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JISC Project Plan

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1. Project Overview

1.1 Project Summary

Open Exeter will build on the work of the University's current Science-driven Exeter Data Archive (EDA), extending the existing pilot DSpace data repository across the University to all disciplines. In order for us to provide an effective and efficient multi-disciplinary service, we first need to understand what kind of data exists throughout the University, and how it is used and handled. To get to that point, we intend to undertake two related investigations: 1) the Data Asset Framework will allow us to obtain a broad snapshot of data assets and their management across the University, 2) a more in-depth, long-term investigation, 'Follow the Data', which will involve working with four later years postgraduate researchers (PGRs) in different subject areas, will lead to an understanding of how researchers create, use and reuse data in real life scenarios.

Findings from these two exercises, which will be led by Gareth Cole, project Data Curation Officer, will guide the development of a framework of discipline-specific skills packages, guidance and mandatory training to support researchers' data management needs. Materials will be developed and tested in collaboration with the Data Curation Centre (DCC).

Alongside these activities, technical development will focus on two main areas: 1) testing, improving and refining the pilot system so that performance is at the highest level achievable in order to make use as appealing, easy and quick as possible, 2) trialling integration of our research publications repository, the Exeter Research and Information Content archive (ERIC, <https://eric.exeter.ac.uk/repository/>) with the data repository to make deposit, searching, citation and storage of related publication/primary data easier for both researchers and curation staff. An additional consideration related to integration work is our about to be launched Repository Tools facility that will allow research materials to be deposited to ERIC via our Current Research Information System, Symplectic. These technical developments will take place against the backdrop of continued core work on the system development and maintenance of the data repository, especially relating to the back-up facility and wider technical enquiry over collaborative file storage and file sharing.

An Advocacy and Governance Officer will lead the remaining major workstrand focussing on developing and implementing strategies for embedding the repository/data curation service in the research lifecycle. This work will be underpinned by creation of a policy and governance framework to ensure embedding of research data management good practice in the institutional mindset.

1.2 Objectives

Open Exeter aims to create an environment in which Exeter is equipped to 'act open' with its research data in order to facilitate collaboration and increase the global impact of its research.

Objectives include:

- To establish a clear and comprehensive understanding of current research data management (RDM) practice by conducting a University-wide data asset audit using the Data Asset Framework (DAF).
- To gain an understanding of how current postgraduate students and early career researchers use and handle data by monitoring their day-to-day interactions with data over an extended period.
- Using knowledge and experience gained from the above two investigations to plan, implement and deliver the full range of support required by researchers so that they can

consistently and easily manage their data according to established standards of good practice.

- To work continuously to develop and maintain the key relationships and support required to gain acceptance for the wide scale organisational and cultural changes needed to ensure RDM good practice is embedded in the scholarly lifecycle.
- To ensure take up of project outputs through an ongoing programme of advocacy, awareness raising and dissemination.
- To develop a series of KPIs to monitor use and adoption rates.
- To work within existing committee structures to ensure new RDM and OA policy and guidance is ratified, taken up and established at an institutional level.
- To enhance and improve the current EDA DSpace repository in response to feedback received during testing and known performance issues.
- To ensure Open Exeter technical development takes account of interoperability issues, for example, consistency with other University of Exeter (UoE) DSpace repositories and the Symplectic to ERIC Repository Tools feature.
- To produce a business case for long-term sustainability of Open Exeter outputs including costing models, roles and responsibilities, maintenance and development.
- By the collaborative nature of this project to strengthen further existing cross-departmental bonds.
- To disseminate and share findings and outcomes with the JISC and wider HE community.

1.3 Anticipated Outputs and Outcomes

Output / Outcome Type (e.g. report, publication, software, knowledge built)	Brief Description
Project plan	This document will act as an implementation plan (project initiation document), undergoing continual review and revision by the Project Team as work is undertaken and insight and understanding matures.
Report	A technical requirements analysis report written by the PM and the current EDA PM exploring work completed during the pilot phase and how this should be taken up and extended by Open Exeter.
Report	A written report will outline the implementation, results and analysis of the DAF exercise. The DAF will include an online survey and interviews with leading University researchers. The interviews will be integrated into online skills resources produced through the Advocacy and Governance workstrand.
Report (and other outputs not yet finalised)	A written report detailing the findings of the 12 month Follow the Data investigation into postgraduate students' use of data. The report will include supplementary material developed during this exercise, such as templates for monitoring and recording data use, questionnaires, and workshop materials. We will look at the feasibility of involving students in the dissemination of findings, for example in an end of project workshop, contributing to reports and articles, creating their own blogs and video diaries for the span of their involvement.
Knowledge built	The knowledge gained from the DAF and Follow the Data workstrands will allow much greater insight into the differences in the way research data is perceived and managed across disciplines. This knowledge will be the foundation from which to construct a framework of discipline-specific training materials.
Report (and associated materials)	What is Data workshops
Repository	Open Exeter DSpace repository for research data

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Training materials	Discipline-specific RDM training materials and courses/Training materials (various formats and contexts)
Web site	One-stop-shop research data management web site
RDM framework	
Policy	Ratified institutional RDM & Open Access policy
Report	Advocacy/Communications plan
Report	Business case for long-term sustainability and model for cost recovery
Report	Project evaluation report
Workshop & materials	End of project workshop (possibly more than one)
Publications	Publication of articles and conference papers
Promotional materials	Production of promotional materials

1.4 Overall Approach

Methodology

Open Exeter's overall approach is collaborative and outward facing. Early academic, managerial and executive engagement is crucial: project success relies to a large extent on cross-institutional buy-in at all levels and across disciplines.

This collaborative approach is demonstrated by the mix of personnel directly involved with the project: staff from the Library; Research and Knowledge Transfer (RKT); Exeter IT; Education Enhancement (EE); Information Governance and Compliance (IGC), and Employability and Graduate Development (EGD).

This approach is continued through the membership of our Steering Group and Project Board which have been carefully chosen to maximise our opportunities to influence at strategic, managerial, operational, and 'customer' levels.

Prior to the start of Open Exeter, Library staff, in consultation with RKT and Exeter IT, have already carried out a range of advocacy and dissemination activities, focussing on Open Access, repositories, and support for data management planning. We can now build on valuable relationships formed and support gained through these activities to promulgate awareness of Open Exeter.

There is a recognition that in order for us to achieve many of our goals there will need to be an associated organisational and cultural change; technology alone cannot change the way people do things. By drawing in to the project from its outset a wide range of stakeholders from across the University, we have laid the ground for facilitating cross-institutional discussion, agreement and rapid moving forward of project aims and objectives independent of the usual departmental barriers.

Managing and supporting this change will form an important part of project work that bridges all the various overlapping workstrands, bringing in all members of the team, and requiring specialist input from the Steering Group, the Project Board, and others.

The Steering Group Chair, and project sponsor, Professor Nick Talbot, is the institutional lead for Research and Knowledge Transfer and will ensure the project's policy and governance framework achieves institutional ratification through established channels.

Important Issues

Any project working across an entire institution can expect to encounter a range of important issues, some of which will be known at the project outset, others of which will become known as the project progresses. The issues we know about now include:

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- Ensuring the transition from the Exeter Research Data Management Services project (ERDMS) to Open Exeter is successful.
- As the University runs three active DSpace repositories: ERIC, Digital Collections Online (DCO) and EDA. There are issues involved in ensuring all are upgraded to the same standard and incorporate the same functionality. Additionally, the Repository Tools link between Symplectic Elements and ERIC imposes some restrictions on how and when we can upgrade to DSpace 1.7 across DSpace instances.
- Ensuring all related research information systems are interoperable.
- Furthering the Open Access agenda
- Ensuring all subject areas have an equal opportunity to influence development of project outputs.
- Managing the cultural changes necessary in order to embed RDM good practice. Work in this area is expected to be particularly significant in the Humanities and perhaps Social Sciences.
- Managing user expectation
- Ensuring sustainability and effective cost recovery models

Scope and Boundaries

Open Exeter seeks to develop a research data management framework relevant to all academic subject areas and so it is crucial that all potential users are involved in investigation, development and testing.

Although the technical focus of this funded phase is on the refinement of an existing archive solution for research data preservation, we also need to take account of related data management issues, such as a back up solution for work in progress and the need for networked (primary) storage for collaborative working in certain disciplines. This is out of scope of Open Exeter but our findings will help influence future development and guidance for individual projects and institutional practice.

We envisage that the Data Asset Framework and Follow the Data investigations will throw up a number of issues which the project will be able to highlight, but which may be out of scope for this project. For example, the Data Asset Framework will help identify the sorts of research data held in digital and analogue form and the project will be able to develop guidance about managing these assets. However, the project does not include funding to digitise analogue research data for future archive storage on the data repository..

We are committed to integrating our two related repositories, ERIC and EDA, for the benefit of researchers. However, our other major DSpace repository, Digital Collections Online (<https://collections.exeter.ac.uk/repository/>), will not be included in this work although it is expected that knowledge gained may make future integration possible and help us define longer term repository strategy for Exeter.

We will investigate how the Repository Tools link between ERIC and Symplectic will impact deposit to EDA and review the possibility of deposit via Symplectic to either or both repositories in one transaction. We feel it is likely that the full range of technical work (including input from Symplectic) required to implement such a feature may prove to be too extensive to be accomplished through this project. If this is the case we will document how the work might be undertaken at a later stage....

Critical Success Factors

The success of the project will rely on the following:

- Recruitment of key staff: the Advocacy and Governance Officer and Technical Developer are specialist posts with specific critical roles within the project.
- Recruitment of PGRs: the PGRs participating in the Follow the Data workstrand play a vital part in building and informing the project team's understanding of RDM requirements and issues across the University.

- Access when needed to key project stakeholders, especially researchers: in order for Open Exeter to produce materials and services that are truly relevant and useful to those carrying out research we must collaborate with researchers throughout the project from scoping requirements to piloting draft outputs.
- Level and spread of academic engagement: as we look to extend ERDMS from the Sciences to all subject areas, it is essential to ensure that all Colleges, departments and disciplines have the opportunity to contribute to the development of project outputs, and that the potential benefits of project work are established at an early stage.
- Successful completion of technical work: the promise of a quick and easy, secure method of storing large datasets on Open Access is one of the key selling points of Open Exeter, resolving many key data management issues for researchers, especially those funded by research councils.
- Ability to make the outcomes of the project sustainable through the development and implementation of appropriate cost recovery models and governance structure
- Ability to develop key performance indicators and monitoring mechanisms that demonstrate the value and impact of best practice RDM

1.5 Anticipated Impact

Impact Area	Anticipated Impact Description
Maintain research excellence	More UoE research exposed to a wider audience on Open Access. Researchers are able to fulfil Open Access obligations to research funders. Good practice in RDM is established and embedded in the institutional research lifecycle.
Maintain teaching & learning excellence	Easier access to and sharing of research data. Previous research can be taken forward and built on or reused in other ways, both internally and externally. Greater opportunities for collaboration, cross-disciplinary and cross-institutional partnerships.
Be more effective/save money	Data is managed and stored more effectively and economically; duplication of effort and information is avoided; data can be easily found and reused rather than recreated. Differing data management procedures across the University are standardised, streamlined and clarified.
Have a positive impact on wider society	The public has greater access to research and greater understanding of how public funds are used to support research activities.
Be ready for technology needs in the future	Human and technical framework for the ongoing management of research data that is scalable, interoperable and capable of responding quickly to changing technical and cultural imperatives.

1.6 Stakeholder Analysis

Stakeholder	Interest / stake	Importance (H/M/L)
Internal		
Project Steering Group	Success and relevance of the project to Exeter and the wider HE sector; accountability to the University and the JISC	H
Senior management (e.g., Vice Chancellor's Executive Group)	Project outputs will contribute to the University's international profile, placing it at the forefront of RDM & OA leadership, allowing us to forge new	H

	relationships with peers, giving us an 'edge' over competitors, and acting as a marketing tool.	
Research and Knowledge Transfer	RKT is currently the first point of contact for many researchers needing advice on funding bids, including OA publishing and DMP. Project findings will affect the context in which this advice is given, the nature and content of the advice, and who is involved.	H
Exeter IT	Exeter IT will be required to support, maintain and develop any systems developed or enhanced. Interoperability, longevity and extensibility are considerations here.	H
Education Enhancement	EE will be required to incorporate project training outputs into its University-wide training schedule. Courses will be developed and adapted by the project team but delivered and updated in the long-term by a combination of Library and EE staff.	H
Information Governance & Compliance	IGC staff will contribute to online guidance on, for example, secure storage, sensitive data, Data Protection and Freedom of Information. What is learnt during the project may affect the kind of guidance and training that is currently offered by IGC.	H
College Directors of Research	Ability to comply with research council requirements for data management and ease of research monitoring	H
College managers & administrative staff	Ability to support and plan for compliance with research funding requirements	H
Library	Library staff, in particular Academic Support Consultants (ASCs), will have an essential role to play in promoting and encouraging take up of project outputs. ASCs have a range of College contacts that can act as both formal and informal access routes to hard to reach subject areas. Additionally, Library staff will have an as yet unspecified role to play in supporting the data repository and those depositing material in it.	H
Research Systems Programme Board (RSPB)	Reporting structure for Open Exeter, also chaired by DVC Professor Nick Talbot. Ensures Open Exeter is planned in the context of wider institutional planning for research systems.	H
Established researchers	Established researchers may be the hardest group to influence as they have developed their own data management practices. However, they may also be the people with the largest store of valuable, unique research data and so may benefit the most from acquiring long-term, secure storage and from advice on DMP for bid submission.	H
Early career researchers	Early career researchers will benefit from guidance and training to enable them to establish good practice that will endure throughout their career.	H
Postgraduate students	PGRs will be able to find answers to their data management queries in their handbooks and in specially adapted guidance on our web site. They will benefit from mandatory training in RDM and based on this knowledge will incorporate good practice in their research activities.	H

External		
JISC MRD projects	Project findings may influence approaches taken by other MRD projects undertaking similar work.	H
DCC	Project research and outputs (particularly adapted DCC training materials) will contribute to the data curation knowledge base.	H
Repository community	The integration of our research outputs and data repositories should be of interest to the international repository community in terms of technical development and human factors.	M
Potential students	Potential students may be interested in or swayed by the attention given to RDM and the training and support available.	M
Wider UK HE community	Project findings will be useful to any institution considering the development of a RDM framework.	M
Open Access community	Project findings and experience will be of interest to the OA community, particularly in the area of data citation, IPR, and legal and ethical issues.	M
DSpace community	Few DSpace repositories are used for the storage of large scale datasets. Project technical work should be of interest to the DSpace community.	M
Business and industry	Business and industry will gain easy access to Exeter research leading, potentially, to increased partnerships, collaborations and funding opportunities.	M
General public	The public will gain access to Exeter research which was not previously available.	M

1.7 Related Projects

Open Exeter does not involve current partnerships with other universities or projects. However, we are keen to learn from and share with other projects funded under the JISC MRD 2011-13 Programme.

The RePosit project, in which the University was a partner, will have some influence in guiding approaches to advocacy and the development of promotional material. Findings from the way Repository Tools is promoted around the University, and the user response to this advocacy, will affect the methodologies selected by Open Exeter.

Open Exeter will seek synergies with the CASCADE project, which is exploring digital literacies for research in the Humanities.

The project will formally report in to the University via the Research Systems Programme Board (RSPB). This will ensure the project is planned and delivered in the context of Exeter's wider institutional planning for research systems and our Open Access agenda in general.

1.8 Constraints

- The project is reliant on successful staff recruitment and those staff remaining in post throughout the project.
- The success of some workstrands depends at certain stages on academics and researchers being available to work with us.
- We have to work with the technology to which we are already committed: the DSpace platform for repository development and ATMOS for underlying data transfer and storage.

- In refining the EDA, we have to take account of existing IT systems with which our repositories interact: Symplectic Repository Tools, for example.

1.9 Assumptions

It is assumed that all appointed staff will stay in post for the duration of their contract. On that basis, it is assumed that the project will have adequate time and staff resources to complete the project, and successfully deliver all promised outputs.

It is assumed that our existing repository structure will be scalable to the degree required in order to cope with the deposit of multiple large datasets, and that performance under such conditions will be consistent and reliable.

1.10 Risk Analysis

We will try to reduce risk by careful planning and progress monitoring. Communication is the key to identifying early risk, therefore project communication and reporting protocols are clear and thorough. Current members of the team have worked productively together previously and are aware of the potential risks inherent in short-term projects. We aim to create a project culture that encourages the openness and transparency that will assist identification of impending risk or problem areas.

Any identified problems that could impact on the timely delivery of project outputs will be brought to the attention of the JISC immediately.

Risk Description	Probability (P) 1 – 5 (1 = low 5 = high)	Severity (S) 1 – 5 (1 = low 5 = high)	Risk Score (PxS)	Detail of action to be taken (mitigation / reduction / transfer / acceptance)
Loss of key staff	2	4	8	Second existing staff; try to recruit quickly internally; part-time admin officer could take on extra duties where appropriate.
Failure to recruit Technical Developer and/or Advocacy Officer	2	4	8	Existing staff could be seconded to technical post; Academic Engagement team could pick up work of Advocacy Officer; recruit internally from amongst ASCs.
PGRs fail to deliver	1	3	3	We have already received over 60 applications, if one or more do not engage sufficiently, it would be very easy to find a replacement.
Lack of participation from non-STEM subject areas	1	4	4	We include on our Steering Group two leading non-STEM academics who can be used to drive our agenda forward in their Colleges; we will recruit PGRs from both Humanities (HUMS) and Social Sciences (SSIS); the Project Team has established links with HUMS and SSIS on which to build.

Difficulty gaining access to academics and researchers	2	4	8	The project has high-level support that can be used to exert influence on staff.
Lack of buy-in from Colleges	1	4	4	All College Managers have previously expressed support for the project and can act as College advocates for the project.
Technical issues	3	5	15	Close partnership working with Exeter IT and investment in 12 month development post dedicated to the outcomes of Open Exeter.
Information Governance and Security	2	4	8	Policies and practices will be developed in consultation with the University's Information Governance team, with responsibility for FOI, DPA and Info Security.
Difficulty driving forward and embedding outputs	1	5	5	The project has cross-departmental support at all levels. Again, this can be used to exert influence on staff.
Resistance to change	1	3	3	Advocacy work will aim to demonstrate the clear and practical benefits to be gained from accepting different ways of working. We do anticipate this naturally being a slow process in some areas.
Poor take up of outputs	1	3	5	A strong advocacy plan, delivery led by the Advocacy Officer with the Academic Engagement team, will ensure awareness of outcomes and their benefits. We will build on experience gained through the implementation of the RePosit Advocacy plan.
Not enough time to deliver all outputs	1	5	5	Careful project management and monitoring of rate of progress will ensure the project delivers on time. Project staff are flexible and can re-focus attention on specific tasks at short notice in order to meet a deadline.

1.11 Technical Development

The main technical focus for the project expects to centre around presenting a “one stop shop” for as many institutional repositories as possible. This may be aided by convergence of DSpace versions or merger of existing repositories across the institution in addition to institutional Single Sign On. Where possible a unified user interface will transparently route the user to the most relevant back end system for submission and provide institution wide search across multiple repositories.

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Other areas of work will include better use of KPIs, statistics and monitoring to track usage of repositories.

The exact definition of this work will be largely shaped by requirements obtained as a result of the audit and assessment phases taking place at the start of the project.

Any development will aim to integrate or reuse existing add ons or source code wherever possible. All items of development will be tracked using JIRA for requirements capture, task allocation and bug tracking. SVN will be used for code and release management in combination with the DSpace master SVN repository and IDEs typically Eclipse or NetBeans.

1.12 Standards

Name of standard or specification	Version	Notes
DSpace		
SWORD2		
OAI-PMH		
Handle system		
Dublin Core		
DataCite		
JAVA	1.6	

1.13 Intellectual Property Rights

It is not anticipated that the project will reuse any material not freely available or covered by a Creative Commons licence. Should the project experience any unexpected IPR or copyright problems, we are well placed to seek immediate expert advice from within the Library, from our Legal Office or from RKT.

All project outputs will be placed on Open Access in our own repositories in addition to any other location recommended by the JISC, such as Jorum.

Given the nature of the project itself, questions of IPR will run through the development of governance, policy and practice to ensure Exeter's research is as open as possible, deriving full public benefits whilst also protecting IPR.

2 Project Resources

2.1 Project Partners

The Open Exeter project has no partners.

2.2 Project Management

Project management is based on the PRINCE2 methodology as recommended by the JISC. Key documents to aid project management will be the JISC Project Management infoKit and the JISC's own Project Management Guidelines (June 2011).

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Project Reporting Structure

The Open Exeter Steering Group will meet at least four times during the life of the project. Membership will comprise a balance of internal and external representatives. The Project Director will be a member of the group and the Project Manager will report directly, as required. Dr Simon Hodson will sit on the group, ensuring JISC input and awareness.

Steering Group membership:

Professor Nick Talbot, Chair (Biosciences, College of Life and Environmental Sciences)
Professor Andrew Thorpe (History, College of Humanities)
Professor Susan Banducci (Politics, College of Social Sciences and International Studies)
Professor Tim Harries (Astrophysics, College of Engineering, Mathematics and Physical Sciences)
Dr Stephen Trowell (Research and Knowledge Transfer and Research Systems Programme Manager)
Dr Michael Wykes (Research and Knowledge Transfer and Impact & REF Performance Manager)
Grant Young (Cambridge University Library)
David Underwood (Met Office, Exeter)
Deborah Welland (Head of IT Operations, Exeter IT)
Joy Davidson (Digital Curation Centre)
Dr Simon Hodson (JISC)
Dr Jess Gardner (Project Director & Assistant Director, Library & Research Support)
Jill Evans (Open Access and Data Curation Manager & Open Exeter Project Manager, Library)

Internally, the project will report directly to the Research Systems Programme Board and keep the RKT Management Board updated on progress, especially as regards governance and policy development. The Project Director is a member of both of these boards.

The Project Board will meet bi-monthly and will be chaired by the Open Exeter Project Director. The core Project Board membership will consist of representatives from RKT (Dr Michael Wykes, a key member of the pilot ERDMS project), Exeter IT (Lee Taylor, Infrastructure Systems), Education Enhancement, the Library (Lee Snook, Academic Engagement) and the Colleges. Composition of the board will vary at different stages of the project as additional stakeholders are invited to attend in order to assist with specific aspects of project work.

The project team (PM, DCO, PA, TD, AO) will meet weekly. The Project Manager and Director will meet bi-weekly.

Communication

In order to facilitate cross-departmental collaboration and information sharing the project will use JIRA as a project management tool. All project documentation will be stored and easily accessed within JIRA. Task allocation, milestones, deadlines and progress will all be recorded and monitored.

The PM will meet bi-weekly with the heads of the Library Academic Engagement Team to ensure any relevant updates are passed to Library teams. These meetings will be particularly important at times when the project requires help or input from the ASCs.

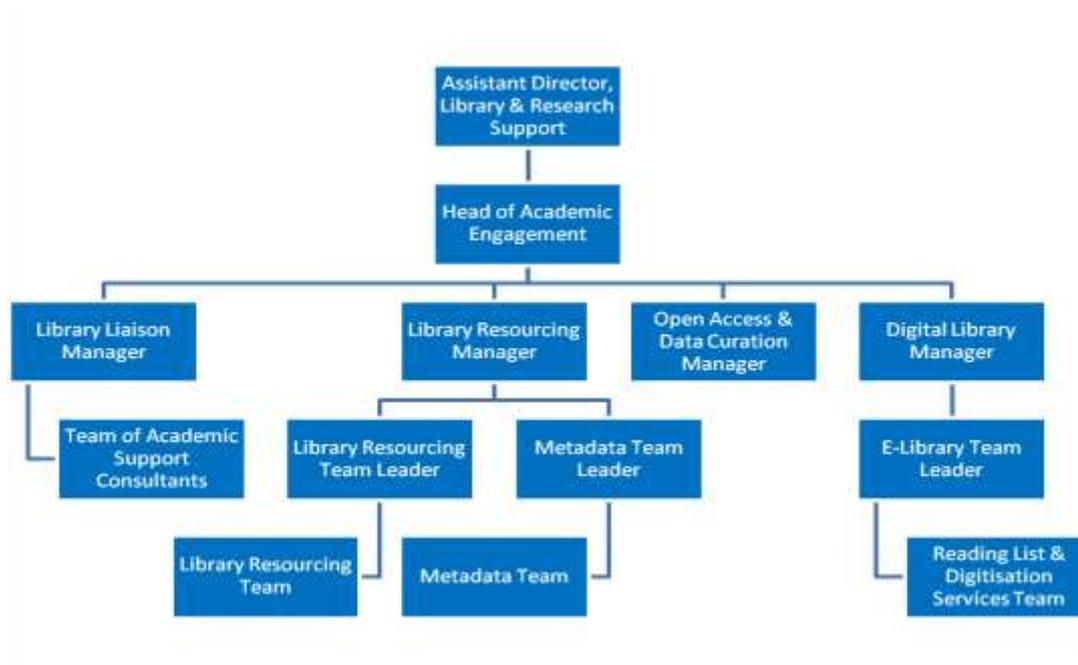


Figure 1: Library Academic Engagement Team structure

Until the arrival of the Advocacy and Governance Officer in January 2012, advocacy and communications activities will be guided by an adapted version of the RePosit advocacy plan. Initial awareness-raising and engagement will be based on RePosit findings.

2.3 Project Roles

Team Member Name	Role	Contact Details	Days per week to be spent on the project
Jill Evans	Project Manager	jill.evans@exeter.ac.uk 01392 72 4016	5
Gareth Cole	Data Curation Officer	g.j.cole@exeter.ac.uk 01392 72 2676	5
Dr Jess Gardner	Project Director	J.p.gardner@exeter.ac.uk 01392 72 3870	0.5
Tutti Kandukira	Project Administrator	t.kandukira@exeter.ac.uk 01392 72 2677	2.5
To be appointed	Technical Developer		5
To be appointed	Advocacy and Governance Officer		5
Lee Taylor	Advising on technical development	l.w.taylor@exeter.ac.uk 01392 72 5408	0.25
Dr Michael Wykes	Advising on governance and sustainability	m.c.wykes@exeter.ac.uk 01392 72 2351	0.5
Lee Snook	Advising on academic engagement	l.m.snook@exeter.ac.uk 01392 72 3861	0.5

Any external appointees will receive the standard UoE induction tailored to the project.

Gareth Cole, in his role as Data Curation Officer, has particular training needs. Gareth will attend a DCC training course in November 2011, and is working his way through a range of online training

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materials. Gareth and Jill Evans will attend the DCC conference in December 2011. Gareth may wish to attend other training/developmental courses and conferences over the life of the project, budget permitting.

Tutti Kandukira has received an introduction to UoE administration procedures from Karyn Shields, PA to Jess Gardner. Karyn will also act as a 'buddy' to Tutti, providing guidance on administrative tasks on an as-needed basis.

The Technical Developer's training needs will be assessed and handled by Lee Taylor. The Advocacy Officer's training requirements will be assessed and handled by Jill Evans. As both of these are likely to be external appointments, we will seek to appoint candidates who require minimum training and can 'hit the ground running'.

The core project team will receive training in use of JIRA from Lee Taylor and Pete Leggett.

In line with UoE procedure all team members will be subject to yearly Personal Development Review and regular 1 to 1 sessions with line managers.

The project is committed to ensuring team members have all the support and training needed not only to carry out their jobs effectively but also to develop them as valuable University employees for the long-term.

2.4 Programme Support

We have invited Dr Simon Hodson to take part in our Steering Group meetings. No doubt we will require support and advice at some stage of the project but it is too early to predict what and when.

3 Detailed Project Planning

3.1 Evaluation Plan

The project has budgeted for an external evaluation consultant who will be employed towards the end of the project to carry out a complete evaluation of the project. This evaluation will be recorded in the form of a report for the JISC.

The team will seek to develop new KPIs for hard-to-measure success factors, such as take up of project outputs, and the adoption of policy guidelines and good practice.

Timing	Factor to Evaluate	Questions to Address	Method(s)	Measure of Success
Iterative process starting end Nov 2011	Project plan	Does the plan clearly outline project scope and objectives? Are key stakeholders and methods of engaging these identified? Are objectives, outputs and timescales achievable?	1) Feedback from JISC 2) Review by Steering Group 3) Review by Project Manager and Project Board	Positive feedback and agreement on methodology. Ability to be flexible in adapting approaches and methodologies as the project progresses.
Nov 2011 – Dec 2012	Research data investigations	Has the team reached all academic areas of the University? Have all Colleges been	1) Survey response 2) Willingness to participate in	Ability to distil from the exercises a clear understanding of the differences in RDM

		<p>allowed to contribute? Were any subject areas unable to contribute and if so, why? Was timing of the exercises an issue? What, if any, obstacles were encountered?</p>	<p>interviews, focus groups and workshops 3) Level of PGR engagement 4) Amount of data collected across Colleges 5) Analysis of the above data</p>	<p>across disciplines. Ability to build on the above understanding to develop discipline-specific training materials.</p>
Ongoing	Level of academic engagement	<p>Are all subjects engaged with the topic? What are the obstacles to discipline engagement? How can we incentivise engagement? Do we adequately understand research behaviour and are we matching our services to meet expectations?</p>	<p>1) Monitoring and analysis of queries and feedback 2) Number of visits to RDM website 3) Number of materials' downloads 4) Enrolments on training courses & feedback from theses</p>	<p>Positive feedback. Steady increase in number of visitors to website and downloads. Training courses fully-attended with good feedback received.</p>
Summer 2012 onwards	Quality of training materials	<p>To what extent do training materials address the specific needs of various disciplines? To what extent do training materials answer/resolve queries identified through Follow the Data and the DAF?</p>	<p>1) Pilot these with PGRs 2) Materials will be assessed by DCC 3) Materials will be assessed by the University's Education Enhancement team</p>	<p>Feedback from researchers; Evidence of embedded RDM practice (E.g. via key performance indicators for the services)</p>
Ongoing	Uptake of project outputs	<p>How are we communicating the project's outputs and benefits?</p>	<p>1) Advocacy and engagement plans 2) Dissemination plans</p>	<p>Uptake of training and publicity opportunities; successful completion of data management plans and successful archiving via the data repository</p>
Ongoing	Repository performance	<p>How easy is it to use? Length of time taken to deposit?</p>	<p>1) Feedback from users 2) Log analysis 3) Number of deposits</p>	<p>Steadily increasing number of successful deposits across subject areas.</p>
Autumn 2012	ERIC/EDA integration	<p>What are the technical requirements to achieve integration? What are the user expectations and requirements? Is the task achievable</p>	<p>1) Agreed technical development plan with Exeter IT 2) Gather user requirements 3) Feedback to</p>	<p>Integration of user interfaces for ERIC and EDA; Positive feedback on the experience of using the combined interface</p>

		within the project resources?	elicit whether developments have met requirements and expectations	
August 2012	Advocacy plan	Are all relevant stakeholders included in the plan? Are methods of engaging with stakeholders appropriate to that group? Are tools and materials appropriate and of high quality? Are there any timing issues?	1) Feedback from Steering Group, Project Board and other key stakeholders	Positive feedback and agreement on methodology.
Autumn 2012	Business plan for sustainability	What services and support needs to be in place post-project for researchers? What are the costs of running the services and maintaining and developing the system post-project? What is the best model for cost recovery? What can we learn from what others are doing already?	1) Consultation with research accounting and research administrators 2) Capture of future costs 3) Advocacy work for future cost recovery model	Evidence of viable and implemented cost recovery model for the RDM services (support and system) post-project
Ongoing / Autumn 2012	Extent to which RDM is embedded at an institutional level	1) Are senior managers aware of the project? 2) How do we achieve institutional ratification for new policies governing research data management? 3) Are researchers getting the support they need for DMP and are bids successful?	1) Monitor queries, especially for support in DMP 2) Develop KPIs for the RDM services 3) Follow established processes for policy development and ratification with RKT Management Board	Improved quality of DMPs submitted with bids. KPIs for RDM Ratification of institutional policy by RKT Management Board.
Ongoing	Communication & dissemination	Has the project communicated with the outside world in an accessible and timely way? Have the methods of communication been the best available?	1) Analysis of blog and Twitter comments 2) Number of press releases, articles, and conference papers, etc.	Good feedback from both internal and external individuals and groups.

February 2013	Overall success of project	Was the project well managed? Did the project fulfil its objectives? Did the project deliver all outputs within deadlines? To what extent has the project engaged with the wider academic community?	An outside consultant will carry out full project evaluation.	Positive findings from the evaluation exercise. Positive feedback from the JISC. Positive comments from the wider HE/Open Access and Repository communities.
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3.2 Quality Assurance

Output / Outcome Name	Open Exeter repository	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Summer 2012 onwards	PM and Technical Developer with other team members as required.	Testing with a pilot group of researchers from all subject areas; ensure metadata schema is adequate; record time taken to deposit; cross ERIC/EDA searching – success and failure rates; note any issues encountered.
Autumn 2013	PM and Technical Developer with other team members as required.	In response to above findings and feedback, review repository functionality and make amendments; test again with same group and/or others.
Ongoing through 2013	PM with other team members as required.	Usability pilot test of interface, search mechanisms, help and guidance, etc.

Output / Outcome Name	Training materials	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Summer 2012 onwards	PM and Data Curation Officer with other team members as required.	Initial test of draft versions with PGRs from Follow the Data; test usability, formats, clarity, fitness for purpose.
Autumn 2012 onwards	PM and Data Curation Officer with other team members as required.	Amend refine and retest as above. Widen test to include larger and more varied group.
Output / Outcome Name	One-stop-shop RDM web site	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Summer 2012 onwards	PM and Data Curation Officer with other team members as required	Test draft version with PGRs from Follow the Data;

Output / Outcome Name	Institutional Governance and Policy for RDM & Sustainable Service	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Autumn to Spring 2012	PM, Governance Workstrand Lead and	Development of new institutional policy to govern best practice RDM; ratification of the new

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	Project Director	policy and governance measures via the Steering Group, Research Systems Programme Board and RKT Management Board
Autumn 2012	PM and Project Director, Research Accounting, RKT Managers	Research Accounting audit of cost recovery methodology against agreed audit criteria; implementation and adoption into research grant development practices

Output / Outcome Name	Project management & project outputs	
When will QA be carried out?	Who will carry out the QA work?	What QA methods / measures will be used?
Feb-Mar 2013	External consultant	Interviews and consultation with stakeholders (e.g. researchers, Steering Group, JISC, DCC); review of new services and advice and guidance for RDM; report on findings and recommendations

3.3 Dissemination Plan

Sharing information is an important function of any JISC project and we aim to disseminate project information, findings and outputs as widely, and by as many diverse methods, as possible straightaway.

The plan below will inevitably change and grow as the project progresses and new contacts and relationships are built, but at least acts as a starting point and reminder of the need to engage with stakeholders and the wider public on a regular basis.

Timing	Dissemination Activity	Audience	Purpose	Key Message
Nov-Dec 2011	Open Exeter website on University Library pages	UK HE and wider	To provide information about the project to a general audience	Project aims and how we intend to achieve them. What the benefits of the project will be for researchers and academics.
Nov-Dec 2011	Project blog	UK HE and wider	To provide regular informal updates on project progress and findings	No particular key message – the aim is to engage a wide section of interested parties through ongoing, regular blogging about various topics
Nov-Dec 2011	News releases in University publications	UoE staff	An introduction to the project, objectives, potential benefits and contact details.	Who we are, what we're doing, how we can help you, how you can contact us.
Nov 2011 onwards	Library Twitter account	UK HE and wider		To raise awareness of

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				project progress and outputs
Nov 2011 onwards	Posts to JISC mailing lists	JISC projects and UK HE	To inform of significant achievements	To raise awareness of project progress and outputs
Ongoing	Participation in JISC MRD Programme events	JISC and JISC projects	To inform and learn from others	To raise awareness and share project findings
Ongoing	Research Speed Updating events	UoE research community	To tell a story about what is happening	To raise awareness
	Dublin Core conference Optional - tbc	HE and DC community	To tell a story about what is happening	To raise awareness
May 2012	Exeter Education Conference	UoE research community	To tell a story about what is happening	To raise awareness
Spring 2012	Exeter Research Relay	UoE research community	To tell a story about what is happening	To raise awareness
Jun 2012	The South West Universities GRADschool	PG students	To help develop skills and awareness	Importance of RDM and support available
Oct 2012	Open Access week activities	UoE academic/research staff	To raise general awareness of RDM support available, Open Access options, repositories, etc.	The University has introduced a range of measures to provide you with the support you need: this is what they are, where you can find them, who you can ask.
Summer 2012 or 13	Open Repositories Conference	International HE community	To share practice and raise awareness of the project	To tell a story about what we are doing and share findings
Dec 2012	DCC Conference	International HE and data curation community	To share practice and raise awareness of the project	To tell a story about what we are doing and share findings
Summer 2012	UCR CILIP conference SW	Library community	To share practice and raise awareness of the project and talk about how the role of the library is changing	To tell a story about what we are doing and share findings
tbc	Library Leadership Group presentation	UoE Library staff	To inform staff about the project and new roles for the library	To help develop knowledge and services for our users
tbc	Present at Exeter IT staff meeting	UoE IT staff	To help Exeter IT staff understand	Awareness of current and future

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			the technical and research significance of the project	roles and how research and support is changing
tbc	Present at RKT staff meeting	RKT staff	To raise awareness and closer working with RKT	To raise awareness and understanding, especially re DMPs, compliance and cost recovery
Nov 2012	RKT Research Week	Academic staff and researchers	To celebrate success and raise awareness	RDM Services available
Early 2013	Work with JISC and other project partners to arrange event to disseminate findings	UK HE and wider	To celebrate and share success and disseminate findings	Raise awareness and share knowledge
tbc	UKCORR events	UK HE	To celebrate and share success and disseminate findings	Raise awareness and share knowledge
tbc	Digital Preservation Conference (optional – tbc)	International digital curation community	To celebrate and share success and disseminate findings	Raise awareness and share knowledge

3.4 Exit and Embedding Plans

All outputs will be saved in formats that facilitate curation and preservation, for example, all text-based documents will be stored as PDFs, and materials that of necessity are created in a proprietary format, such as leaflets produced using Quark, will be made available in other formats for download and reuse. Project documentation and reports will be hosted on ERIC, the institutional repository. Training materials may be stored as complete packages and also as a series of templates, guidelines and hosted on the University's online learning environment, ELE, as well as embedded in the Effective Researcher Development Programme, You Teach and integrated into the research portal and related websites.

Creative Commons licences will be applied to govern reuse of materials.

Project Outputs/Outcomes	Action for Take-up & Embedding	Action for Exit
All project reports, plans, and other text-based documents.	Will be made available on the UoE project website and if applicable linked to other UoE web sites.	Will be deposited on Open Access in ERIC, the UoE research outputs repository.
Training materials, guidance, skills packages.	Will be made available from the UoE RDM web site hosted by RKT. Will be incorporated into online courses and stored in the UoE VLE, ELE. Will be used as part of mandatory training for PGRs and new researchers.	Will be deposited in our repository and in Jorum. May be deposited in complete and deconstructed format (e.g., templates). Will be accompanied by high-quality metadata to permit access, interpretation and reuse. These materials will be regularly reviewed and updated; version

		control metadata will distinguish between deposited copies.
Policy	Will be made available on the UoE RDM web site so that they may be linked to from various other University web sites.	Will be deposited in ERIC. Will be regularly reviewed and updated.
Data collected through the DAF, Follow the Data, and What is Data.	Will be made available in reports to the JISC, via our blog and Twitter, in conference papers and publications.	Outputs will be deposited in ERIC. Raw data (e.g., Excel spreadsheets will be placed in EDA and linked to the publications in ERIC).
Dissemination materials (presentations, conference papers, publications, etc.)	Will be made available on the project web site where suitable.	Will be deposited in ERIC.
Promotional materials.	Will be made available on the project web site where suitable.	Will be deposited in ERIC in a form that can easily be reused and adapted.
Cost Recovery Models	Will be openly shared with JISC and the wider community	Will be available via the RDM website and ERIC

3.5 Sustainability Plans

Project Outputs	Why Sustainable	Scenarios for Taking Forward	Issues to Address
Repository and data curation service	UoE is committed to Open Access and preservation of research.	We are in the process of implementing an institutional mandate for research outputs. This, plus the Repository Tools link between Symplectic and ERIC, should ensure greater academic engagement with and understanding of our repositories. This will place us in a good position for making a case for ongoing central funding for repository development, administration and management. Development of cost recovery models.	Ongoing technical maintenance and development will be required. Cost recovery models needed.
Training materials	Training materials	Training materials will be embedded in established programmes, like the Researcher Development Programme and YouTeach.	Need to be regularly reviewed and updated. Staff resources for this activity required as part of the Library's Academic Engagement team.
RDM web site	Will be a major source of information and guidance for researchers.	Embed within the emerging plans for a research portal to ensure fully integrated for	Need to be regularly reviewed and updated. Staff resources for this activity required.

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		researchers. Business case for long-term staffing required.	
Policy	Policy is needed to ensure the UoE commitment to Open Access and establishing RDM good practice is embedded in the institutional mindset.	Develop and ratify via the established channels, including the Research Knowledge Transfer Management Board. Business case for long-term staffing required.	Needs to be regularly reviewed and updated. Staff resources for this activity required.

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Appendices

Appendix A. Project Budget

(See attached file)

Appendix B. Workpackages

(See attached file)