Digitization in the Real World
Lessons Learned from Small and Medium-Sized Digitization Projects

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Metropolitan New York Library Council
Building a Virtual Library – A Case Study at The Library of The Jewish Theological Seminary

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Abstract

The goal of this chapter is to show how a medium-size research library with rich resources in special collections has succeeded in the past decade, in building a digital library. The chapter focuses on building a strategic plan for a digital library and assessing The Library’s collections for digital readiness. Planning the digital library includes making many decisions ranging from software, prioritizing collections to digitizing, metadata schemas, and more. Funding for digitization can be grants, gifts in kind where the funder provides the institution with a digital photographer, to funders who want a specific collection digitized. There is a discussion of some of the challenges such as hardware capability and staffing. The important lessons learned through experience and plans for the future of the digital program are discussed.

Keywords: Assessment, Building digital collections, Digital collections, Digital library, Digital project funding, Medium-size academic library, Metadata for digital collection, Strategic planning, Virtual library.
Background

The mission of the Jewish Theological Seminary, the intellectual and religious center of Conservative Judaism, is twofold: to serve as the pre-eminent center for the academic study of Judaism outside of Israel, as one of the pre-eminent centers world-wide, and as a training center to advance that study; and to educate Jewish professionals and lay leaders in the spirit of Conservative Judaism for the total community through academic and religious programs, both formal and informal.

In accordance with the Seminary’s overall goals, The Library’s mission is to collect, preserve and make available the literary and cultural heritage of the Jewish people. The collection includes 25,000 rare books, 11,000 manuscripts, 400 archival collections, and many other historically significant items. Among the particular strengths of its collection are its 35,000 fragments from the Cairo Genizah (representing the lives of Jews and others in the eastern Mediterranean from the 11th to the 19th centuries), its collection of ketubot (Jewish marriage contracts)—the largest in the world—and its unparalleled collection of Passover haggadot (the traditional text of the holiday, combining narrative and ritual). The Library is also home to the world's largest collection of Hebrew incunabula (early books printed before 1501).

The Special Collections are open to students and researchers from around the country and the world. Scholars of Jewish history specializing in virtually any period or place rely on the Library’s unique holdings. Scholars of American Jewry are particularly reliant on The Library’s archives. The Library is also the center for scholarly dialogue within The Jewish Theological Seminary (JTS) and the focal point for numerous public events devoted to Jewish culture and books.

Currently, The Library employs 15 librarians, five subject specialists and eight support staff. JTS has 40 faculty and 200 staff serving 500 students. In fiscal year 2010, after budget reductions, The Library’s operating budget of $1.7 million plus approximately a half-
million dollars in designated funds each year. Budget designated to
digital collections is less than $12,000 per year.

In The Library’s 2005 strategic plan, digitization is emphasized as
a method of preservation of the original item, because “more damage
is done to rare materials through human handling than by any other
means.” “The more readers can gain access to images of rare materials
and forego handling the materials themselves,” the document
continues, “the better they will be preserved.” (Strategic Plan, 2005.)

Large external digitization projects such as The Google Book Project (Google Book,
2010) and the licensing of the Otzar Ha-Hochma collection of 19,000 fully-digitized
Hebrew Books and HebrewBooks.org are viewed as efforts to take care of the need
to digitize modern printed books, allowing the Jewish Theological Seminary
library to focus resources on only digitizing materials unique to the library’s collection.

**Digital Library Strategic Plan**

After successfully completing a number of small digitization projects it
was clear that a strategic direction for The Library was necessary. In
November 2005, we participated in the “Persistence of Memory: Stewardship of Digital Assets” conference presented by the Northeast Document Conservation Center (NEDCC) and partially funded by the Institute of Museum and Library Services (IMLS). At that conference, Tom Clareson, from PALINET, was soliciting libraries to participate in a study funded by the IMLS to assess institutions “digital readiness”. JTS volunteered and became one of the sample institutions for this study.

Two members of the project team, Tom Clareson (Program Director for New Initiatives, PALINET) and Richard Kim (then Digital Projects Manager, Metropolitan New York Library Council), served as the project evaluators. The assessment entailed completion of a detailed survey that posed questions about the existing digitization environment, plans, hardware, software, and digital preservation, included was a site visit. During the site visit, discussions were held with people responsible for selection of items for digitization, creating metadata, scanning technicians, conservators, reference librarians and administrators and the JTS IT department. The outcome of the
completed survey and the meeting were the basis of a strategic plan for The Library’s digital program.

The key interests of the library administration and staff were to determine the best way to manage the existing and future digital assets; evaluate current status of access to digital materials; to develop strategies for future digital projects and funding for those projects; and to begin to look at the sustainability of digital projects within The Library’s digitization program.

The assessment report outlined the following recommended (Clareson and Kim, 2006):

- Identification and selection of priority collections to be digitized, including the development of a written “Digital Collection Development Policy.”
- Identification of the primary and secondary audiences for the existing and future digital collections of JTS.
- Exploration of existing standards in content creation and metadata.
- Consideration of upgrades to digitization equipment for future projects, as well as exploration of working with digitization vendor services.
- Adoption of a library-wide set of digital procedures.
- Working with a metadata consultant to make sure “retrospective” metadata and the metadata for future projects allows researchers to easily reach the JTS digital collections.
- Exploration of the utilization of a digital asset management system to deliver JTS images to its constituents and to the world.
- Adoption of handling guidelines for materials to be digitized.
- Documentation of current digital preservation practices, and working with a collaborative or third-party digital archiving service.

Implementation of the recommendations began with a document outlining potential unique collections to be digitized followed by
guidelines for standards in content creation and metadata and establishment of library-wide digitization procedures. Decisions were made regarding the upgrade of existing metadata. A digital assets management system was licensed and there were explorations regarding digital preservation services.

JTS, as a small academic institution could not support an open sources system, such as DSpace (About DSpace, n.d.) or Greenstone (Greenstone Digital Library Software, n.d.). Our IT staff is too small and turnover was too high in both the IT department and The Library. We wanted to host our digital assets locally. We had a long-standing relationship with ExLibris, as we run the ALEPH500 system at The Library. A decision was made to license DigiTool (ExLibris Digitool, n.d.), their digital assets management system.

One of the significant unique collections identified for digitization were the audio-visual collections. These recordings, in multiple obsolete formats, are completely inaccessible it is therefore imperative for us to digitize. They include musical recording, lectures, films and other unique and unidentified materials.

With recommendations from the digital assessment in hand The Library applied, and was awarded, funding from the National Endowment for the Humanities (NEH) to assess the audio-visual. This assessment conducted by specialists in the field of sound preservation, in combination with cross-training of staff with responsibilities related to the sound collections, has provided the best foundation for conserving primary sound materials and converting them, when necessary, and using the best technology to more contemporary media.

The Library created an inventory of the collection, conducted an assessment of the current status of the collection with sound consultants Chris Lacinak, President of AudioVisual Preservation Solutions, and Kevin O’Neill. An assessment report was produced and staff was trained to handle the audio-visual collections and manage preservation of the collections. (Lacinak and O’Neill, 2008)

With the recommendations of AudioVisual Preservation Services, The Library has moved forward to the next step as laid out in the
assessment report. We are seeking funding to gain physical and intellectual control of the sound collections. We have prioritized the preservation of certain collections; and have prepared selected items for reformatting. Once funding is secured we will be able to perform necessary conservation, reformatting, provide for digital preservation and make the recordings available on the web.

One of the most significant issues with which we need to grapple is the recommendation of AudioVisual Preservation Services to develop in-house capability for the reformatting of our sound collections. This will require commitment from The Jewish Theological Seminary to build capacity for reformatting on site in the existing and underutilized sound studio. The institution would need to repurpose the space and commit to allocating funding to acquire equipment and staff the lab. The Report states that it would take eight years to complete the reformatting of The Library’s collection.

Subsequent to the funded assessment of the sound collection, The Library received a large gift of a significant ethnomusicological collection and submitted an application for the processing and reformatting of these sound collections.

We received a grant from the Metropolitan New York Library Council (METRO) to digitize a collection of 250 wedding poems, unique poems composed for wedding parties, particularly in Italy during the 17th-19th centuries. One of our staff members was familiar with DigiTool and he was successful in bringing up the system, with the Wedding Poems on schedule in January 2008.

Setting guidelines and standards for the presentation of the digital library generated debate amongst the staff. A standing committee for creation of the Digital Collections met regularly to set guidelines and monitor the development of the digital collections. The committee consisted of the Director of Library Services, Administrative Librarian for Technical Services, Administrative Librarian for Special Collections and the Systems and Digitization Librarian. Guidelines were set for a digital file naming convention; for the quality of the digital image, and the web interface for the digital library. Importantly, decisions were made as to the level of metadata,
how the metadata would be presented (DigiTool presents metadata in Dublin core), where the metadata should be created, if none existed, and the extent to which existing metadata needed to be upgraded.

It was determined that The Library would only digitize materials that were not under copyright. The exceptions to this are student undergraduate senior theses and master’s theses where we have permission from the students to post their work.

**Funding opportunities**

Digital project comprise of a number of parts, namely, metadata creation, digitization of the objects, and bringing the objects up as part of the digital library. Each component is labor intensive, and therefore costly. One of the major costs that cannot be carried as part of the library’s budget is the actual digitization of materials. As a result external funding and partnerships are required for each special project or collection. Funding has been obtained from various sources, including public funding, private foundations, non-for-profit organizations and individuals.

Two assessments have been completed and a third in process with grants from public sources. The digital readiness assessment was funded by an IMLS grant awarded to the NEDCC. The NEH funded the assessment of the audio-visual collection. Currently we are evaluating the effectiveness of the use of our digital library with funds from METRO who receives the funding from New York State.

Individuals have donated funds to digitize specific collections such as the bookplate collection, the Solomon Rosowsky Field Recordings fro pre-state Israel (1936 and 1938) and the recordings of Cantor Samuel Hallegua from Cochin, India (1967-1968). This was all achieved through unsolicited funds. Each of the individuals either had a connection to the collection (the Hallegua recordings) or were interested in the subject areas (book plates and field recordings).

Funding has been received in exchange for “in kind” services. The Library’s entire collection of 35,000 fragments from the Cairo Genizah, literally a hidden treasure. These documents are a storehouse of documents found in a synagogue Cairo at the end of the
19th century. They were digitized through an international project, the Friedberg Genizah Project, where photographers were sent to The Library to work on site, but were paid directly by the external project.

A private foundation had particular interest in digitizing specific “treasures” from The Library’s collection. This enabled us to digitize a number of The Library’s most valuable and important illuminated Hebrew manuscripts including the Esslingen Mahzor (Ashkenaz, 13th century), subsequently loaned to the Metropolitan Museum of Art during 2008-2009 and the Rothschild Mahzor, (Florence, 1490).

Funding for specific projects enable us to select the materials and scale the project accordingly. When we began digitization in 2000 we selected materials that could be digitized on a flat bed scanner. The National Foundation for Jewish Culture awarded funding to digitize items related to Jewish American culture. With two grants we digitized 350 newspaper clippings from the US press from the 18th and 19th centuries and 100 unique pamphlets from the late 18th and 19th centuries. With funding from METRO in 2008 we digitized 250 wedding poems. With current funding from METRO we are digitizing diaries, in 25 volumes, belonging to the great Jewish theologian Mordecai Kaplan.

**Building Digital Projects**

The “NINCH Guide to Good Practice in the Digital Representation and Management of Cultural Heritage Materials” (The NINCH Guide to Good Practice in the Digital Representation and Management of Cultural Heritage Materials, 2002) served as a guide for planning specific projects. It emphasizes the many components necessary to create a successful digital project. Over the past decade, The Library has learned through experience to improve the methodologies, workflows, image and digital file formats and minimum metadata necessary to create a successful and sustainable for digital projects. Each project has served as a building block for improvement.

A medium-size academic library cannot sustain a full service digitization lab with cameras, scanners, audio conversion equipment, that quickly become obsolete. The acquisition and maintenance of
technical equipment fell outside our core mission. Our collection includes extraordinarily rare materials that cannot leave the premises. Items on parchment cannot leave the temperature and humidity controlled environment of the rare book room and special reading room for extended periods of time.

We did purchase a flat bed scanner, a digital camera with lights and a book scanner. Most of this equipment is out of date but still serves us well for in-house work.

Libraries are experienced in creating metadata for bibliographic description of books and other materials. We need to apply those methodologies to the digital object and learn how descriptions of digital materials differ, or do not, from description of the physical object. We have retooled and learned different metadata schemas commonly used for digital collections such as Dublin Core (Dublin Core Metadata Initiative, 2010) and MODS (Metadata Object Description Schema, 2010).

**Prioritizing Projects**

Because of the rarity and research value of the collections, many institutions approach JTS with invitations to participate in collaborative digital projects. Some funding sources have approached the institution about specific digital projects. While prioritizing which collections should be digitized funding organizations and individuals approach The Library with their projects and request our participation.

The following questions need to be asked before partnering: Would a project provide complimentary materials to JTS holdings? What collaborations are possible? How important and useful are the items to users? How does one assess usefulness?

The physical condition of the item, the ease and method of digitization all play a role in prioritization. Do you digitize the “popular” favorites of The Library or do you make little know, hidden and inaccessible collections available? When approached by a funding group with a specific project how do you evaluate the project in relation to overall library priorities?
The Library’s goal is to present a broad range of digital materials reflecting the breadth of its collection. To date we are presenting books, manuscripts, musical scores, sound recordings, archival finding aids, flat items, pamphlets, and little known and inaccessible collections such as the wedding poems and bookplates.

**Early Projects**

The Library’s early digitization projects were flat objects (newspaper clippings), pamphlets which were saved as .pdf files (American Judaica pamphlets from late 18th and 19th centuries) or digitization from slides and transparencies (ketubbah—marriage contract – collection).

Funding was secured for the digitization of the newspaper clippings and the pamphlets and for the purchase of a flat bed scanner. The files were all saved as .pdfs. Metadata existed in The Library’s ALEPH500 catalog. The .pdf files were loaded onto the ALEPH server and links were made within the bibliographic record utilizing the MARC 856 field.

Access to unique visual materials was a high priority. The ketubbah (Jewish marriage contract) collection comprises of more than 500 contracts, many of which are illuminated or illustrated. 35 mm slides or 4 x 6 transparencies were available for about 450 of the contracts, all were cataloged. A slide and transparency adapter was purchased for the flat bed scanner and they were easily scanned in three sizes, thumbnail, medium and large. Each of the three files were saved on the ALEPH server and then linked to the bibliographic record. Users have access to the small, medium and large sized of each of the marriage contracts.

**Partnership Projects**

Partnership projects give us the opportunity to have large collections digitized with external funding and to utilize technology that is not available in The Library. Crafting a partnership agreement has been one of lessons learned over the past five years. One of the important issues emerging from these partnership projects, is control of the images. The partner may have a copy for use, generally on their
site, but JTS must own the images. Quality of the images is also an area of concern with partnership projects.

We have participated in three major partnership projects each with successful outcomes but not without challenges.

**Genizah fragments:** A partnership agreement was signed with The Friedberg Genizah Project (FGP) to digitize the 35,000 fragments from the Cairo Genizah owned by JTS. These documents, discovered at the end of the 19th century are “a collection of fragmentary Jewish texts stored in the loft of the ancient Ben Ezra Synagogue in Cairo, Egypt between the 8th and 19th centuries. These manuscripts outline a 1,000-year continuum of Middle-Eastern history and comprise the largest and most diverse collection of medieval manuscripts in the world.” The FGP was established to facilitate and transform Genizah research by identifying, cataloging, transcribing, translating the fragments, rendering them into digital format (i.e., photographing) and publishing them online. (Genizah Project, Executive Summary, n.d.)

FGP hired digital photographers with state of the art digital cameras to produce 600 dpi color images of the 35,000 fragments in The Library. They funded staff to prepare the material for digitization, work with the digital photographers, re-shelve the material and document the work. The photographers shot images for about four months. All the fragments were shot with targets that included their local identification number. The digital images were delivered in “dng” format for the repository copy and in .jpg format for access. They are available, with registration, on the FGP site. JTS holds an internal access copy but has not made it public because of the limited metadata accompanying the image.

Lessons learned from this first partnership project: In order to successfully complete a major digitization project one must seize an opportunity. This was an outstanding opportunity to digitize the 35,000 Genizah fragment. The project was driven by the funder. They determined the items to be digitized, the method of digitization, the choice of photographer, the rate of digitization, etc. There was no specific budget for the completion of this work nor was there a
designated time-frame. Work commenced and continued at a swift pace until it was completed. The funder's representative wanted to be involved in The Library’s internal workflow. Often work was rushed and not adequately planned. The most significant issue is that there is no metadata for the Genizah fragments and the material is not freely available. Only scholars who register, and are accepted by, the FGP may search the information.

**Library “treasures”:** There was another funder who selected items which he was interested in digitizing, supplied the photographer (who was approved by The Library) and delivered digital images in TIFF format. While this project was funder driven, it supplied The Library with images of some of its greatest manuscripts such as the Rothschild Mahzor (MS 8892) from Florence, 1490. A separate site, Special Treasures from The Library of The Jewish Theological Seminary (http://jtslibrarytreasures.org/) with turning the page technology was launched. Only 50 of the 450 leaves are on display on this site. The site also includes other digitized manuscripts from the collection, which are available with full metadata, on The Library’s digital library in 2008.

**Rare book digitization:** A project to digitize very rare books, incunabula and 16th century books, was completed during the fall of 2009. This project reaped the benefits of our experience. As this was not a comprehensive project, books needed to be selected, posing a more complicated workflow. The goal was to digitize only unique books that had not been digitized by other libraries. Once they were identified, the condition of the book was checked with guidelines from the paper conservators. The books were digitized on a Zeutschel OS12000 book scanner in black and white. Each book needed to have a wide enough opening so that the image could be shot. A ruler was placed on each page. All the books were cataloged and the file name for the digital image was the ALEPH (our ILS) system number for the book. The bibliographic records were retrieved from ALEPH. Hebrewbooks.org, the organization that was performing the digitization, delivered the digital images in tiff and pdf formats. We loaded the pdf files to our server and are now in the process of loading them to digital library. We exported the metadata and delivered it to
Hebrewbooks.org as they are loading the pdf files and metadata to their collection of full text religious books in Hebrew which to date total more than 40,000 titles.

Lessons learned: We took far more control over the steps of this project. The external funder did however chose the equipment used, we would have preferred to digitize the books in color, utilizing a digital camera. At the beginning of the project the digitization technician was trained by The Library’s paper conservator in order to ensure careful handling of each book. Greater control over the choice of materials, the way the materials were handled and preparation of the metadata made this a successful project. During November 2009 92 rare books were digitized.

**Outsourcing**

We have no capacity to digitize sound at JTS. We have digitized two musical collections working with two external sources. One collection was digitized by a private sound engineer and the other project went to the lab at the Center for Jewish History, a non-for-profit organization that had until our request, not digitized for other institutions. This proved to be beneficial for them as it provided them with some income during a “down” period in their digitization lab. Plans are underway to send an archival collection, comprising volumes of diaries, to the studio of a digital photographer that we have worked with on numerous occasions.

The output of the digitization of the 252 Solomon Rosowsky Field Recordings collection was in .mp3 format. We requested an archival output. This resulted in a raw and sometime difficult to hear output. The metadata for this collection, created in an Excel spreadsheet, was created at the time of digitization and is not part of the catalog as they are a subsection of an archival collection.

The quality of the sound the Hallegua collection, digitized in 2009, proved to be far more successful. Partnering with the Center for Jewish History and utilizing their digital lab we accepted their recommendations and created archival .wav copies and access .mp3 copies. The quality of the work completed in the second project is
clearer than the first project. Metadata is yet to be created for this collection. Once it is available we will make the collection accessible.

**Library initiated project:**

When we have the luxury of planning and implementing a digital project on our own terms we have learned that this is the ideal situation for us. The digitization of manuscripts from a pre-selected list has been the most successful project, from a digitization point of view, that we have embarked on. We selected important manuscripts that had no surrogates. The processes of the project were reviewed by a project team who included: paper conservators, conservation assistant, curator, special collections reading room staff, systems and digitization librarian, heads of technical services and special collections and director of library services as chair. The goal was to look at the entire scenario of bringing in a digital photographer to shoot 4,000 manuscript leaves over a two-week period. We planned the space for digitization, the spreadsheet of targets, the physical targets, workflow for pulling items and reshelving them, assistance for the digital photographer, metadata for the manuscripts, and plan for bringing up the digital objects in the digital library.

The planning meeting raised questions from all the stakeholders. If there were any outstanding questions, all stakeholders were later updated on the answer or resolution. Meeting with the entire group enable everyone involved to know exactly who had a stake in the project. It allayed any fears and anxieties. Bringing the team together enabled a smooth process for the preparation of the materials for digitization, the actual digitization and the preparation of the metadata. The final piece, bringing the digital objects up in the digital library posed other problems regarding staffing.

**Challenges**

Much has been accomplished but not without challenges. Hardware and software capacity, staffing and funding are all issues that we continue to grapple with.
Capacity issues

The capacity of The Library’s server that stores digital objects and the capacity of the library’s license for its DigiTool installation are both limited. Issues related to capacity entail actual storage of the digital images. Often one has different manifestations for a single image or multiple images for a single document – for example, for a five-page document that was shot as a RAW file there are TIFF images, which in turn may generate JPEG files and also a PDF.

The number of version of the same document that one needs to keep is determined by capacity. There is the repository server where one stores the images. The number of manifestations that are saved there may be determined by the institution’s capacity. One must work with those responsible for the institution’s servers.

Staffing

Staffing is key to the success of each digital project. The key to building a successful team for the digital library is for each team member to be cognizant of their specific role in the project.

The team consists of curators who select materials for digitization. The selections are determined by funding, importance, fragility of the item, value of material, or by other criteria.

Once the items are selected they need to be assessed by the paper conservators (for items on paper and parchment). They look at the physical stability of the item. They can recommend if an item can be digitized, with recommended equipment (scanner, book scanner, photographer). They can also recommend if an item needs to be encapsulated in Mylar before digitization, and/or if an item needs to have a conservation assistant working with the photographer throughout the shoot.

Special collections staff is responsible for pulling and shelving books. They need a complete and accurate list of the items to be scanned. For a longer-term project, they need to prepare materials each day to be digitized and materials that need to be reshelved. If the project is based on a list of items found in a certain collection, they may often need to search for the item.
**Digital photographer or scanner.** Generally, this person is not part of The Library’s staff, but is an outside contractor or a temporary worker hired to do the specific work. They need to be integrated into the working environment of The Library, which may include the physical location of the equipment, the rules and hours of the special collection reading room.

**Technical assistant** to assist the photographer with turning pages, preparing the shoot, and other needs surrounding the shoot.

**Cataloger and metadata librarian** needs to review the current metadata for the object and make appropriate adjustment to the metadata for the digital library based on the standards established. Some of the metadata added include genre, collection, and location of digital object. In some cases the metadata needs to be upgraded, but this is subject to great debate amongst library staff. In most cases it depends on the amount of existing metadata and the object in hand.

**Systems and digitization librarian** – Needs to export metadata and deliver it to the cataloger and metadata librarian and needs to prepare the materials for ingest into the digital library.

Since the existence of the JTS digital library, in January 2008, we have had three systems and digitization librarians. Because of the staff turnover, it has been challenging to complete many of our digital projects and make them available online. Since October 2009, with a new person in this position, new workflows are being documented and the actual ingest of digital objects is being completed by other members of the staff under the guidance of the systems and digitization librarian, rather than by the person holding that position. The position has evolved, with the initial incumbent successfully building and launching the digital library. The digital library was launched and there were initial documents added to the collection, there was no documentation of the processes used which left the second person in a difficult situation. There was little activity in loading objects during that year. With the third person hired in the fall of 2009 it was clear that the first step was to create workflows and to clearly document them for others to follow and for The Library to have
in order to successfully maintain the digital library. Lessons learned: stop and document what you are doing and share the documentation and the work.

**From Digital Projects to a Digital Program**

As we move into the second decade of digitization these are some of the strategic directions that we need to address.

Assessment: With funding from METRO, The Library will assess the effectiveness of its digital collections in DigiTool. A survey is currently being built and will be posted on the site and sent out to a wide group of constituents. The plan is to implement recommendations from the survey, add new collections to the site, most notably the Mordecai Kaplan diaries, and then survey the effectiveness at the end of the grant period. We hope that this assessment will help guide us in our work.

Documentation: We are documenting the workflows that we are establishing for the creation of digital collections. With the documentation, and with adequate funding, we will be able to hire staff to work on building the digital collections.

Digital preservation: In the winter of 2008 we participated in the Sustaining Digital Preservation workshop funded by the IMLS. We also attended a METRO meeting in the fall of 2008 focused on digital preservation. Conversations have begun with ExLibris about their new digital preservation software. We need first and foremost to obtain the commitment of the JTS administration to invest in digital preservation. This is challenging, considering the serious nature of the institution’s finances in wake of the economic downturn in the US. Little work has been done at JTS to address these needs.

New projects, improving workflow, increasing capacity, increasing staff to enrich with metadata are all necessary aspects of a successful digitization program. Our hope is that with creativity, imagination, thoughtfulness and good luck, organizations drawn to the uniqueness and richness of our collections will continue funding The Library of The Jewish Theological Seminary in this important work.
References


