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LINKED HERITAGE

Coordination of standard and technologies
for the enrichment of Europeana

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1 EXECUTIVE SUMMARY

These Terms of Reference give a short description of the Linked Heritage best practice network and outline the **model and procedures for establishing and managing working groups (WGs)**, each of which focuses on a specific aspect of Linked Heritage.

This document is targeted to (a) Linked Heritage stakeholders who will find guidelines on how to set up a working group and (b) to working group members who will be informed about the running of a working group.

The goal of these Terms of Reference is to ensure that all WGs have common procedures and adhere to a common model, in order that their results can be integrated across the project and to facilitate project management.

2 STRUCTURE OF THE DOCUMENT

The document is composed of the following sections:

- The **introduction** gives a short overview of the Linked Heritage project and its goals.
- A short abstract illustrates the **objectives of this deliverable** and the audience to whom it is targeted to.
- The subchapter **Best Practice Network** section illustrates in short the structure of Linked Heritage, in order to better understand its internal hierarchies and interrelationships, particularly the relationships between WGs and formal work-packages (WPs).
- The chapter **Working Groups aims and procedure** explains:
 - how a Linked Heritage Working Group operates,
 - how to create it,
 - how to manage it,
 - which are the communication tools and the meetings rules
 - how to monitor its activities.
- The **Conclusions** summarises the benefits of adopting these Terms of reference.
- The first Annex, **Who is Who**, is a contact list including roles, names, affiliations and e-mail, a very practical tool who should help experts to find the right contacts in the network.
- The other four **Annexes** include practical tools for the establishment and running of the Working Groups.
 - An example call for members of a working group
 - An example letter of invitation to join a working group
 - A template for the minutes of working group meetings
 - A presentation (powerpoint) template.

3 INTRODUCTION

3.1 LINKED HERITAGE OVERVIEW

As stated in the Description of Work (DoW, p. 3), Linked Heritage has three main aims:

- I) to contribute large amounts of new content for to Europeana, both from the public and private sectors;
- II) to demonstrate improvement in quality of content, in terms of richness of metadata, re-use potential and uniqueness;
- III) to demonstrate how to improve the search, recovery and use of content of Europeana.

The project will address topics the following key issues for Europeana:

- (a) problems associated with non-standard descriptive terminologies;
- (b) the lack of private sector and 20th Century content; and
- (c) the preservation of complex metadata models within the Europeana metadata schema.

Moreover, the project will rdevelop e-learning objects on the topics analysed, targeted both to Consortium members and to cultural institutions' experts in general.

All results achieved by the Linked Heritage project will be also disseminated through seminars, workshops and conferences at international, European and national level, with the contribution of all partners.

Currently the consortium is composed of cross-domain representatives from 20 EU countries, along with Israel and Russia. These include government ministries and agencies responsible for cultural heritage, content providers and aggregators, research centres, publishers and SMEs.

3.2 OBJECTIVES OF THIS DELIVERABLE

Linked Heritage working groups supplement the project work-packages, following an approach very successful in previous projects where many organisations worked together to achieve results and major expertise¹.

As already stated in the Description of Work (p. 104), "*WG structure is flexible and supports open discussion and exploration, beyond the more rigid contractual nature of a work-package. It tends to encourage longer-duration, deeper discussion, often involving those relatively few individuals with a deep interest and expertise in a detailed topic. As result, only those who need to be involved in a particular discussion actually take part, ensuring both a high level of shared expertise and an efficient deployment of resources for all partners*".

The purpose of this deliverable is to establish the *modus operandi* for setting up and running a working group within Linked Heritage project.

It serves as an **internal guide and handbook** for the best practice network. It provides guidance to the working groups, defining their tasks and the general mechanisms.

It also describes the state of the art of the collaborative network of experts and stakeholders who work together on the topics of the project.

This is the first version of the deliverable, which, if needed, can be updated during the project.

This deliverable is an output of WP1, which must fulfil, amongst others, the following tasks:

- Task 1.1.1: Establishing the Working Groups
- Task 1.1.2: Terms of Reference and Operating Model

¹ Examples of projects which have used this in the past include MINERVA and ATHENA.

- Task 1.1.3: Working Groups Outputs
- Task 1.1.4: Technology Supports

As stated in the DoW (p. 14), the objectives related to the establishment of the working groups are:

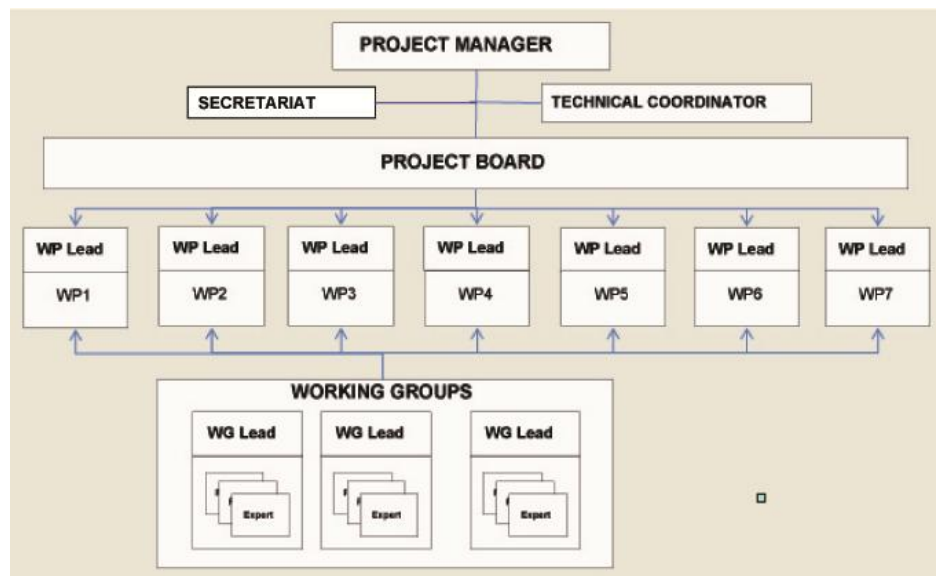
- To establish the collaborative network of experts and stakeholders who will work together to identify best practice approaches to the Linked Heritage topics;
- To agree terms of reference, roles and responsibilities of the working groups;
- To provide the technical infrastructure for international collaboration through discussion forums, document.

3.3 THE LINKED HERITAGE BEST PRACTICE NETWORK

This chapter provides a brief overview of the structure of the Linked Heritage project, in order to enable the reader to better understand the project's internal hierarchies and interrelationship.

A more detailed description of the network is reported in the DoW (p. 156).

The following table illustrates the Linked Heritage best practice network.



Structure of the Linked Heritage Best Practice Network

The **Project Manager** is the person appointed by the Project Coordinator (ICCU) to manage the project. His role is, helped by its staff, to manage the project as a whole, to provide strategic and political steering to the project, harmonizing requirements and priorities from the consortium stakeholders.

The project manager is supported by the **Technical Coordinator**, whose role is to facilitate and monitor the development of the project, being in strict contact with all WPs.

The project manager is also supported by its **Secretariat**, whose role is to help him in daily administrative issues connected with the project.

The project manager chairs the **Project Board**, composed of a representative of each partner including the leaders of all the work-packages. The role of the Board is to receive reports on the project's progresses and to agree short term goals and actions. It meets on the occasion of the project plenary meetings. These meetings are organised on average 3 times per year, in the different locations of partners.

3.3.1 Work-packages

The project is delivered through the work of **7 Work-packages (WPs)**, led by different partners.

Each WP has one or two nominated **WP Leaders**, responsible for the fulfilment of the activities and the delivery of the assigned deliverables.

WPs	NAME	WP LEADER
WP1	Project management and Coordination	ICCU, Italy
WP2	Linking Cultural Heritage Information	Collections Trust, United Kingdom
WP3	Terminology	Royal Museum of Arts and History, Belgium
WP4	Public Private Partnership	EDItEUR, United Kingdom
WP5	Technical Integration	Institute of Computer and Communication Systems - National Technical University of Athens, Greece
WP6	Coordination of Content	The Cyprus Institute, Cyprus
WP7	Dissemination & Training	Università di Padova, Italy

Each work-package has its own specific goals, summarised as follows:

WPs	GOALS
WP1 Project management and Coordination	1) Objectives related to the establishment of the working groups: <ul style="list-style-type: none"> • To establish the collaborative network of experts and stakeholders who will work together to identify best practice approaches to the Linked Heritage topics • To agree terms of reference, roles and responsibilities of the working groups

	<ul style="list-style-type: none"> • To put in place mechanisms for future planning and sustainability, for network growth and for interaction/integration/interoperability with other projects • To provide the technical infrastructure for international collaboration through discussion forums, document • Sharing facilities, email lists, etc. <p>2) Objectives related to the project management and coordination</p>
<p>WP2 Linking Cultural Heritage Information</p>	<ul style="list-style-type: none"> • To explore the state of the art in linked data and its applications and potential; • To identify the most appropriate models, processes and technologies for the deployment of cultural heritage information repositories as linked data; • To consider how linked data practices can be applied to cultural heritage information repositories, to enrich them and to allow them to align with other linked data stores and applications; • To explore the state of the art in persistent identifiers (both standards and management tools); • To identify the most appropriate approach to persistent identification, e.g. a unique standard or a set of different standards; • To design a feasibility model and to realised a demonstrator of a flexible, scalable, secure and reliable infrastructure for a network of 'linked data enabled' cultural heritage information repositories; • To explore the state of the art in cultural metadata models, and in particular their interoperability across libraries, museums, archives, publishers, content industries, and the Europeana models (ESE and EDM); • To outline the potential benefits that richer cultural heritage metadata could bring to Europeana, and to the other services which will use it.
<p>WP3 Terminology</p>	<ul style="list-style-type: none"> • On the side of Europeana (front office): In a short term the Europeana portal will require semantically enriched content to make the Semantic Search Engine (as prototyped in ThoughtLab) of the portal more effective in its search results. For this they are in need of content descriptions that are expressed in a compliant manner and use specific terminologies designed according to the principles of the Semantic Web. The creation and completion of such terminologies on a common platform, that will facilitate this semantic exploitation of the contents' descriptions, will directly and indirectly lead to the improvement of the Europeana Semantic Search Engine and the end user experience. WP3 aims to enhance the Europeana search experience through more precise search and more relevant results. Namely it will help in front office in Europeana efforts to provide such a powerful search engine to the end user by offering means to yield semantically enriched terminologies and content to provide as input for the Europeana Digital Library. • On the side of content providers (back office): To this day there is a rather large gap between the actual situation of terminology management in cultural institutions, and the skills and means necessary to have an effective ingestion of this data into Europeana. This is particularly true if we consider that, in a short term, content providers are expected to provide semantically enriched content. WP3 is one possible answer to reduce such a gap. The implementation of a technical platform for terminology management shall help content providers in back office to input, organize and map their in-house terminologies with a Europeana-compliant multilingual thesaurus that will be made exploitable by Europeana. Consequently it will help content providers enrich their metadata records so that they offer the

	maximum value to Europeana.
WP4 Public Private Partnership	<ul style="list-style-type: none"> • To explore the state of the art in the management of metadata in the private sector, particularly in terms of: • Metadata models and sharing/unification of metadata stores, for books, photos, audio/video, etc. • Rights frameworks and sharing/publishing of metadata, thumbnails, samples, etc. • Recent and/or important rights agreements • Persistent identifiers, with the scope of harmonizing the solutions in the private and public sectors • Controlled vocabularies • To outline the benefit to Europeana of interoperability (technical, legal, semantic) with the private sector, and to outline new services and facilities that could be enabled by the integration of private sector content. • To identify the most appropriate and useful technologies and facilities to allow the contribution of private sector metadata to Europeana. This may include, for example, gateways for the transformation of metadata standards, harmonized rights agreements based on adjustments to the existing Europeana content provider and aggregator agreements, etc. • To outline the process whereby these technologies and facilities can be established and used to enable the contribution of private sector material into Europeana. • To specify in detail the technology required to validate this model and process
WP5 Technical Integration	<ul style="list-style-type: none"> • To integrate the technical components necessary for the ingestion of content into Europeana (ESE/EDM compliant) • To publish interfaces for the integration of the technical results of WP3 within the same user environment (validation) • To make this platform available online for validation and for the large-scale contribution of content to Europeana (in WP6) and for dissemination & training (WP7). • To involve user representatives from within the consortium in the design and delivery of the system, to ensure that it meets their needs and is user-friendly, reliable and scalable. • To verify that the technology platform can be integrated with minimum effort into the Europeana core codebase and/or used by Europeana as a suite of external web services
WP6 Coordination of Content	<ul style="list-style-type: none"> • To gather feedback for the refinement and improvement of the environment and the system as a whole, in order to support tier-one countries and others who have not yet contributed large amounts of content to Europeana • To provide support to the content providers for the mapping of their metadata formats to the Linked Heritage format • To contribute large amounts of enhanced content to Europeana, including private sector content
WP7 Dissemination & Training	<ul style="list-style-type: none"> • To stimulate the contribution of content to Europeana by raising awareness of the tools, facilities and best practice provided by Linked Heritage • To increase the size of the best practice network by attracting new members • To build stronger links between the public and private sectors

	<ul style="list-style-type: none">• To raise awareness across the Europeana ecosystem of the Linked Heritage work, and to encourage Europeana itself, content provider and aggregators to take full advantage of the work of the project.• To build technical capacity in the cultural heritage sector, especially in terms of Europeana and Linked Heritage technologies• To create, deliver and publish training materials; the training material will focus on facilitating the preparation of content for ingestion into Europeana.
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The activity of the WPs may be carried on with the support of **Thematic Working Groups** set up at European level, while thematic or interdisciplinary **National Working Groups** set up in partner countries can work on the same topics at national level.

The model of working through European and national working group was already successfully experimented in previous projects, such as MINERVA (www.minervaeurope.org) and ATHENA (www.athenaeurope.org).

3.3.2 Thematic Working Groups

A Thematic Working Group consists of a team of experts – belonging to the personnel of the partners, as well as included in their own portfolios of contacts and collaborators – who work together to address the specific Linked Heritage topics analysed by WPs.

Typically, each Thematic Working Group is composed of a variable number of experts from a variety of disciplines, built sometimes upon already existing partnerships and collaborations.

The goal of the thematic working groups is to feed the discussion and to enrich the results of the relevant project WPs.

Typically, working group activity includes:

- Explore and discuss the topics of the Linked Heritage project in more depth than is feasible within the formal work-package structure;
- Inform and enrich the work-package work with the results of the WG discussions;
- Explore, analyse, discuss and share expertise on the topics of interest;
- Identify and discuss related and relevant topics that can be fed back into the work-package;
- Discuss specific activities and results carried out in the framework of the project;
- Suggest new ideas that can improve the outcomes of the working group goals;
- Participate in surveys and testing activities;
- Contribute to edit reports, studies, and publications on specific topics;
- Illustrate relevant good practices in the topics analysed;
- Participate in training activities;
- Contribute to disseminate the results of the activities in workshops, seminars, conferences and other events at national and European level;
- Promote outcomes beyond the working group;
- Feed WG results into formal work-packages, to enrich and enhance their work and their eventual outputs.

3.3.3 National Working groups

While thematic working groups exist at the project (and so the European) level, the development of national working groups dealing with the same topics is strongly recommended. National working groups may contribute to the outputs of the project and will explore how the Linked Heritage topics are addressed in the national context. Major outcomes and best practices will be shared with the project's network of common interest.

In the DoW (p. 15), it was declared: *“The work-package will begin by establishing national working groups in each partner country. These national working groups will consider the Linked Heritage topics and how they are addressed in a national context. Initial national deliberations will be shared with the broader network; these will be first input to international thematic working groups”*.

During the first months of the project, we noticed that this approach was not applicable to Linked Heritage. At national level, there are very few experts on the topics analysed by the project, in any case not enough to set up national working groups working in parallel with the project from its start.

For this reason, as already said, the European level expertise will be transferred at national level, as soon as relevant results are available.

4 WORKING GROUP AIMS AND PROCEDURES

Working groups are composed of experts belonging to multiple domains (private sector, memory institutions, libraries, archives, museums, government ministries and agencies, universities, etc.), representing their institutions' and domains' priorities and needs. Initially, working group members will primarily be personnel from the Linked Heritage partners; however, partners are encouraged to invite external experts to join the working groups, subject to the agreement of other partners.

The working language of the thematic WGs is English.

At national level, working groups can use their own language in order to facilitate the discussion, but eventual documents and outputs to be shared with all partners should be translated in English.

Each working group is created and managed by one or two **coordinators**, who generally correspond to work-package leaders.

Currently, three WPs have already created a **Thematic Working Group**:

- WP 2 Linking Cultural Heritage Information
- WP 3 Terminology
- WP 4 Public Private Partnership

A fourth Thematic Working Group on Training, run by WP7, should be set up before the end of 2011.

4.1 CREATING A WORKING GROUP

Each thematic working group is formed as the result of a call for experts, published by the leader of the related Linked Heritage work-package.

The call of experts may be disseminated through:

- website pages
- project mailing lists
- direct contacts
- announcements in meetings.

An example of the text of such a call is provided in **Annex 2**. This example is referred to the call made by WG7 Leaders and diffused by the project mailing list. For this reason, it has been written in a friendly style. A more official language is recommended if launching the call beyond the project environment.

It's up to the working group coordinator to accept or refuse the new candidates.

4.1.1 Guidelines

The following guidelines apply to most working groups (justified exceptions are of course possible):

- The working group should be large enough to be representative and to have all the necessary expertise, but not so large as to be difficult to manage.
- The working group is dynamic and open to enlargement, which will be pursued for the whole duration of the project.

- An expert who does not want to take an active role in activities of the working group, may participate in the quality of auditor.
- An expert can participate in several working groups.
- If experts do not belong to partners' institutions and they need an official document, the Linked Heritage project coordinator may send a letter to the relevant institution inviting it to cooperate through experts participating in working groups. For a sample text of such an invitation letter (send by the project's coordinator), please see **Annex 3**. If the institution agrees to cooperate, it can reply to the Linked Heritage project coordinator, indicating the name of the expert that will participate in the project working groups.

4.2 WORKFLOW AND INTERNAL COMMUNICATION PLAN

Advances in technology have made it easier to manage and organize geographically separated groups of people. In the case of a European project like Linked Heritage, the large and scattered partnership between partners coming from 20 countries has led to the adoption of virtual teams because different skills are needed to accomplish the shared goals of the project.

A study discussed in the MIT Sloane Management Review [6-2010] shows that only 18% of the 70 virtual teams assessed are highly successful. Virtual teams, indeed, face several challenges, such as infrequent face-to-face contact, different languages, difficulty in maintaining motivation and focus, difficulty building a collaborative atmosphere virtually, managing conflicts etc. For these reasons we found that we cannot simply recycle the same guidelines and practices that are used for our co-located teams. We need, on the contrary, "to identify the best practices associated with the most successful virtual teams and to better understand why some virtual teams fail" [DeRosa, Lepsinger 2010]. In fact, although technology enables effective collaboration, it cannot guarantee success. An effective internal communication plan can help in dealing with these issues.

In the following few sections, a series of principles that should help to meet the Linked Heritage project performance expectations are outlined.

4.3 MANAGING A WORKING GROUP

The coordinator(s) must manage the working group they have set up.

Once they have established the working group, they have to:

- Animate the working group, through the organization of meetings, circulation of documents and information, gathering of comments, invitation to events;
- Maintain the group by the updating of contacts on the projects website, the creation of ad-hoc mailing lists according to the needs, the recruitment of new experts when necessary;
- Disseminate and share the results of his working group with all the network of common interest (project manager, technical coordinator, project board, WPs);
- Integrate the results of the working group into the deliberations and the results of the Linked Heritage formal work-packages.

4.4 COMMUNICATION TOOLS

Technology has made virtual teams possible but it cannot replicate the richness of a face-to-face environment. For these reasons, it is fundamental to establish an effective virtual communication management.

Working groups communications will rely on mailing lists, website, skype conferences (<http://www.skype.com>) and/or other media.

The following table provides guidelines for matching the right technology to the Linked Heritage working groups objectives, according to the model of DeRosa and Lepsinger [2010]:

Objective/Task	Recommended Technology
Share information or ideas	Email or telephone; blogs
Provide updates	Email or telephone; blogs
Generate ideas	Teleconferences or videoconferencing; collaborative software (to allow for “brainstorming” and enable team members to “build” on the ideas of others)
	Email or telephone (when the focus is on the exchange of individual suggestions)
Solve problems	Teleconferences or videoconferencing; collaborative software
Make complex decisions	Teleconferences or videoconferencing; collaborative software
Building relationships, negotiating, or gaining commitment	Face-to-face (if possible)
Resolve conflicts	Face-to-face (if possible)

4.4.1 Mailing lists

Currently, the following mailing lists are active:

- lh-partners@linkedheritage.org (this list is reserved to all Linked Heritage partners)
- lh-wp2-wp3@linkedheritage.org (this list is reserved to WP2 and WP3 working groups). Even if representatives of each working group are not exactly the same, experts wish to be informed on both topics, which are often closely connected.
- lh-wp4 (this list is reserved to WP4 working group)

An expert **cannot** be included in a mailing list without his permission.

A member of the network of common interest may request membership in the working group mailing list, even if he does not actively participate in the working group activities.

Mailing lists may be used, depending on their purpose, to:

- inform about deliverables, reports, documents, news and events
- provide meetings agendas and minutes
- discuss specific topics.

If feedback is needed, messages to the mailing list should be posted sufficiently early.

The coordinator must send an e-mail to the Linked Heritage webmaster in case a new mailing list is required, or if he wants to add a new expert to an existing mailing list.

The access to the mailing list archive is protected by a password. It can be requested by experts sending an e-mail to Linked Heritage webmaster (see Who is Who chapter for contacts).

4.4.2 Project Website

Finally, the URL of the project website is <http://www.linkedheritage.eu>.

The site represents the most important communication tool to support the project objectives, both internally and outside the consortium, and therefore is very important for the activities of the Linked Heritage Best Practice Network

There are two main goals of the project website:

- to promote and to disseminate project activities and results to the project's targets (public section);
- to satisfy partners' needs in terms of project's communication (reserved area).

The site is regularly updated; it is mainly targeted at the following users:

- professionals and experts from the research and digital cultural heritage communities, e-infrastructures, grid, etc. which will benefit from the public area of the website;
- project partners and experts who will benefit from the public area as well as the reserved one.

In the reserved area, a section devoted to thematic working groups has been created. It includes subsections for each working group. If needed, subsections for national working groups can be added.

The website is fully described in **Deliverable D7.1 – Project public website**.

If a member of the network wants an information or material to be published in the website, he can ask it via mailing lists (specifying in the object: TO BE PUBLISHED IN THE WEBSITE) or sending an e-mail to the website content manager (see Who is Who chapter for contacts).

4.5 MEETINGS

Each working group will meet as often as required to ensure that its activities are aligned with the project workplan.

In order to minimize costs, it is advisable to plan working groups meetings at the same time as plenary meetings, scheduling them together with the Technical Coordinator and the organizing partner.

It is recommended that meetings should be finalized, with an agenda, at least 15 working days in advance. It is suggested that WG Coordinators use *Doodle* (<http://doodle.com/>) or similar service to schedule participation. This is so that everyone can see the state of participation.

It is possible for working groups to organize joint meetings.

Each meeting will have a **chairperson** (usually the WG Coordinator), responsible for calling meetings, setting the agenda, management of the meeting, and drafting of the minutes.

The minutes and the list of participants of each meeting will be circulated within two weeks of the date of the meeting or at another date agreed by the participants. They should be in any case be circulated and approved before the next meeting.

Experts' travel costs are covered by the relevant partner. If the participation of an external expert is foreseen, eventual reimbursement costs must be authorized and approved by the project management.

Working groups may also organise Skype (<http://www.skype.com>) conferences which will follow the same rules as face-to-face meetings, as far as organisation and reporting are concerned.

4.6 DOCUMENTATION

All documentation produced within the working group, including agendas, minutes, presentations, reports, images, etc will be uploaded and made available on the project website (in public pages or in the reserved area, depending on the nature of the documentation).

After publication on the website, the WG coordinator will inform all Working group members and the wider network of common interest where to find the materials.

In order to facilitate the interpretation of outputs, some predefined report formats have been set up by the project management.

Please see annex 4 for a Minutes Template and Annex 5 for PPT Template to be used for presentations.

These templates are also available in the reserved area of the website.

Outputs produced by Working Groups will be used and integrated in the deliverables of the relevant Work-packages. Working groups do not need to produce official deliverables. The authors of the WP deliverables are directly involved in the WGs and so their outputs are informed by the WG activities.

4.7 PERFORMANCE AND MONITORING

The following indicators will be monitored in order to minimize the risk of low performance on the part of the WGs:

- meeting the goals that have been established;
- completing the work on time;
- producing consistently high-quality work.

Swift remedial action will be undertaken in case of deficiencies in any of these three key areas.

The number of working groups, of organizations and experts involved will be success indicators.

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5 CONCLUSIONS

Taking part in the Linked Heritage Working Groups is beneficial for the experts involved and the institutions they represent. Among the main benefits and positive outcomes of participation, there are the following:

- Being part of an interdisciplinary cross-domain community, expert in digitisation topics, which sees a close cooperation with Europeana;
- Being able to contribute advice, expertise and ideas;
- Being kept informed on the progress made by digital cultural heritage research;
- Participation in dissemination and training activities;
- Benefiting from good practices;
- Being able to use project materials and outputs within professional and academic contexts.

The respect of recommendations given in this deliverable will help the project management and the technical coordinator to monitor the project activities.

The number of working groups, of organizations and experts involved will be success indicators.

ANNEX 1: WHO IS WHO

This annex includes main contacts about the network of common interests and current working groups components.

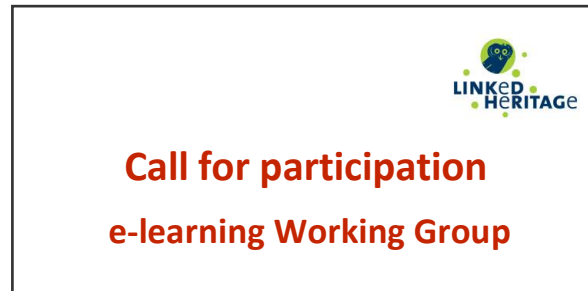
It will be made available in the reserved area of the project website and periodically updated.

Role in the network	Reference person	Institution	E-mail
Project Manager WP1 Leader	Rossella Caffo	ICCU	rossella.caffo@beniculturali.it
Technical Coordinator	Antonella Fresa	Promoter	fresa@promoter.it
WP2 Leader	Gordon McKenna	Collections Trust	gordon@collectionstrust.org.uk
WP3 Leader	Roxanne Wyns	KMKG	r.wyns@kmsg-mrah.be
WP4 Leader	Michael Hopwood	Editeur	michael@editeur.org
WP5 Leader	Stephanos Kollias	NTUA	stefanos@cs.ntua.gr
WP6 Leader	Sorin Hermon	The Cyprus Institute	sorin.hermon@gmail.com
WP7 Leader	Laura Tallandini	UniPadova	laura.tallandini@unipd.it
Website Content Manager	Maria Teresa Natale	ICCU	mariateresa.natale@gmail.com
Webmaster and mailing lists manager	Andrea Tempera	ICCU	andrea.tempera@beniculturali.it
ICCU Secretariat	Alessandra Stella	ICCU	alessandra.stella@beniculturali.it
ICCU Secretariat	Sara Moretto	ICCU	sara.moretto@beniculturali.it
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Working group 3			

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	Roche, Christophe	UniSavoie (France)	christophe.roche@univ-savoie.fr
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Working group 4			
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	Mensing, Petra	TIB-UH (Germany)	Petra.Mensing@tib.uni-hannover.de
	Moldovan, Istvan	NSL (Hungary)	istvanmold@gmail.com

	Vogelbacher, Michael	MVB (Germany)	M.Vogelbacher@mvb-online.de
Working group 7			
Referee	Antonella Zane	UniPadova (Italy)	antonella.zane@unipd.it

ANNEX 2: EXAMPLE OF CALL TO PARTICIPATION IN A WORKING GROUP



July 15 2011

Dear All,

as you already know, the University of Padua (UNIPD) is the WP7 Leader and participates actively in the Task 7.2 "Training" implementing the virtual learning environment (VLE).

The main aim of the Task 7.2 is to provide for a comprehensive training syllabus, in order to make easier both the use of complex metadata and the enrichment of Europeana.

UNIPD will make profit from its experience on e-learning in order to design, develop and implement a comprehensive training programme about the most relevant topics of the project. The VLE will be based on Moodle – a free open-source PHP web application for modular internet-based courses – and will be hosted in the Moodle farm of the University.

How are we going to go about it?

First of all, we need to gather training materials from different sources:

- LH partners (i.e. documentation already available on research results in their field of interest, LH project results and deliverables)
- sister projects (i.e. Athena booklets and wiki)
- Europeana family projects' documentation

Furthermore, we are going to plan and develop a set of new Learning Objects (LOs) and make them available through the VLE. LOs are short digital lesson units that can be reused and combined to build tailor-made courses. We will make a special effort to build LOs tailored for an entry-level target audience, in order to help gain a basic knowledge on LH topics. Anyway, the training program will also include a set of advanced modules showing the results of the project .

To face this challenging task and fulfill the project expectations we need your contribution!

We are going to set up a thematic Working Group on e-learning that should act both as a *locus* for sharing ideas and discussions on e-learning issues and as a studio where participants will contribute to the development of LOs testing the first “prototypes” and providing content translation.

The WG will aim to:

- cooperate in defining the Table of Contents of the training syllabus
- test the Learning Objects produced by UNIPD as we go along
- provide translation of the Learning Objects in the mother tongue of WG members

What we expect from the e-learning Working Group members:

- an active contribution to the definition of the Table of Contents of the training syllabus: there are many important topics we would like to deal with but we know that Learning Objects production is a very demanding task. For this reason we ask you to join in building up a list of LOs ranked by priorities (i.e.: “absolute must; strongly recommended; suggested”)
- availability to test the Learning Objects produced by UNIPD: LO prototypes will be submitted to your evaluation as we go along
- collaboration to translate the Learning Objects contents (text, audio) in the mother tongue of WG members

The “master” LOs will be produced in English. Anyway we believe that the availability of the contents in different languages would facilitate a wider dissemination to the potentially interested audience. Partners interested in providing translation of learning objects for their native-speaker users are warmly invited to join the WG.

If you are interested in joining the e-learning Working Group, please write to antonella.zane@unipd.it copy to massimo.ferrante@unipd.it possibly no later than 15 September.

Next steps

September 2011: set up of a mailing list for the e-learning Working Group

October 2011: UNIPD sends to WG members a proposal for the Training Syllabus and LOs list.

22-23 November 2011: first internal meeting of WG at the plenary meeting of the project in Barcelona.

UNIPD WP7 team:

Laura Tallandini scientific coordinator

Antonella Zane project manager

Elena Bianchi coordinator of e-learning professionals

Massimo Ferrante e-learning professional

Michele Visentin Phaidra and e-learning professional



ANNEX 3: INVITATION LETTER FOR COOPERATION

ON ICCU LETTER HEAD

Linked Heritage is a 30 month EU project, the main goals of which are to contribute large quantities of new content to Europeana, from both the public and private sectors; to demonstrate enhancement of quality of content, in terms of metadata richness, re-use potential and uniqueness; to demonstrate enable improved search, retrieval and use of Europeana content. The consortium includes representatives of all the key stakeholder groups from 20 EU countries, together with Israel and Russia. These include ministries and responsible government agencies, content providers and aggregators, leading research centres, publishers and SMEs.

Several Working Groups have been created in the framework of the project in order to reach the goals of the Linked Heritage project.

In my role of project coordinator, I'm inviting your institution to cooperate with the project by means of experts participating in our working groups.

Linked Heritage working groups activity is to:

- explore, analyse, discuss and share expertise on the topics of interest
- discuss specific activities and results carried out in the framework of the project
- suggest new ideas that can improve the outcomes of the working group goals
- participate in surveys and testing activities
- contribute to edit reports, studies, and publications on specific topics
- illustrate relevant good practices in the topics analyzed
- participate in training activities
- contribute to disseminate the results of the activities in workshops, seminars, conferences and other events at national and European level
- promote outcomes beyond the working group.

Taking part in the Linked Heritage Working Groups is beneficial for the experts involved and the institutions they represent. Among the main benefits and positive outcomes of participation, there are the following:

- Being part of an interdisciplinary cross-domain community, expert in digitisation topics, which sees a close cooperation with Europeana;
- Being able to contribute advice, expertise and ideas;
- Being kept informed on the progress made by digital cultural heritage research;
- Participation in dissemination and training activities;
- Benefiting from good practices;
- Being able to use project materials and outputs within professional and academic contexts.

I'm enclosing the Linked Heritage Working Group Terms of Reference.

If you agree that you institution cooperate with the Linked Heritage Project, I kindly ask you to communicate to me the name of the expert who will take part in the Linked Heritage working groups.

Kind regards


Rossella Caffo signature

Date

ANNEX 4: MINUTES TEMPLATE

This is the template that working groups referees must use when they report on meeting.

This template is also available in the reserved area of the website.

	WG n. – WG name Number WG Meeting
Place and Date Town, Country (Start time – End time) Venue Institution name and address	

Participants (alphabetical order)

Surname, name	Organisation (Country)	E-mail

Aims of the meeting

For participants	For WP Leader

Agenda and Minutes

Agenda item	Minute

To-do-List and Deadlines

Who	What	When

ANNEX 5: PPT TEMPLATE FOR PRESENTATIONS

Here it's possible to see a template of the presentation cover and a template of the descriptive slides. The relevant files are available in the reserved area of the website.



Template of the presentation cover



Template of descriptive slides