IMLS Laura Bush 21st Century Librarian program
American Archive of Public Broadcasting National Digital Stewardship Residency Project
WGBH Educational Foundation
Category: Continuing Education
Narrative

Statement of Need
On behalf of the American Archive of Public Broadcasting (AAPB), a collaboration between WGBH and the Library of Congress, WGBH is requesting $492,807 to build upon and enhance the already existing National Digital Stewardship Residency (NDSR)[1] program in the following ways: 1) expanding the NDSR cohort model by placing residents at geographically distributed locations across the United States; 2) focusing the curriculum and residency program topically on audiovisual digital preservation; and 3) placing residents at public media entities participating in the AAPB.

The NDSR is a post-graduate digital stewardship residency program that was originally spearheaded by the Library of Congress in partnership with IMLS. In that program, residents were placed at institutions in Washington, DC for the purpose developing, applying, and advancing their digital archive stewardship knowledge and skills in real-world settings. Additional NDSR programs, also funded by IMLS, have recently begun in New York and in Boston, led by Harvard University and MIT (Boston) and Metropolitan New York Library Council in partnership with the Brooklyn Historical Society (New York). WGBH is serving as one of five host institutions for the NDSR Boston program.

The need for the proposed AAPB NDSR project is threefold. First, there is an urgent need for more hands-on training in digital preservation. "[T]he demands for individuals skilled in the area of digital preservation greatly exceeds the supply...Further, because digital preservation strategies continue to evolve, training of those responsible for the care of digital records needs to be an ongoing commitment."[2] This is particularly true for digital audiovisual materials. Digital preservation of audiovisual materials presents unique challenges as compared to digital photographs, documents and other static born digital materials. Audiovisual materials typically have large file sizes, making the transfer from one storage medium to another prone to error. In addition, audiovisual materials are often in proprietary file formats and contain multiple codecs, presenting additional immediate and long-term preservation challenges.

Few graduates of library and information science and archival graduate programs complete their degrees with any practical digital preservation experience, yet the amount of digital audiovisual materials being created every day is enormous. Compounding the issue is that many analog formats of audiovisual materials are becoming obsolete and need to be migrated to a digital format in order to be preserved. With the exception UCLA's Moving Image and Archives Program[3] and New York University's Moving Image Archiving and Preservation Program[4], training for audiovisual materials is generally a minute piece of the classroom experience in library and information science degree programs. Many students graduating from programs have little knowledge of media carrier formats, and are even less familiar with digital file formats and the complexities faced with digital media. Advanced certificates in digital curation and stewardship are available at a few graduate programs

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[1] For a general description of the Library of Congress' NDSR program, see "National Digital Stewardship Residency,"
[2] Wendy M. Duff, Amy Marshall, Carrie Limkilde, and Marlene van Ballegooie, "Digital Preservation Education: Educating or Networking?" *American Archivist* 69 (2006), 188-89, http://www.jstor.org/stable/i40011850.
[3] "Moving Image Archive Studies," accessed August 19, 2014, http://mias.gseis.ucla.edu/.
[4] "MIAP Tisch School of the Arts," accessed August 19, 2014, http://www.nyu.edu/tisch/preservation/.

(e.g., Simmons College[5] and the University of Arizona[6]), but these programs do not focus specifically on complex digital media. There is however a strong interest in audiovisual preservation among digitally-focused graduates of archival masters degree programs. In fact, 41% of the applicants for the NDSR Boston program selected WGBH Media Library and Archives as their first choice for their residency out of the five institutions. Yet very few were qualified for the audiovisual-specific WGBH residency.

The second need for this project is to address the lack of staffing of professional archivists at public television and radio organizations across the country. For nearly 60 years, public media (television and radio) stations and independent producers have been creating educational and informative content. Since the early 1950s, the American public has invested more than $10 billion in this programming[7], which after broadcast is often never seen nor heard again. Tapes have sat on shelves and in closets for years, deteriorating and inaccessible to scholars, researchers, producers, educators and the general public. Without migration of these historical objects to digital formats, we may be in jeopardy of losing our national audiovisual heritage.

In addition, born digital video and audio files are being created on a daily basis at public media organizations nationwide, and must also be actively managed and preserved. However, most of these organizations do not have formal archives or professional archivists on staff and are uncertain how to start a digital preservation program or how to handle the overwhelming amount of content being created digitally.

Finally, the third need for this project is to test the feasibility of virtually expanding the NDSR model on a national scale with residents distributed across the country. The NDSR model has been shown to be beneficial at the regionally local level (e.g., Washington D.C., Boston, and New York City) but has not yet been tested as a geographically dispersed model. This project will develop ways for residents to successfully use virtual networking to benefit individual projects and to support the cohort. It will challenge residents working in different geographic locations but with the same type of archival materials to communicate with each other in meaningful and beneficial ways. This will provide the groundwork for a successful national virtual residency program. The results of this national virtual residency program will be especially informative for replicating the NDSR model in regions of the US that have relatively low population densities or that do not have public transportation networks, making virtual interaction necessary.

Impact
Through the AAPB NDSR Project, residents will be immersed in digital audiovisual stewardship curriculum, training, and mentorship, establishing each resident's path toward successful careers in audiovisual archives. Graduates of master's programs who seek careers in audiovisual digital archives will have the opportunity to develop skills and gain experience working in this setting, combining intensive work in the field with focused curriculum, professional development and mentorship. The residencies will further improve residents' qualifications for future jobs in audiovisual and/or digital archives. As a result of the residencies, the number of qualified professionals with specific digital audiovisual archival experience will increase.

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[5] "Digital Stewardship Certificate," accessed September 5, 2014, http://simmons.edu/slis/programs/postmasters/digital-stewardship/index.php.
[6] "Welcome to DigIn!" accessed September 5, 2014, http://sirls.arizona.edu/programs/digIn.
[7] Corporation for Public Broadcasting, (2009), "The American Archive: Executive Summary and Background Materials," Unpublished report.

The AAPB NDSR project will be modeled after the NDSR program already established in Washington, D.C., and recently begun in New York and Boston, and will harness, extend, and compliment those efforts. This project will differ from the currently implemented NDSR model because it will disperse residents geographically at public media organizations across the country where they will focus their projects specifically on audiovisual materials. The WGBH project team, in collaboration with the Project Advisory Board and instructors, will refine and enhance immersion curriculum and residency workshops and training to better address specific issues and challenges that residents will face when working with complex digital audiovisual materials.

Public media organizations serving as host institutions will be granted ten-month funded archivist position, a position that most stations have never had. Many public media organizations are not aware of standard archival practices and need to compromise them to accommodate for limited resources, time, and effort. Hands-on experience often is necessary to build skills and knowledge in the archival field. Library and archival theory is difficult to be implemented to the fullest extent in real-life situations without prior practical training. As NYU Professor Howard Besser writes, "Skills and tools are most useful when they are taught as specific examples of how to address a larger problem. It is this that makes the learning experience last longer than a particular skill or tool."[8] Bringing together a graduate of a master's program who has theoretical knowledge of best practices with a station having a need for those practices will mutually benefit the residents and the host institutions.

The NDSR program so far has shown great success. Early assessment by the Washington, D.C. NDSR program has proven that the residency program benefits both residents and the host institutions. Residents noted that presenting at conferences was a positive experience that gave them more confidence in their abilities and in pursuing their future careers. They also felt more immersed in the field. Host organizations noted that residents brought valuable skills and perspective to their organizations. Participating in the program helped raise the profile of their departments within the organization and leadership at the host organizations moved preservation higher up on the priority lists.

Most importantly, 100% of the ten NDSR-DC residents were employed either before the nine-month residency period ended or within one month after the program ended. This residency program will further help public media stations realize the value of having a professional archivist on staff properly caring for and preserving its collections. Stations that host residents, and as a result, may create new positions for archivists, and join the community of digital stewards to help ensure that the AAPB initiative succeeds.

This project will improve upon the curriculum and structure of the NDSR program by developing a system of digital stewardship residencies that network virtually. Evaluation of the Washington, D.C. program revealed that the cohorts appreciated having meetings among themselves and host institutions. Through this project, residents will gain great experience in learning how best to network virtually, a skill they will need in their careers. Virtual meeting has become the norm in the working world. The residents at some point will be working at institutions and partnering with other organizations at great distances where extensive face-to-face networking will not always be possible. This residency program will give the residents hands-on experience with virtual networking to accomplish their projects.

For this project, the WGBH project team will evaluate and utilize various social and meeting digital platforms throughout the residency in order to maintain collaboration among host institutions and

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[8] Howard Besser, "Training for the Future of Audiovisual Preservation II," *AV Insider* 1 (May 2012), 20-22.

residents. Resident interactions will be structured along the lines of a research seminar, in which residents at various stages of the project will be required to present to the group for review and comment. Virtual meetings will focus on individual residents' projects at each stage. Materials will be sent to the group prior to the meetings, so that other residents will have time to think about and comment on them when they do meet. By using virtual networking in a rigorous and structured manner, residents will take an active role in the development of each other's projects.

This project will also build upon the mentor component of the Washington, D.C., Boston, and New York NDSR programs. Each resident will have two official mentors throughout their residency: 1) a Station Mentor, who may or may not be a station archivist and whose career is focused on public media production; and 2) an Advisory Board mentor. The WGBH Project Team will also seek to connect residents with an informal, third mentor -- an Archivist Mentor -- who is local to the town/city where the resident is stationed. The Station Mentor will immerse the resident in the world of public media and will provide guidance on production workflow and mentality. The Advisory Board mentor will be an expert in digital preservation and will provide virtual guidance to the mentor in that capacity throughout the residency. The Archivist Mentor will be identified by the WGBH project team and we would expect could help the resident become involved in the local archival community.

Project Design
This project will follow the same basic structure of the NDSR Washington, D.C. and Boston programs. The goals of the project will be the training of a new generation of audiovisual archivists who will apply the digital stewardship principles learned in the setting of a public media organization. Please see Supportingdoc3.pdf for an example successful project proposal and Curriculum.pdf and Supportingdoc2.pdf for details on what residents will learn through the AAPB NDSR curriculum and professional development.

The basic ideas are to:
• Use the base materials produced by NDSR programs, including the Call for Proposal documents, host and resident guidelines, and Digital Preservation Outreach & Education (DPOE)[9] training modules. The WGBH project team, with input from the Project Advisory Board, will enhance immersion week curriculum to focus specifically on challenges and effective management of audiovisual digital files.
• Leverage expertise at WGBH and the MIAP program in NYC for immersion week instructors
• Coordinate closely with other NDSR programs to learn from those programs and help expand the NDSR program into a national network

The project will consist of one cohort of 8 residents serving 10-month residencies. **It will be undertaken in five phases.** Activities that will run throughout the project include communication with stakeholders of the overall NDSR programs such as the Washington, DC, Boston, and New York NDSR; communication and receipt of feedback from the Project Advisory Board; sharing of project updates and reports on the AAPB NDSR website; and submission of project deliverables to IMLS as required.

Phase One: Planning -- The team will engage in discussions with NDSR Washington, D.C., Boston, and New York representatives, including project staff and residents, to identify recommended improvements to the existing NDSR model and what should be changed to specifically accommodate moving image and audio stewardship. The team will coordinate with the Project Advisory Board to

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[9] "Digital Preservation Outreach & Education," accessed August 19, 2014, http://www.digitalpreservation.gov/education/curriculum.html.

establish a framework for virtual mentorship throughout the project. The team will conduct outreach to participating AAPB stations to build interest in becoming a host institution.

Phase Two: Selection of Hosts and Applicants -- The next step of the project will be to set up the project website, which will be located at a subdomain of the AAPB website[10]. The WGBH project team will review, evaluate and update previous NDSR host and applicant application documents. The team will send out a formal call for host stations and arrange a meeting among interested institutions. Interested institutions will then be contacted individually to assist them with developing worthy projects of value and focus. For example, for NDSR Boston program, WGBH's project consists of four phases that encompass the full life cycle management of digital audio and video files. These phases include: 1) working with producers to establish metadata and file management workflows; 2) accessioning, processing, and ingesting materials on hard drives; and 3) preservation planning of newly ingested digital files. The final phase of the Boston NDSR WGBH project will be to create a webinar for other public media stations, based on the digital stewardship practices learned throughout the residency.

The team will send out a formal call for resident applicants and will share the request on various archives listservs, on the Library of Congress Digital Preservation blog[11], NDSR-DC, Boston and New York listservs, and to individual archives educators across the US. Host applicants will submit their applications, and the WGBH project team will select host institutions. Resident applicants will submit their application packages, and the WGBH project team will compile a packet of applications and an application rating survey to share with host institutions and the Project Advisory Board for review and selection. The team will hold a meeting among host institutions and the Advisory Board to review and analyze survey results and select the residents.

Phase Three: Preparation and Execution of Immersion Week - During Phase Three of the project, the WGBH project team will convene the Project Advisory Board to review the Boston NDSR Immersion Week curriculum and identify any areas of improvement for the workshops and program. The team will identify and select instructors, hold a meeting among instructors to develop the immersion week schedule, identify and select facilities for the workshops, coordinate resident and instructor room and board, create and share the Immersion Week agenda, and complete the Immersion Week. Additionally, during this phase the WGBH project team will develop a calendar of events, including virtual and in-person educational and professional development opportunities that residents will attend throughout the residency. IMLS funding will only fund travel for residents and instructors.

Phase Four: Residencies - After the Immersion Week, residents will have one week to disperse to their station locations, get settled in, and prepare for their 10-month residency. Please see Serviceexpectations.pdf for a list of residency deliverables. While working on their projects throughout the residency, residents will attend weekly meetings with their station mentor, bi-monthly virtual meetings with their Advisory Board mentor, and bi-monthly virtual meetings with other residents. Additionally, the WGBH project team will coordinate other professional development opportunities for residents and station mentors such as quarterly webinars and in-person meetings at the Association of Moving Image Archivists (AMIA)[12], Association for Recorded Sound Collections (ARSC)[13], and

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[10] "About," accessed September 4, 2014, http://americanarchive.org/about-the-american-archive/.

[11] "The Signal: Digital Preservation," accessed August 19, 2014, http://blogs.loc.gov/digitalpreservation/.

[12] "Annual Conference," accessed August 19, 2014, http://www.amianet.org/events/annual-conference.

[13] "Association for Recorded Sound Collections," accessed August 19, 2014, http://www.arsc-audio.org/index.php.

Digital Preservation 2017[14]. Residents, host institutions, and the WGBH project team will provide project updates to the digital stewardship and moving image and audio archiving community via the project blog, website, social media, webinars, and presentations and/or poster sessions at the above mentioned conferences. Each resident will also have a $500 stipend to spend on personal professional development, subject to approval by the Project Team. To help prepare residents for success at securing jobs beyond the residency, the Project Team will coordinate a Career Development webinar that will occur in the final months of the residency and will include resume, interview, networking, and goal-setting advice and discussion.

Phase Five: Conclusion and Final Evaluation - During the final phase of the project, the WGBH project team will prepare the elements and documentation outlining the requirements of the residents' final reports. Residents will write and submit final reports. The WGBH project team will plan and make arrangements for the capstone symposium at Digital Preservation 17 or SAA and use the pre- and post- residency data gathered from residents and host stations to evaluate the residency.

Evaluation Method
The ongoing evaluation of residents and host institutions will be conducted by the WGBH Project Team at phases throughout the residency and will consist of interviews and questionnaires. Additionally, the Project Manager will periodically evaluate the effectiveness of the mentor relationship between the hosts and residents; gather feedback on the project activities and professional development activities; and to identify any problems. The Project Manager will report findings to the WGBH Project Team and Advisory Board on a regular basis.

The WGBH project team, in collaboration with the Project Advisory Board, will select a third-party professional in the field of audiovisual digital stewardship to conduct the summative evaluation. The summative evaluation will be conducted to gather data from the residents, host institutions and instructors in the form of interviews and questionnaires. Residents will be evaluated pre- and post-residency on digital stewardship competencies, expectations, goals for professional development, and career goals. Data that will be gathered from the host institution include prior experience with residencies and mentoring, perceived value of having a professional archivist on staff and having a station archives program, the digital preservation needs of the institution, the professional staff currently managing materials post-broadcast, a description of the resident's project, and degree of involvement in the AAPB.

Instructors will be evaluated prior to and after immersion week and workshops in the form of a questionnaire. Data would include perceived degree of knowledge of the curriculum and preparedness of the presentation of the curriculum. All evaluation forms and workflows will be documented, made available on the AAPB NDSR website, and contributed to the NDSR program for future use.

Project Resources: Personnel, Time, and Budget
The WGBH Media Library and Archives (MLA) is uniquely suited and well positioned to lead this project. The WGBH MLA assures the present and future accessibility, sustainability, and security of WGBH media and business assets. The repository spans over 50 years of public broadcasting history, both television and radio in analog and digital formats. The WGBH MLA is committed to embracing new developments in digital stewardship to bring archival materials to a broader audience and to serve the needs of the academic community. WGBH MLA has been actively involved in on-going digital management and preservation projects. WGBH MLA was a partner on the PRESERVING DIGITAL

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[14] "Meetings & Events," accessed August 19, 2014, http://www.digitalpreservation.gov/meetings/.

PUBLIC TELEVISION NDIIPP project[15] and has been an active participant in the Library of Congress' National Digital Stewardship Alliance (NDSA) working groups.[16] WGBH MLA is also leading efforts to further develop the PBCore metadata schema and encourage its adoption among public media organizations and archives managing audiovisual materials.[17]

In August 2013, WGBH and the Library of Congress were selected as the permanent stewards for the American Archive of Public Broadcasting, an initiative with a mission to identify, preserve and make accessible a digital archive of public media across America. The vision is to become a platform for developing a consortium of public media organizations focused on preserving public media's history and legacy. The AAPB seeks to provide resources and training for stations to learn archiving best practices and establish local archives programs, thus making the historical materials better prepared for preservation in the American Archive of Public Broadcasting.

WGBH Project Team
Karen Cariani, **Project Director. (.15 FTE for 27 months)** Director of the WGBH Media Library and Archives, Cariani will lead the project. Cariani has been director of the Media Library since its inception in 1990. She co-led the AMIA Local Television Case Studies and Symposium Task Force from 2001-2004. She has been project director for WGBH Teachers' Domain initiative, WGBH Open Vault, WGBH Mellon Digital Library project, the American Archive Content Inventory Project, and the American Archive project, and for the development and testing of the WGBH DAM system. She will supervise the administrative operations of the project to ensure it remains on time, on budget, and within the scope of the proposal.

Casey Davis, Project Manager. (.20 FTE for 3 months; .65 FTE for 24 months) Davis is currently the project manager for the American Archive of Public Broadcasting project funded by the Corporation for Public Broadcasting (CPB) until September 2015. She will oversee the project's day-to-day activities, collaborate with a Curriculum Advisor to review and improve current NDSR curriculum, focusing resources and documents to add a strong audiovisual component; maintain the project website, select, schedule, and facilitate the immersion week, workshops, and meeting venues; plan travel logistics, schedule and facilitate webinars and research seminars; publicize the residencies and program among stations, archives educators and potential residents; coordinate the communications between applicants, residents, host institutions and instructors; maintain a calendar of events; check in regularly with stations and residents; and supervise interns.

Dani Baptista, Business Manager. (.05 FTE for 27 months) Baptista will handle the financial aspects of the project.

Project Advisory Board
The duties of the Project Advisory Board include assistance with review of project design and documents, review of host and resident applicants, and serving as an Advisory Board Mentor. Members of the Advisory Board were selected based on their expertise and experience in one or more of the following areas: 1) educating graduate students in digital audiovisual stewardship; 2) practice in audiovisual digital stewardship; 3) knowledge of and connections to public media stations; and 4) people involved with NDSR programs in Washington, D.C., New York and Boston.

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[15] "Preserving Digital Public Television Project," accessed August 19, 2014, http://www.digitalpreservation.gov/partners/pdpt.html.
[16] "National Digital Stewardship Alliance," accessed August 19, 2014, http://www.digitalpreservation.gov/ndsa/.
[17] "PBCore," accessed August 19, 2014, http://pbcore.org/.

- **George Coulbourne**, Executive Program Officer
  Office of Strategic Initiatives (OSI) Library of Congress

- **Nancy McGovern**, Head, Curation and Preservation Services
  Massachusetts Institute of Technology

- **Andrea Goethals**, Manager of Digital Preservation and Repository Service
  Harvard University

- **Stephanie Sapienza**, Project Manager
  Maryland Institute for Technology in the Humanities (MITH), University of Maryland

- **Snowden Becker**, Program Manager, Moving Image Archive Studies
  University of California, Los Angeles

- **Howard Besser**, Director, Moving Image Archiving and Preservation
  New York University

- **Kara Van Malssen**, Senior Consultant
  AudioVIsual Preservation Solutions, Inc.

- **Leah Weisse**, Digital Archive Manager-Production Archival Compliance Manager
  WGBH Educational Foundation

Time

This project will take place over a period of 27 months, from June 1, 2015 through August 31, 2017.

- 6/1/2015 - 8/31/2015: getting organized; inventorying existing documentation; reviewing previous NDSR model
- 9/1/2015 - 8/31/2016: planning, identifying host institutions and residents
- 10/1/2016 - 7/31/2017: residencies
- 8/1/2017 - 8/31/2017: evaluate model and project, write final report

Budget

We will seek matching funds from other organizations to fund Immersion Week travel by Station Mentors during the residency. If matching funds are not raised by the time the Project Team prepares the Call of Host Institution documents, the Project Team will require that host institutions contribute matching funds for Station Mentors to travel to the Immersion Week. IMLS funds will cover project personnel to coordinate the overall project work, salaries of residents, professional development stipends for residents, honorariums for Advisory Board Mentors, Immersion Week instructor travel, and travel among the WGBH project team and residents. As with the other NDSR programs, residents will be paid a stipend without benefits. Host institutions will be required to provide occupancy space, a computer, and necessary equipment for the resident.

WGBH manages all accounting and grants management centrally for the entire institution using an enterprise software solution, Workday. Workday, Inc. provides WGBH with enterprise software, services, and support and includes enterprise financial management, asset management, human resource management and grants and also integrates with other enterprise platforms. WGBH utilizes this software for its day to day processing as well as its reporting functions that allows the Foundation to produce necessary reports.

WGBH has and follows an internal control policy and procedure manual for Federal grants received. At least once a quarter, current period, current fiscal year, and life to date reports are generated

showing expenses for salaries and benefits, occupancy, and other expenses. Supporting documentation of these transactions are collected and tied to the reports. All of this documentation is compiled quarterly and maintained on-site for review.

WGBH conforms to accounting principles generally accepted in the US and performs an annual audit of its finances.

Diversity Plan
The Project Team will recruit applicants without regard to a person's race, color, religion, national origin, sex, sexual orientation, age, disability, veteran status or other characteristic protected by law. The AAPB NDSR Program will also be open and available to applicants with diverse educational backgrounds. The project will only require that applicants have a master'-level degree, which does not have to be in Library and Information Science or Moving Image and Audio Archiving. The Project Team and Project Advisory Board will select diverse project hosts, including radio and television stations in small towns and big cities. The only requirement for project hosts is that they have collections of public media material and that they are committed to overseeing the project; participate in project activities such as Immersion Week and virtual meetings; provide mentorship and guidance; provide a dedicated workspace and computer; and are dedicated to providing residents with a professional-level project and worthwhile experience.

Communication Plan
The WGBH project team will communicate with a variety of stakeholders throughout the course of the project. Residents, host institutions and the WGBH project team will seek opportunities to communicate the project status, results and findings to the digital stewardship and moving image and audio archiving community via the project blog, website, social media, periodic webinars, and presentations and/or posters at national conferences.

The goal will be to model methods already used by the AAPB team at managing communications across a nationwide network of collaborators. These methods include effective blog communications (americanarchive.org), social media, videoconferencing, email, and telephone. In fact, since November 2013, the American Archive blog has had nearly 12,000 unique page views and more than 600 followers on the AAPB Twitter account (@amarchivepub). Recently, the AAPB team initiated a series of web conferences called "American Archive Meet-Ups," which are intended to provide a space for stations across the country to connect, share experiences, and ask questions of the AAPB team.

The residents will communicate with each other via social media and will keep each other updated on their projects via regular blogging and video conferencing. The project website will be the location where participants can access documents created throughout the project. A blog will be established for residents, instructors, host mentors, and the WGBH project team to share updates. The residents will be required to host 2-3 research seminars for the other residents in the form of a webinar/videoconference so that they can learn from each other and offer advice and support. Each resident will travel to three conferences during the residencies for presentations and face-to-face meetings: AMIA, ARSC and Digital Preservation 2017.

The Project Advisory Board will meet quarterly via phone and web conferencing software. Documents generated by the WGBH project team and Project Advisory Board will be shared via the project website.

Additionally, the WGBH project team will host a videoconference among the identified potential host institutions to describe the program, gauge interest, and identify potential residency projects. Documents will be shared with potential host institutions describing the project timeline, host responsibilities, and example projects.

A formal call for potential residents will be sent out to multiple web sites, archives educators, professional organizations and mailing lists.

The WGBH project team will communicate on a regular basis with designated contacts at participating host institutions as well as with participating residents. Evaluation of the Washington, D.C. program has found one of the great benefits is the face-to-face camaraderie formed among the hosts, the mentors and the residents. With residents placed at stations across the country, new methods of bringing the residents together to share curriculum, skills and resources will need to be developed. The WGBH project team will communicate regularly with participating host institutions and residents via email, videoconference, and phone calls.

The WGBH project team will communicate all project updates with IMLS through reporting and formal deliverables, on the website, and in-person visits as necessary.

Sustainability Plan
This project will be sustainable on multiple fronts. All curriculum resources, project documents, and reports produced during the project will be preserved and made available to other and future NDSR programs, and will be accessible via the AAPB NDSR website maintained by WGBH.

The AAPB NDSR residency will prepare more graduates of masters programs who are deeply interested in audiovisual digital stewardship with the competencies and experience they need to be leaders in this area of the archival profession. Refinement and enhancement of the NDSR curriculum, with a focus on audiovisual materials, will benefit future residency programs and other professional development opportunities. Those who serve as instructors throughout the residency will have honed their skills and instruction experience, which they can continue to provide to other colleagues in the archival profession -- through workshops, mentorship, and leadership. The residencies will afford stations with a professional archivist position, which we believe will improve stations' perception of the value of having a professional archivist on staff and encourage them to create a long-term archivist staff position. The results of the residents' projects will lead to growth and sustainability of the American Archive of Public Broadcasting.

The AAPB NDSR Project Team cannot guarantee that a host institution will have the resources to continue supporting an archivist position beyond the term of the residency. To support residents in their preparation for sustaining successful careers after the residency is completed, the Project Team will coordinate and host a Career Development webinar in the final months of the residency, which will focus on resumes, interviewing, networking, and goal-setting.

The AAPB residency program will be the first NDSR program on a national scale -- the first to geographically separate a cohort of residents and the WGBH project team. The improvements of the current model and its tailoring to accommodate collaboration among physically separate cohorts will inform and benefit future residency programs that seek to expand beyond a single locale. The lessons learned will improve future iterations of the NDSR model, making it possible to maximize the experience post-graduate residents and the potential of future leadership among all that participate.

American Archive of Public Broadcasting National Digital Stewardship Residency Project
WGBH Educational Foundation
IMLS Laura Bush 21st Century Librarian Program
Schedule of Completion

Task	Month 1	Month 2	Month 3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Phase 1																							
Meet with Project Teams for Boston and New York NDSR	█																						
Gather documentation from other NDSR programs	█																						
Have introductory meeting among Advisory Board to discuss timeline		█																					
Coordinate with Advisory Board Mentors to establish framework for mentorship			█																				
Begin outreach to participating AAPB stations to build interest			█	█																			
Phase 2																							
Set up the project website					█																		
Review, evaluate, and update previous NDSR host and applicant application documents					█	█																	
Send out a formal call for host stations							█																
Arrange meeting among interested stations						█																	
Meeting with interested stations individually to discuss potential projects							█																
Send out formal call for resident applicants								█															
Receive and evaluate potential host applications								█	█														
Select Host Institutions and share news via listservs, website and social media										█													
Receive potential resident applications									█	█													
Compile packet of applications and share with Advisory Board and host stations											█												
Develop application rating survey and share with Advisory Board and host institutions										█													
Hold a meeting among host institutions to analyze survey results and select residents											█												
Share the news about selected residents and their projects via listservs, website and social media											█												
Virtually introduce Residents to their Station Mentors and Advisory Board Mentors												█											
Project Team identifies Archivist Mentors												█											
Virtually Introduce Residents to Archivist Mentors													█										
Phase 3																							
Project Manager, Project Director and Curriculum Advisor review and improve upon Boston NDSR Immersion Week curriculum using evaluation of Boston NDSR Immersion Week										█	█	█											
Project Manager consults with Curriculum Advisor to refine curriculum to focus on audiovisual material										█	█	█											
Identify and select Immersion Week instructors													█										
Hold a meeting among instructors to develop the Immersion Week schedule														█									
Identify and select facilities for Immersion Week														█									
Coordinate resident and instructor room and board													█										
Create and share Immersion Week agenda															█								
Develop Calendar of Events for the Residency (which can be updated at any time)													█	█	█	█							
Third party conducts pre-residency evaluation													█	█	█								
Hold Immersion Week																█							
Phase Four																							
Residents disperse to their station locations																█							
Residencies take place (see Serviceexpectations.pdf for a list of residency deliverables)																	█	█	█	█	█	█	█
Residents and Project team attend AMIA Conference; have meeting																█							
Residents and Project Team attend ARSC Conference; have meeting																							
Project Team coordinates and leads a Career Development webinar																							
Phase Five																							
Prepare elements and documentation outlining the requirements of the residents' final reports																							
Plan and make arrangements for the Capstone Symposium																							
Residents submit final reports																							
Residents and Project Team travel to Digital Preservation 17 for Capstone Symposium																							
Third party conducts evaluation at the Symposium																							
Project Team analyzes results of ongoing and summative evaluation																							
Project Team submits final report																							

24	25	26	27