) and online newsletter (which reaches over 10,000 members). Project information will also be distributed via local and national listservs (see Appendix F), and via Facebook and Twitter. To reach a national audience, the project proposes to make presentations at a variety of conference such as ALA, and SAA, and decidedly at the annual NDIIPP/NDSA Digital Preservation conference hosted by Library of Congress. Conference presentations and online webinars will allow feedback both from project stakeholders and the digital stewardship community. The project will also establish a social media presence and a project website where information on the project will be posted, including the grant narrative, residency promotional materials, sample application for residency, project reports, and promotional materials. As well, a separate dedicated website will host resident reports and final projects.

7. Sustainability Plan

The benefits of the NDSR-NY will last well beyond the end of the funded grant activities. Given METRO's role as a hub for dialogue across the broader New York City cultural heritage community, its mission in delivering professional development, and its role building partnerships and awarding grants, METRO is well positioned to sustain the NDSR-NY program beyond its grant-funded three years.

To *sustain project activities or products*, METRO will:

- make publicly available any and all curriculum, exercises, and other training products, as well as program manuals and evaluations that are developed during the NDSR-NY program
- offer program staff expertise, to future implementations of the NDSR program in other locations
- maintain the project's web present to showcase the continuing work of NDSR-NY alumni and provide a platform for ongoing communication, professional development, networking
- after the first year of successful residencies, METRO will be pursuing additional funding, business models, or partnerships to continue the program beyond the life of the grant

To *sustain access, expertise, and capacity*, METRO will:

- continue to recruit a diverse group of students and new professionals into digital stewardship careers by hosting career planning and professional development workshops based on NDSR materials
- continue to refine and develop the NDSR-NY educational materials for their use in continuing training events for local cultural heritage professionals in digital stewardship
- continue to act as a centralized meeting-space for institutions to share sharing knowledge on digital stewardship by hosting special events, symposia, and meetings promoting digital stewardship

To *sustain systemic change*, METRO will:

- continue to work with NDSR-NY host institutions beyond the end of the program to support their capacity-building in digital stewardship in the form of grants, partnership, and consultative services
- continue to build and evaluate programs to expand the technical knowledge and professional development of emerging digital stewardship professionals, including scholarships and fellowships
- continue to work with area library science and other graduate programs to develop and support new educational initiatives for new professionals.

The NDSR-NY project will also inform future practice by creating a vetted curriculum and experiential training model for use nationwide, help build local institutional capacity, and create a community of knowledge around digital stewardship. Continuation of the outcomes and impact of the NDSR-NY project will benefit the broader library, archives, and museum community by providing a replicable model for digital stewardship residencies that train the next generation of professionals working to preserve our nation's digital materials.