NDSR Art

Assessment of the 2017-2018 program year

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Table of Contents

Executive Summary

The following report summarizes results from an independent assessment of the first cohort of National Digital Stewardship Residency (NDSR) Art program conducted during July and October of 2018 by Meridith Beck Mink. This formative evaluation focused on gathering qualitative feedback from the four residents and their project supervisors.

The National Digital Stewardship Residency (NDSR) was created by the Institute for Museum and Library Services (IMLS) in collaboration with the Library of Congress (LC) to increase the number of trained professionals prepared to address the increasing need for effective management of digital materials. NDSR Art was funded through an IMLS grant to the Philadelphia Museum of Art (PMA) in partnership with the Art Libraries Society of North America (ARLIS/NA) in 2016. NDSR Art represents the sixth iteration of NDSR and adapted the original model specifically to art librarianship by designing residency projects and a curriculum focused on art information management. The program created two 12-month residencies with four residents in each cohort (eight residents total) between 2017 and 2019. The first cohort's residencies ran from July 2017 to July 2018, while the second cohort's work spans July 2018 to July 2019.

The NDSR Art program has three interconnected goals related to digital stewardship in art libraries: develop a workforce prepared to address digital preservation in the field of art librarianship and archiving; develop the professional competencies of art information professionals; create a curriculum focused on art information management. In order to accomplish this, NDSR Art will place two cohorts of residents in host institutions across the country. This assessment addresses the first cohort of residencies that ran from July 2017 to July 2018. Karina Wratschko, the Digital Initiatives Librarian at the Philadelphia Museum of Art, and Kristen Regina, Arcadia Director of the Library and Archives at the Philadelphia Museum of Art, manage the program.

The present assessment found that NDSR Art 2017-2018 was an effectively managed program where residents and supervisors reported a high level of satisfaction with their experience. Communication between the program managers and participants was particularly successful, as was the cohesiveness among the first cohort. Participants made recommendations for how the

program could be improved, which mainly focused on the development of the association between NDSR Art and ARLIS/NA, as well as the professional development component for the supervisors.

Methodology: Mink conducted interviews and surveys to capture feedback on the experiences of NDSR Art residents and supervisors. There was 100 percent participation from NDSR Art residents, supervisors, and program managers in this evaluation. Mink also reviewed all documentation associated with NDSR Art residents and program managers, such as the original IMLS grant narrative, applications, and the final resident reports.

Note of terminology: In the following report the term "supervisor" refers to the staff member at the host organization who managed and oversaw the NDSR Art project and resident. This role is sometimes referred to as "mentor" or "host" in the larger NDSR community, but supervisor was selected in order to disambiguate this person from the ARLIS/NA mentor.

Successes

- Assessment participants offered minor critiques and suggestions, but generally described NDSR Art as a great success
- Residents reported a very collegial and supportive cohort experience
- Participants generally felt that communication from NDSR Art administration was clear, timely, and consistent
- Residents overwhelmingly felt that the program was very effective in contributing to their professional development
- Supervisors reported that residencies had an overwhelmingly positive impact on host organizations

Challenges

- The association with ARLIS/NA needs development and improvement, especially in regards to the ARLIS member mentorship component.

- Supervisors felt that the professional development component for themselves as mid-career librarians needs to be further developed
- Some residents received additional professional development funding from their host organizations, which caused a small degree of tension between participants

Findings

Resident Experience

The first cohort of residents was very satisfied with their experience in NDSR Art. Residents unanimously rated their overall NDSR Art experience as extremely valuable and their overall experience at their host organizations as extremely valuable on the exit survey. One resident responded, "I am so happy that I was able to be a part of [NDSR Art] and will be singing its praises for years to come!" This statement captured the overall enthusiasm that each of the first residents conveyed about the program. Another resident succinctly described the success of her experience as follows: NDSR Art "gave me experience in museums, art preservation, disk imaging, project management, and communication and networking. I met many people in various fields that I can now connect with in the future."

Residents reported that their reasons for applying to the program—the prestige of NDSR; the desire to gain skills in digital preservation; the opportunity to increase employment prospects; and the desire to gain expertise in new media and arts information—were also realized.

Overall each resident reported gaining concrete skills in line with NDSR Art's mission and substantial professional growth. At least one resident described the residency as allowing her to put theory into practice, an explicit aim of the overarching NDSR model.

The NDSR Art curriculum and immersion week: NDSR Art was established to develop the professional competencies of art information professionals, and to create a curriculum focused on art information management. In the grant narrative, NDSR Art leaders noted that this curriculum would address, the following topics including: fair use, copyright, and image rights management; digital asset management with a focus on image management and its issues of discoverability and preservation; institutional repositories; and workflows for art specific data (Philadelphia Museum of Art 2016, 5).

The residents were asked directly in the survey to assess how effectively the NDSR Art curriculum addressed those issues:

- All of the residents indicated that they gained expertise in institutional repositories and workflows for art specific data (see Figure 1: Applied Experience Gained)
- Three residents agreed, and one resident strongly agreed with the following statement: "The NDSR Art curriculum effectively addressed issues of fair use, copyright, and image rights management" (see Figure 2: Fair use, copyright, and image rights management)
- Three residents agreed, and one resident disagreed with the following statement: "The NDSR Art curriculum effectively addressed issues of digital assets management, especially related to image management and issues of discoverability and preservation" (see Figure 3: Digital Assets Management)
- One resident expressed wanting more "technical skills in a specific area, especially preserving digital art objects."

Q4 In which of the following areas did you gain applied experience during your residency? Check all that apply:

Figure 1: Applied Experience Gained

Q10 To what extent do you agree with the following statement? The NDSR Art curriculum effectively addressed issues of fair use, copyright, and image rights management.
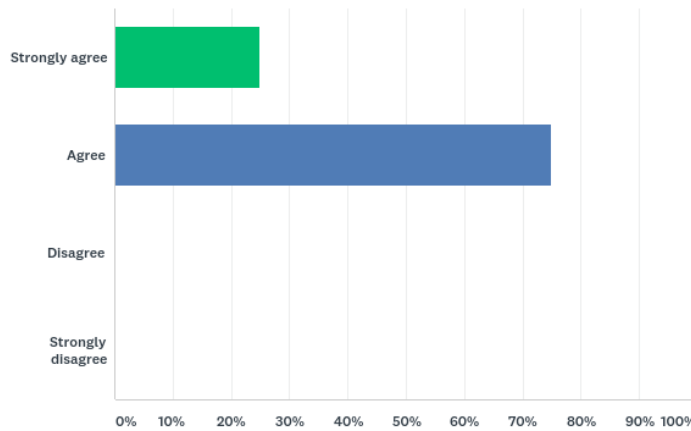

Figure 2: Fair Use, Copyright, and Image Rights Management

Q11 To what extent do you agree with the following statement? The NDSR Art curriculum effectively addressed issues of digital assets management, especially related to image management and issues of discoverability and preservation.
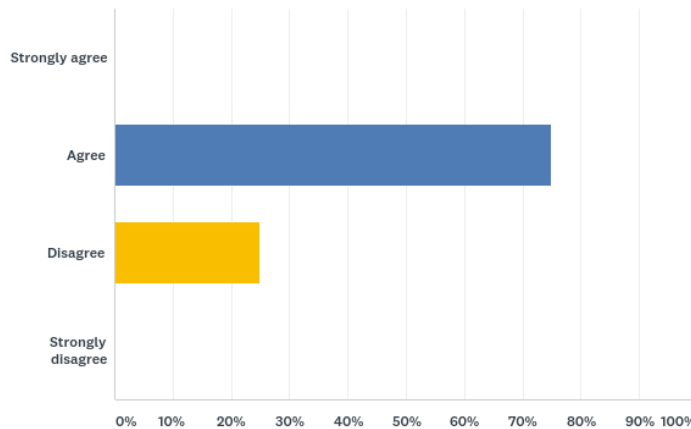

Figure 3: Digital Assets Management

All four residents felt the NDSR Art curriculum and immersion week were highly relevant and useful. One resident observed that:

Immersion week was extremely helpful and corresponding reading and resources given to us before immersion week were also really helpful. I was someone coming into this

[NDSR Art] with very little knowledge about time-based media specifically … I knew about art generally, but not about that particular type. A lot of the resources provided were really good ones, they weren't just general overviews, they dug into the meat of it.

On the survey, half of the residents rated the immersion week curriculum as moderately helpful and the other half rated it as very helpful. In interviews, residents unanimously expressed satisfaction with immersion week. The sessions with David Newbury, Jake Nadal, and Ben Fino-Radin were mentioned as particularly memorable and useful to residents.

When asked if there were areas of the curriculum that needed improvement, none of the residents offered significant critiques or recommendations and they all indicated that they were generally satisfied with it. Two residents, however, suggested that the curriculum provide job search training and interviewing skills.

Digital preservation skills: In interviews and in the survey, the first NDSR Art cohort was asked to describe what digital preservation skills they acquired during the residency. They unanimously indicated that the program provided an opportunity to expand their skill sets and their expertise in digital stewardship. All residents also specified that their level of expertise in digital preservation increased through participation in the program. The applied skills and expertise that they gained depended on the nature of their individual project work. Residents reported gaining experience in the following applied areas of digital stewardship:

- All residents reported gaining experience in institutional strategies such as contributing to policy, auditing, or determining best practices
- All residents reported gaining experience in organizational activities, such as acquisition and appraisal or preservation planning
- Three of the four residents reported gaining content specific preservation experience in areas such as web or time-based media
- Two of the four residents reported gaining hands-on experience with a preservation system, such as Archivematica or Preservica
- One resident gained experience in implementing a preservation system

Residents were also asked if there were areas that they expected or desired to gain more training in during their NDSR Art experience. Only one resident reported gaining experience with implementing digital preservation systems, and at least two residents identified this as a desired skill area. One resident noted that her work was "purely preservation planning and not hands-on," while another said "I thought for sure we'd end up implementing something like Archivematica or Preservica."

When asked how the NDSR Art managers and curriculum could address this gap, residents were aware that much of what they learned was very project-dependent. One emphasized that she was not disappointed that she did not have the chance to implement a preservation system, but that her experience differed from her initial expectations going into the residency. One resident had hoped to gain command line skills; another mentioned wanting to learn more about disc imaging; and another was looking for more experience with "traditional archiving." These responses are consistent with feedback from NDSR residents in other program who also expressed that the technical skills related to digital stewardship varied significantly across projects (Mink 2016, p 28, 61).

Professional development and soft skills: In addition to gaining expertise in digital preservation and art information management, all residents praised the professional development aspect of the program. All residents reported that they gained experience in project management, self-direction, bridging units and/or departments, and overall professional communication.

The residents unanimously reported gaining skills in professional writing and public speaking. One resident described having avoided public speaking her entire life, but knew that presenting about her NDSR Art work was a significant component of the residency, "I knew that I was going to be pushed out of my comfort zone." She remarked that public speaking during the resident went very well because "I was around supportive people: the project managers, the mentors, the other residents." She went on to describe NDSR Art as a "safe space" where she was not afraid grow.

The cohort experience: The NDSR Art program was the second NDSR initiative to place residents in host organizations across the country and experiment with a "distributed cohort" model. The first cohort of NDSR Art residents was satisfied with this distributed model and described a very strong and collegial cohort.

All the residents felt that unstructured socializing was essential to building cohesiveness among their cohort; the field trips during immersion week, and meals at conferences were singled out as opportunities where bonding occurred. One resident noted that the most important aspect of immersion week for her was the chance to get to socialize and bond with her cohort.

NDSR Art residents communicated via Slack on a daily basis and had bi-weekly meetings using GoToMeeting. After immersion week at the Philadelphia Museum of Art, residents engaged in monthly virtual training sessions, attended several conferences together, and visited each other's host organizations. All of the residents also expressed a desire to stay in touch with their cohort and collaborate in the future, although no plans had been formulated at the time of the assessment.

Mentorship experience: NDSR Art assigned two mentors to each resident: a primary, host mentor/supervisor who oversaw the NDSR project; and a secondary mentor who was a member of the Art Libraries Society of North America (ARLIS/NA).

Overall, residents offered no negative feedback or critiques of their host organization or primary mentors/supervisors, and the residents unanimously rated their overall experience at their host organizations as "extremely valuable" in the survey. One resident described their host organizations as "very inspiring, supportive, and progressive place to work. I really felt like a part of the staff and not a temporary employee."

All of the residents described their project mentors/supervisors as either "very" or "extremely" responsive in the survey. All of the residents expressed that their project mentors/supervisors provided useful feedback on their project work. All residents characterized this feedback as valuable and insightful, however one resident noted that she mainly received feedback when requested and wanted more regular feedback.

ARLIS/NA component of NDSR Art: The residents were less satisfied with their experience with ARLIS/NA and their ARLIS mentors. Overall the one-on-one relationships between the residents and their ARLIS mentors were largely deemed unsuccessful. The residents unanimously disagreed on the survey with the statement: "My ARLIS mentor provided me with exposure to and guidance in the arts information." One resident said "there was really no mentorship" provided by her designated ARLIS mentor, while another resident remarked that she wished the ARLIS mentors were more carefully matched with the residents and described her mentorship as "lacking." In an interview, another resident noted that her ARLIS mentor helped her plan a local chapter meeting and felt that it was helpful to have "a conduit" into the local group.

Overall, the opportunity to interact with the local ARLIS chapters was more successful for residents, but this depended on the activity and engagement of the particular ARLIS group. Three of the four residents agreed that their local ARLIS chapters were useful in making professional connections in their host cities; while one resident strongly disagreed with this statement on the survey. One resident found attending chapter meetings very helpful and described gaining more from those interactions than from the mentorship. Another resident, however, noted that she did not attend any local ARLIS chapter meetings.

All NDSR Art residents were required to attend the annual ARLIS/NA conference in New York in February 2018. The residents largely agreed that ARLIS/NA conference attendance was useful for networking. Overall, however, residents were appreciative of having a platform at the conference to share their work.

Ultimately, NDSR Art participants supported the concept of assigning an ARLIS/NA member as a mentor, but these additional mentors were not particularly effective. Two residents agreed that the concept connecting NDSR Art to a professional organization was good, but questioned whether ARLIS/NA was the right organization. One resident specifically said hat she found her connections to the American Institute for Conservation much more valuable and relevant to her work.

Career impact of NDSR Art: The first cohort of NDSR Art residents was universally highly enthusiastic about the impact the program has had on their careers. All four of the residents are currently employed and credit NDSR Art directly with their hiring.

Two residents described participating in NDSR Art as the best career decision that they had made to date. Another wrote on the survey, that NDSR Art "directly led to my getting hired at my current job—they saw me give a presentation about my NDSR Art project and then reached out to me about applying for an opening." Another commented "NDSR Art impacted my career in a meaningful way. I am now employed at my host institution. Other professionals reach out to me for advice, especially after hearing me talk at conferences or reading my final NDSR Art report."

In general, the residents viewed NDSR Art as a crucial professional stepping-stone to better job prospects. Some residents expressed wanting more training directly related to post-NDSR job search, for example one resident suggested an immersion week session on the job search and another suggested enrichment sessions on job-searching and interviewing.

Critiques and Challenges: Residents offered minimal negative feedback or constructive criticism about the program and were largely very happy with their experience. One resident, however, noted that she received less professional development funds than her peers because some of the host organizations topped off funding. The same resident described this as making some interactions awkward, despite the overall collegiality of the cohort.

The exit survey was administered three months after the end of residencies, allowing the cohort time to further digest their experience. In the survey the residents provided the following suggestions:

- One resident described the end of the program and process of job hunting as "overwhelming" and noted that she would have liked the program managers to check in with the residents to "see how they're holding up"
- One resident noted that relocation assistance and compensation would "greatly expand the body of applicants to future NDSR programs. The lack of relocation funding immediately excludes applicants that do not have the finances to pay for the costly

moving expenses. I would not have been able to participate in NDSR Art had I not borrowed money from both of my parents to pay moving expenses, which is something many people are unable to do"

- One resident wanted more feedback on the midterm report in order to help prepare the final report
- One resident recommended a week break between immersion week and the beginning of the residency

Supervisor Experience

In general, NDSR Art supervisors expressed a great deal of satisfaction with their experience. All supervisors provided positive feedback about their resident, the project work accomplished during the residencies, and the overall impact the program had on their organizations. One supervisor concluded, "My experience overall was excellent and I have great respect for the professionalism and care the program staff gave to making the Residency successful for all of us, resident and host alike."

All NDSR Art supervisors noted that their organization was interested in participating as host in NDSR in order to strengthen their organization's approach to digital preservation and address specific issues related to digital stewardship. Significantly, three of the four NDSR Art host representatives noted that their organizations participated in NDSR Art as a means to dedicate a staff person to address digital preservation issues, underscoring statement made NDSR Art's original grant narrative that " there is often not adequate staff-time, funding, or expertise to deploy digital preservation systems, and most museum and liberal arts academic infrastructures cannot afford to create or sustain digital preservation platforms without complex restructuring or extensive use of costly vendors and consultants."

Interaction with NDSR Art managers / administration: Supervisors were unanimously positive about their experiences and interactions with the NDSR Art managers. All of the supervisors made positive remarks about the administration of the program, including that it was "beautifully run" and "very smooth and very professional." Another supervisor commented

that "the program was well organized and provided great guidance overall." All the supervisors who participated in the first round of NDSR Art echoed these sentiments.

Supervisors noted that the documentation related to the program was useful and relevant, however the following comment summarizes feedback on the administration of the program well:

> While the documentation was useful as a reference the availability and helpfulness of the NDSR Art project team was the real key to our helping make the residency successful. Making the connections at our immersion week training and then reinforcing them through the visits, group conference attendance and calls made us a real, connected community.

Critiques of the communications from NDSR Art managers to host organizations were minimal, but included a comment on the survey that stated "though initially (at the very start of the project), I was sometimes left waiting for answers to questions I thought should have been easy for the program to answer." The respondent suggests that the issue was rectified early on the program. In addition one supervisor noted that she felt the NDSR Art website needed more frequent updating because some information was published on the ARLIS website first.

Mentorship experience: NDSR Art supervisors were generally satisfied with their NDSR experience as mentors and project managers. They all agreed that attending immersion week and the site visits contributed to making their NDSR Art experience successful and building relationships with their mentees and each other.

NDSR Art supervisors took advantage of Slack, had regular check-ins with each other that were facilitated by the program manager. The supervisors noted that their communication focused on "checking in about the residents and their projects," and did not focus on "creating a relationship between ourselves that's going carry forward outside the project."

Two supervisors noted that the relationships with residents tended to be highly reciprocal and that they learned a great deal from the residents. Both these supervisors felt that the NDSR model and language (established prior to NDSR Art) led to the concept of management and

mentorship being conflated. All supervisors felt that they were successful project managers and made sure deliverables were met, however some questioned if the residents were getting enough true mentorship. Mentorship, according to the supervisors included aiding the residents in meeting life and career goals, seeing past the residencies, networking, and sharing professional experiences.

ARLIS/NA component of NDSR Art: Similar to the residents, NDSR Art supervisors had mixed responses to the effectiveness of ARLIS/NA members as mentors and the impact of the program's association with the organization more generally.

Overall, the supervisors questioned the degree to which the ARLIS mentor provided mentorship to the NDSR Art residents. One supervisor noted, "our [ARLIS] mentor hasn't really mentored much." On the survey, supervisors had varying responses to the question: "To what extent do you agree with the following statement? The ARLIS/NA mentor supported the professional development of my resident" with one responding that they didn't know, one disagreeing, one agreeing, and one strongly agreeing.

Supervisors were equally mixed in their reactions to the overall effectiveness of the association between NDSR Art and ARLIS/NA. One supervisor described the ARLIS's involvement as "really lacking" and went on to say " it seemed superfluous to our NDSR Art project, but if it is meant to be more successful, it definitely needs to be more of a focus. That is incumbent upon the ARLIS community, rather than the program staff." This same supervisor felt that there was so little interaction with ARLIS that the association had no impact on her NDSR Art experience. One supervisor noted that ARLIS was not her professional community, regardless she felt that attending the ARLIS/NA conference did allow her to extend conversation to colleagues outside of the archive community.

Professional development for mid-career librarians: One of the stated aims of NDSR Art was to "extend the professional development to mid-career librarians, in addition to new professionals" by equipping the host organization staff acting as supervisor in digital preservation as well. This assessment found that this is an area where the NDSR Art program can improve.

In general, all the supervisors felt that this area of the program needed development. One supervisor noted that "in my day to day professional practice, I don't think I'm taking a lot from what the program gave me" and went on to say that the bulk of her own learning and professional development came from working on the NDSR Art project with her resident. Another felt that "a little more focused meetings and discussions, and maybe more host-specific enrichment sessions could be developed" to address this aspect of the program's mission. The supervisors were unclear if the enrichment sessions were designed for their participation and professional development as well.

The main ways that supervisors saw opportunities for their own professional development was through participation in the immersion week and at the final symposium hosted by Yale. One supervisor described the later as "quite enlightening."

Travel funding was another issue raised for supervisors in terms of participation in the program and their own professional development. NDSR Art did not provide funding for supervisors to attend some of the events related to the residencies, such as the site visits to different host organizations. In some cases this meant that a supervisor was not able to site visits.

Impact on host organization: Supervisors unanimously felt NDSR Art had a positive impact on their organization's approach to digital stewardship. The NDSR Art supervisors were asked on the survey to characterize their organization's approach to digital stewardship prior to NDSR Art: three of the four supervisors characterized their organization's approach as "underdeveloped" before NDSR Art, while one characterized their organization's approach "adequate, but needing development." Two of the supervisors also noted that their organizations were starting from scratch in terms of digital stewardship of time-based media art. All supervisors agreed that the program helped develop their organizations approaches and practices to digital preservation of art.

Supervisors felt NDSR Art was particularly successful in raising awareness about digital preservation at their organizations. On the survey, three supervisors responded that NDSR Art was either extremely or very effective in this regard; while one supervisor characterized the

residency as only "somewhat effective" in raising awareness. One supervisor commented that NDSR Art gave time-based media preservation a lot more visibility and prompted many conversations between departments on digital preservation in general at her organization. Another supervisors noted that participation in NDSR Art allowed her unit to become closer to other constituents in art-related units, departments and programs at her organization.

Overall, the supervisors were extremely pleased with their experience in the program and the impact it had on their organizations. Several expressed a hope that NDSR for art information management will continue beyond the duration of the present grant.

Critiques and Challenges: Supervisors offered minimal negative feedback or constructive criticism about the program and were largely very happy with their experience.

One supervisor noted that her host organization did not provide additional professional development funds to her resident beyond those dispersed by NDSR Art. The supervisor learned, however, that other host organizations had provided additional funding in the form of professional development funds and salary. The supervisor was concerned that this not only put her resident at a disadvantage but created an "uneven playing field" among the residents. She advocated for more transparency in terms of salaries and funding.

Recommendations

Identify host organizations that are implementing or have an established digital preservation system in place and build enrichment sessions around them. In order to address residents desire to learn more about the implementation and use of systems such as Archivematica and Preservica, enrichment sessions focused specifically on a host organization's success and challenges in implementing and using these systems would benefit all participants.

Provide equal professional development funds for all residents. The professional development funding should match expectations regarding conference and meeting attendance. If host organizations are prepared to contribute more to a resident's funding, this should be made clear at the onset of the residencies. An effort should be made to avoid a situation where residents receive dramatically different levels of funding.

Provide full transparency regarding residents' salaries. Residents should know details of their salary prior to the start of the residencies. Some residents wanted full transparency related to each other's salaries in order to avoid uncomfortable interactions.

Continue to identify the most meaningful ways to connect NDSR Art participants with ARLIS/NA. Participants felt that attending the ARLIS conference was particularly beneficial and this should be continued. NDSR Art managers might coordinate more with the ARLIS/NA local chapters to ensure residents have ample opportunities to interact with those groups, including attending and presenting at meetings. In cases where the local chapters are less active, residents would benefit from being connected to the local chapter of another professional organization.

Match ARLIS/NA mentors with residents in a more rigorous way. In order to provide more meaningful mentorship, NDSR Art managers should identify ARLIS members who are keen to mentor in specific areas that correspond to the residents' professional goals. If no appropriate ARLIS mentor is identified, members of the NDSR Art Curriculum Advisory Committee and Advisory Board should be tapped as potential mentors.

Provide mentorship guidelines to appointed ARLIS/NA mentors. In order for the ARLIS/NA mentorship component to be more successful, mentors should be provided with guidelines and expectations related to their role. Appointed mentors should be able to commit to the requirements of their role, such as facilitating career-focused conversations and guidance.

NDSR Art managers should facilitate connections and networking across the two cohorts. Supervisors in particular expressed a desire to continue to participate in enrichments sessions. Providing additional opportunities for all the members of NDSR Art to interact at conferences and capstone events, for example, would build a stronger community of art information professionals and help sustain the momentum of the first cohort.

Design and integrate more professional development activities for NDSR Art supervisors. The project supervisors expressed a desire enhance their expertise in digital stewardship issues beyond managing and working on their resident's individual projects; for example, NDSR Art managers could coordinate sessions at immersion week and enrichment sessions geared directly toward mid-career librarians.

Conclusion

The NDSR Art program has three interconnected goals related to digital stewardship in art libraries: develop a workforce prepared to address digital preservation in the field of art librarianship and archiving; develop the professional competencies of art information professionals; create a curriculum focused on art information management.

Based on the feedback provided by the first cohort of NDSR Art participants the program has successfully trained its first four emerging professionals to address digital preservation in art. All four of the residents are now employed in jobs related to the digital preservation with a strong connection to the preservation of art information: Cate Peebles has a limited term position as Museum Archivist at the Yale Center for British Art, her host organization; Elise Tanner is the Director of Digital Projects & Initiatives Organization at the Center for Arkansas History and

Culture, University of Arkansas at Little Rock; Coral Salomón is the Digital Strategies Librarian at Penn Libraries, her host organization; and Erin Lee Barsan works for Small Data Industries.

Although there were only four residents in the first cohort, NDSR Art has already contributed to growing the workforce in the field of digital preservation art librarianship and archiving. One resident stated that she was "much more comfortable in professional settings than I was before, and NDSR Art expanded my horizons on what I thought I was capable of accomplishing."

The program should continue to focus on developing digital stewardship training for the mid-career librarians and art information professionals who acted as supervisors. Although the supervisors from the first cohort felt this area of the program was somewhat lacking, several indicate a desire to continue to be part of NDSR Art by participating in future enrichment sessions. That is, there are still opportunities to develop their professional competencies and multiple the effects of the NDSR Art curriculum beyond the residents.

Finally, the residents and supervisors were highly satisfied with the curriculum that was developed by the NDSR Art program managers and Curriculum Development Taskforce. The residents felt that the immersion week and enrichment sessions were largely successful in addressing the targeted areas identified in the grant: issues related to fair use, copyright, and image rights management; digital assets management, especially related to image management and issues of discoverability and preservation; and institutional repositories and workflows for art specific data.

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About the Author

Meridith Beck Mink is a researcher and consultant who works on projects related to higher education and cultural heritage institutions, specifically libraries and museums. In addition to doing freelance consulting work, she is the program coordinator for an undergraduate humanities initiative at the University of Wisconsin-Madison. Meridith received her Ph.D. in the history of science from the University of Wisconsin-Madison in 2014. She holds an M.A. in history and B.A. in archaeology from Simon Fraser University. She was a CLIR Postdoctoral Fellow in Data Curation for Early Modern Studies at Indiana University, where she worked on *The Chysmistry of Isaac Newton* project and consulted on digital scholarship in the Herman B. Wells Library's Scholars Commons. Most recently, she was the project lead researcher for the Council on Library and Information Resources' overarching assessment of the National Digital Stewardship Residency programs.

Appendix 1: List of Participants

Erin Lee Barsan
Resident, Minneapolis Institute of Art

Hannah Bennett
Supervisor, University of Pennsylvania

Rachel Chatalbash
Supervisor, Yale Center for British Art

Marge Huang
Supervisor, Philadelphia Museum of Art

Frances Lloyd Baynes
Supervisor, Minneapolis Institute of Art

Cate Peebles
Resident, Yale Center for British Art

Kristen Regina
NDSR Art Program Director
Arcadia Director of the Library and Archives
Philadelphia Museum of Art

Coral Salomon
Resident, University of Pennsylvania

Elise Tanner
Resident, Philadelphia Museum of Art

Karina Wratschko
NDSR Art Program Manager
Digital Initiatives Librarian
Philadelphia Museum of Art

Appendix 2: Interview Protocols

The following protocols are the generic question guides that were sent out to residents and supervisors. All of these questions were asked during the interviews at a minimum, but questions were sometimes added—for clarity and follow up as the interviews progressed.

NDSR Art Evaluation

Residents Question Guide

Project Work & Professional Development

1. What elements of the NDSR Art curriculum were most helpful? (i.e. immersion week training, webinars, etc.)
2. What were the most crucial skills you gained while working on your project?
3. How did the NDSR Art experience benefit you most in terms of "soft skills" (e.g. communication, time management, etc.)?
4. Are there specific skills, experiences, or lessons you expected to gain from the program that you did not?

Mentorship & Network

5. In what ways do you anticipate interacting with your primary project manager in the future?
6. How do you envision interacting with your NDSR Art cohort in the future?
7. In what was your ARLIS mentor most helpful?
8. How did the ARLIS professional organization support your professional development?
9. How can you envision ARLIS further supporting NDSR Art residents?

Concluding Questions

10. Do you feel NDSR Art prepared you to apply for jobs as a digital steward?
11. Are there other types of jobs you feel more qualified for post residency (for example, art

librarianship)?

12. What are your career plans?

13. Would you like to provide any additional feedback?

NDSR Art Evaluation

Supervisors / Mentors Question Guide

Cohesiveness & Communication

1. Overall how would you characterize the communication from the program coordinators to the host intuitions? Are there specific ways communication could have been improved?

Digital Preservation & Project Experience

2. What aspects of the NDSR Art experience were most valuable to your organization?
3. What specific impacts has NDSR Art had on your organization's digital preservation activities and plans?

Mentorship Experience

4. NDSR ART aimed to provide staff at host organizations—not just residents—with professional development opportunities in digital preservation; in what ways did your participation in NDSR enhance your own knowledge and expertise?
5. Do you feel prepared to expand training in digital preservation and stewardship for the arts to peers at your organization?

ARLIS & NDSR Art

6. What was most successful about integrating the professional organization ARLIS as a means to support NDSR ART residents and their projects? How might this mentorship structure be improved?
7. How can ARLIS further support NDSR ART projects and participants?
8. Are there specific ways that you would like more engagement with ARLIS?

Overall NDSR Art Experience

9. How has NDSR Art connected you to a nationwide network of art librarians and organizations addressing digital preservation issues?

10. How can NDSR Art refine the residencies in order to sustain the momentum of the residencies or make the experience more meaningful for host organizations?

11. How do you think the NDSR Art could be improved?

Appendix 3: Survey Instruments

The following pages include the NDSR Art 2017-2018 supervisor or "host" exit survey and the resident exit survey.

Q1 How did you hear about NDSR Art? Check all that apply:

Answered: 3   Skipped: 1
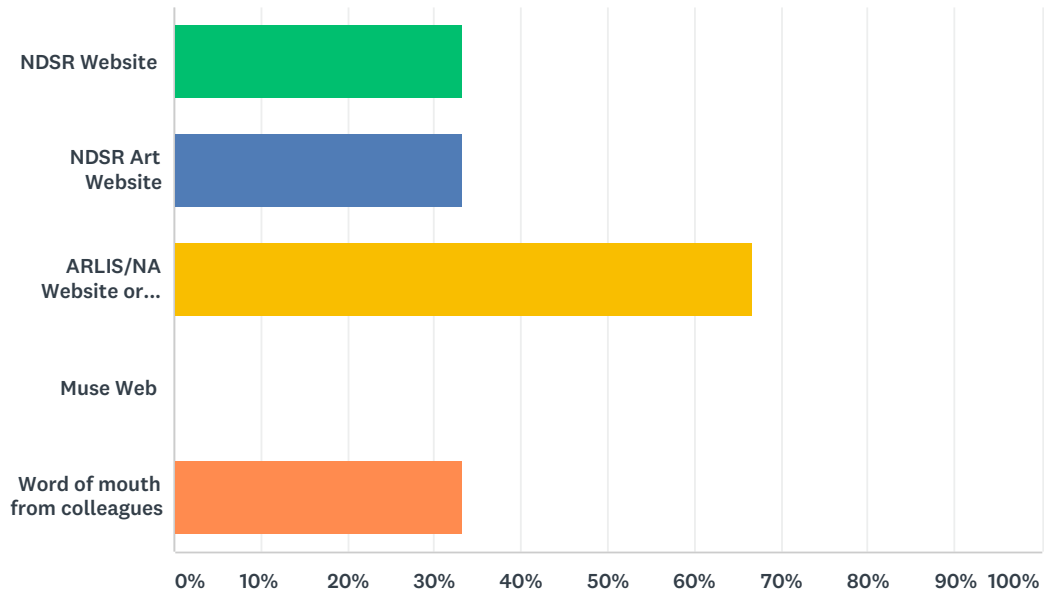
ANSWER CHOICES	RESPONSES	
NDSR Website	33.33%	1
NDSR Art Website	33.33%	1
ARLIS/NA Website or listerv	66.67%	2
Muse Web	0.00%	0
Word of mouth from colleagues	33.33%	1
Total Respondents: 3		

Q2 Which of the following factors influenced your decision to apply to be an NDSR Art host? Select all that apply:

Answered: 4   Skipped: 0
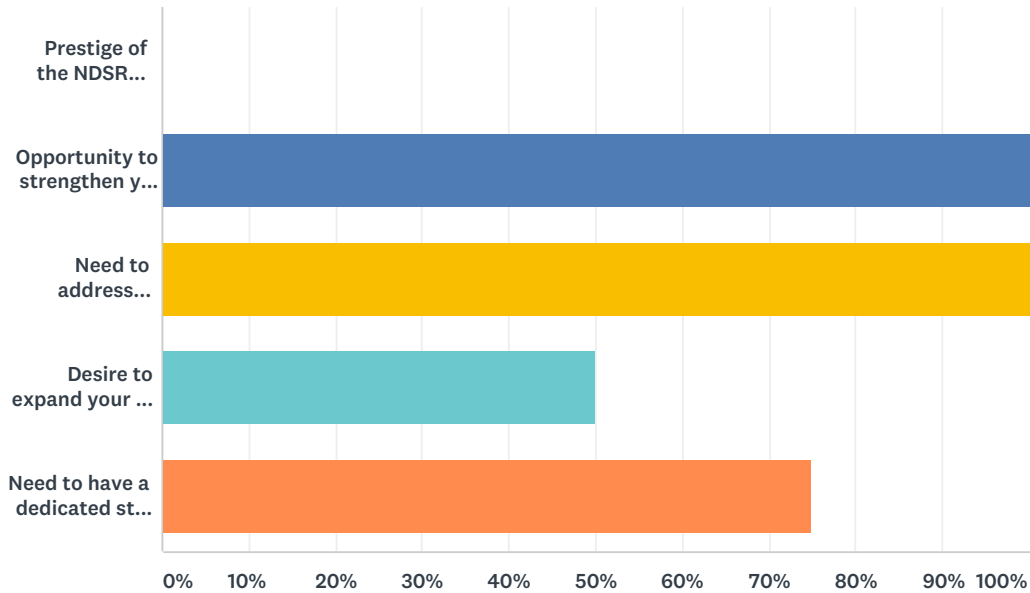
ANSWER CHOICES	RESPONSES	
Prestige of the NDSR program	0.00%	0
Opportunity to strengthen your organization's approach to digital preservation	100.00%	4
Need to address specific issues related to digital stewardship at your organization	100.00%	4
Desire to expand your own skills in digital preservation	50.00%	2
Need to have a dedicated staff person who can address digital preservation issues	75.00%	3
Total Respondents: 4		

Q3 How would you describe your organization's approach to digital stewardship prior to the NDSR residency?

Answered: 4   Skipped: 0
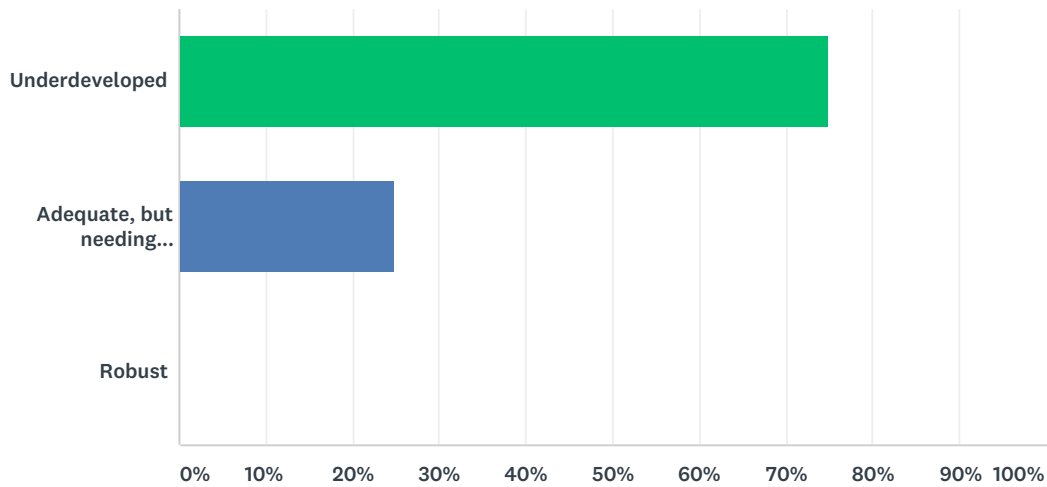
ANSWER CHOICES	RESPONSES	
Underdeveloped	75.00%	3
Adequate, but needing development	25.00%	1
Robust	0.00%	0
TOTAL		4

Q4 How would you characterize NDSR Art's input and guidance on your application and project proposal prior to being accepted as a host?

Answered: 4 Skipped: 0
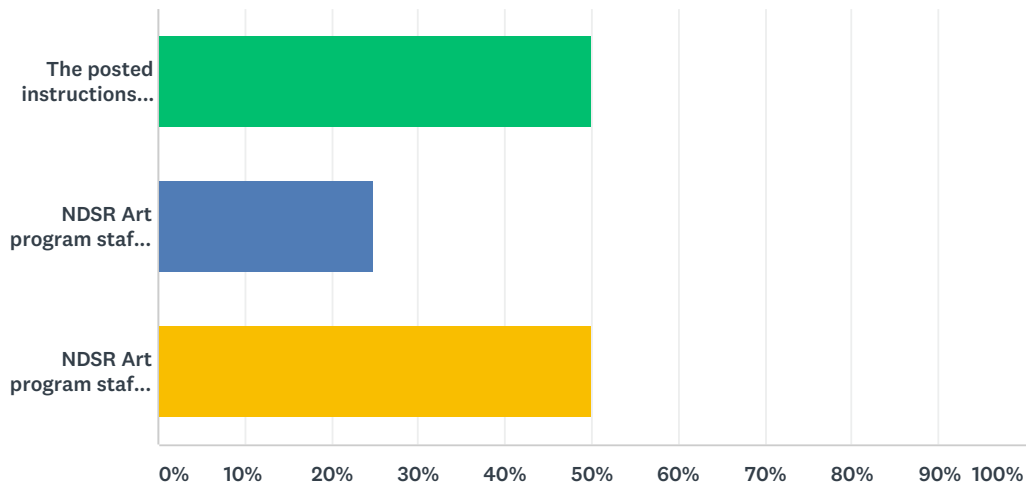
ANSWER CHOICES	RESPONSES	
The posted instructions were adequate to write our proposal	50.00%	2
NDSR Art program staff provided adequate answers to questions beyond the posted instructions	25.00%	1
NDSR Art program staff provided significant and helpful guidance and feedback on our proposal before final submission	50.00%	2
Total Respondents: 4		

Q5 Which elements of the NDSR Art program contributed to making your experience as a host successful? Select all that apply:

Answered: 4   Skipped: 0
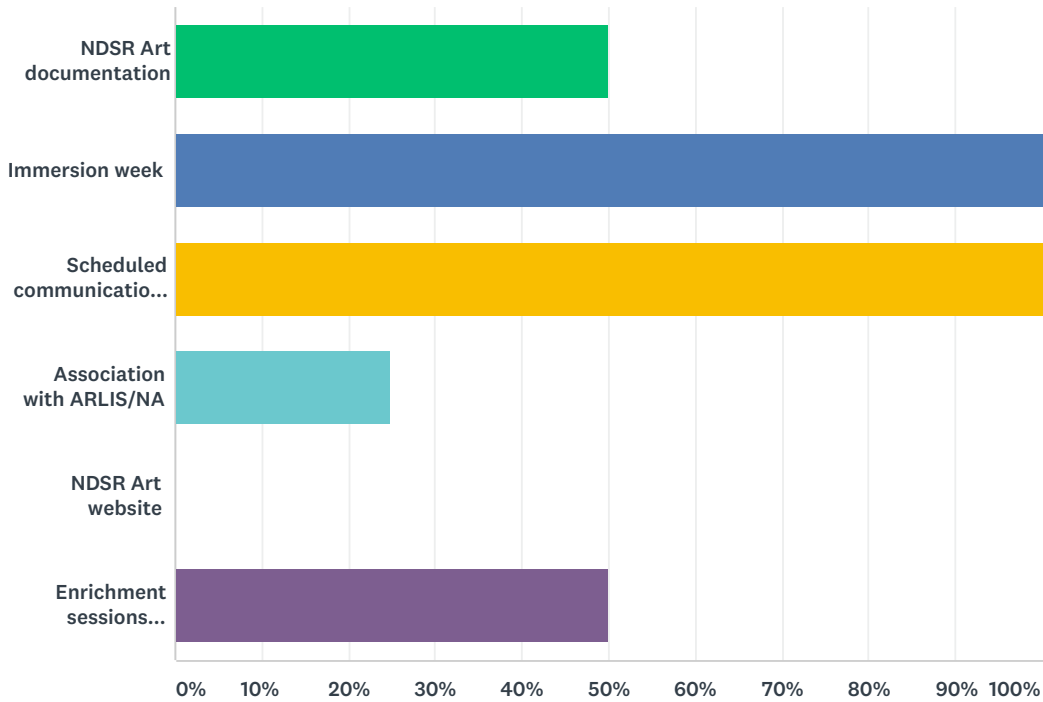
ANSWER CHOICES	RESPONSES	
NDSR Art documentation	50.00%	2
Immersion week	100.00%	4
Scheduled communication (e.g. check ins with other hosts and NDSR Art program staff)	100.00%	4
Association with ARLIS/NA	25.00%	1
NDSR Art website	0.00%	0
Enrichment sessions (webinars, etc.)	50.00%	2
Total Respondents: 4		

Q6 Which elements of the NDSR Art program could be improved for a more successful host experience? Select all that apply:

Answered: 4   Skipped: 0
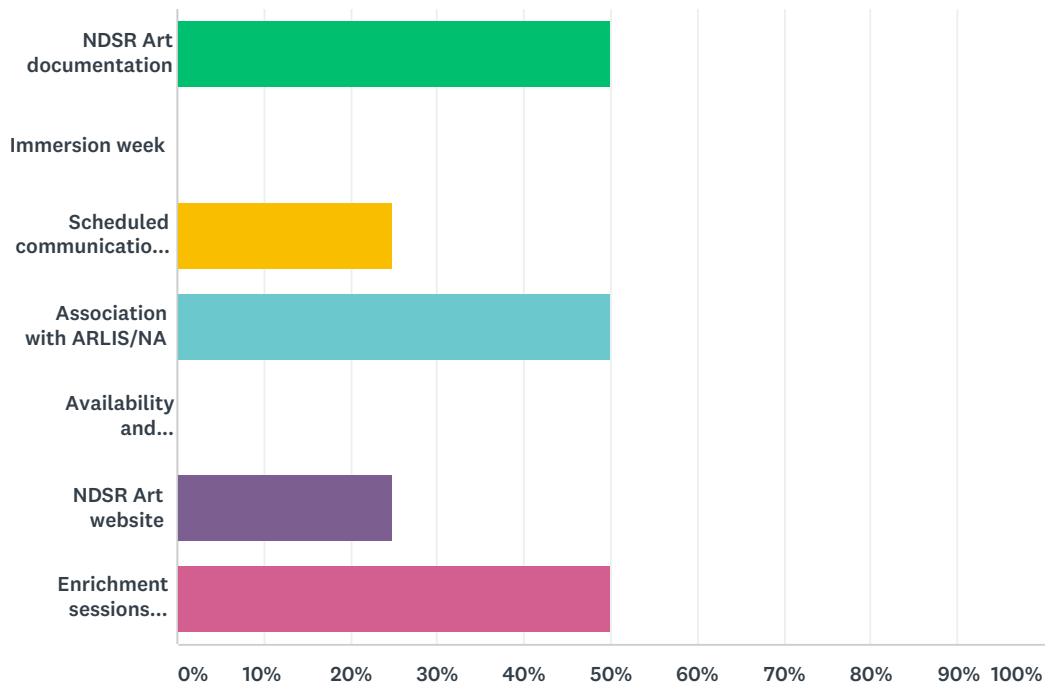
ANSWER CHOICES	RESPONSES	
NDSR Art documentation	50.00%	2
Immersion week	0.00%	0
Scheduled communication (e.g. check ins with other hosts and NDSR Art program staff)	25.00%	1
Association with ARLIS/NA	50.00%	2
Availability and responsiveness from NDSR Art program staff	0.00%	0
NDSR Art website	25.00%	1
Enrichment sessions (webinars, etc)	50.00%	2
Total Respondents: 4		

Q7 How did participation in NDSR Art impact your organization's approach to digital stewardship?

Answered: 4   Skipped: 0
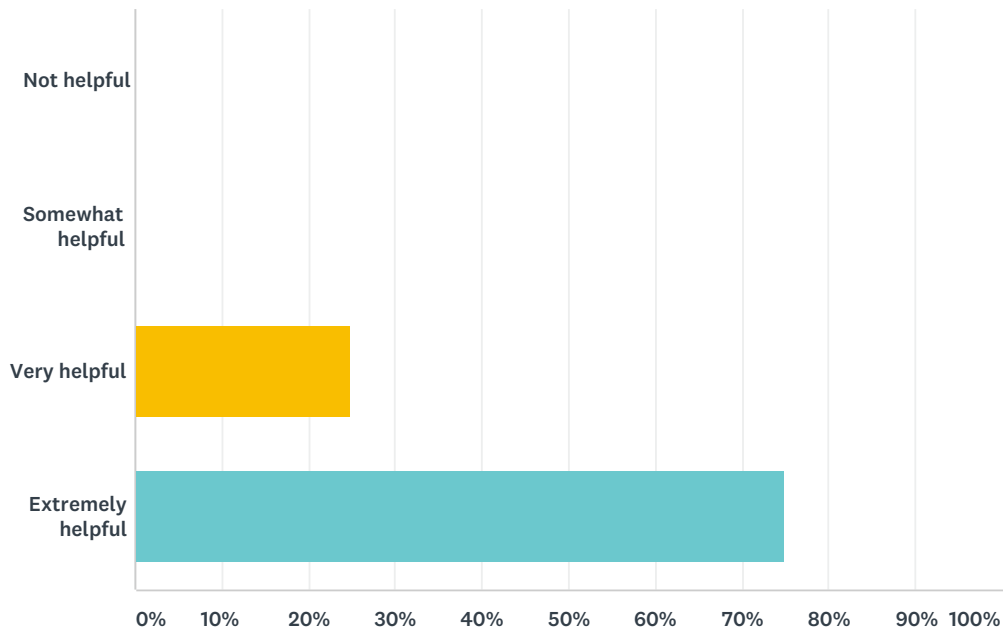
ANSWER CHOICES	RESPONSES	
Not helpful	0.00%	0
Somewhat helpful	0.00%	0
Very helpful	25.00%	1
Extremely helpful	75.00%	3
TOTAL		4

Q8 Do you think there is a need for a Digital Preservation SIG for ARLIS?

Answered: 4   Skipped: 0
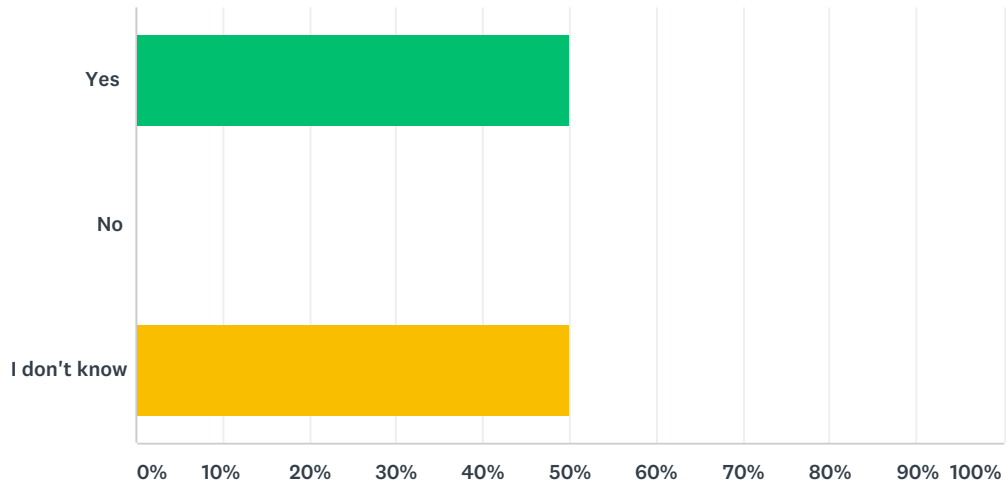
ANSWER CHOICES	RESPONSES	
Yes	50.00%	2
No	0.00%	0
I don't know	50.00%	2
TOTAL		4

Q9 How would you characterize your overall experience with ARLIS?

Answered: 3   Skipped: 1
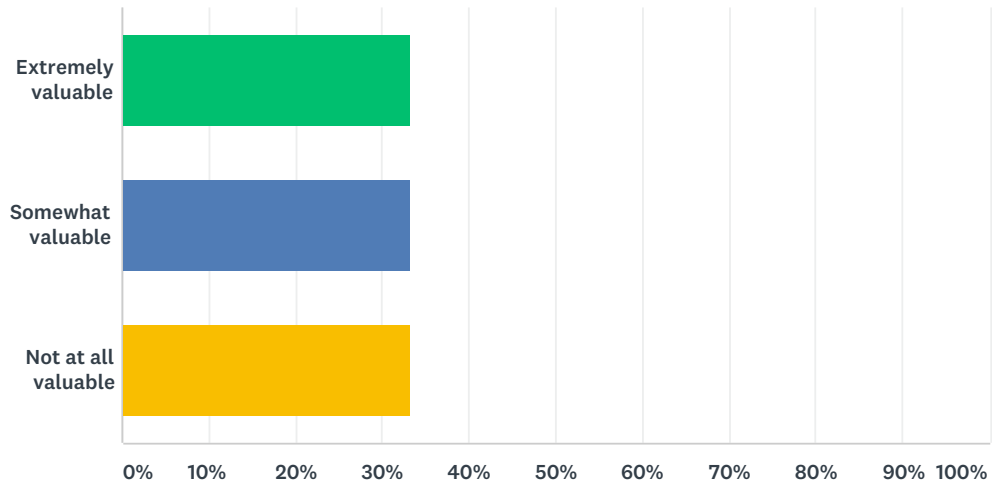
ANSWER CHOICES	RESPONSES	
Extremely valuable	33.33%	1
Somewhat valuable	33.33%	1
Not at all valuable	33.33%	1
TOTAL		3

Q10 To what extent do you agree with the following statement? The ARLIS/NA mentor supported the professional development of my resident.

Answered: 4   Skipped: 0
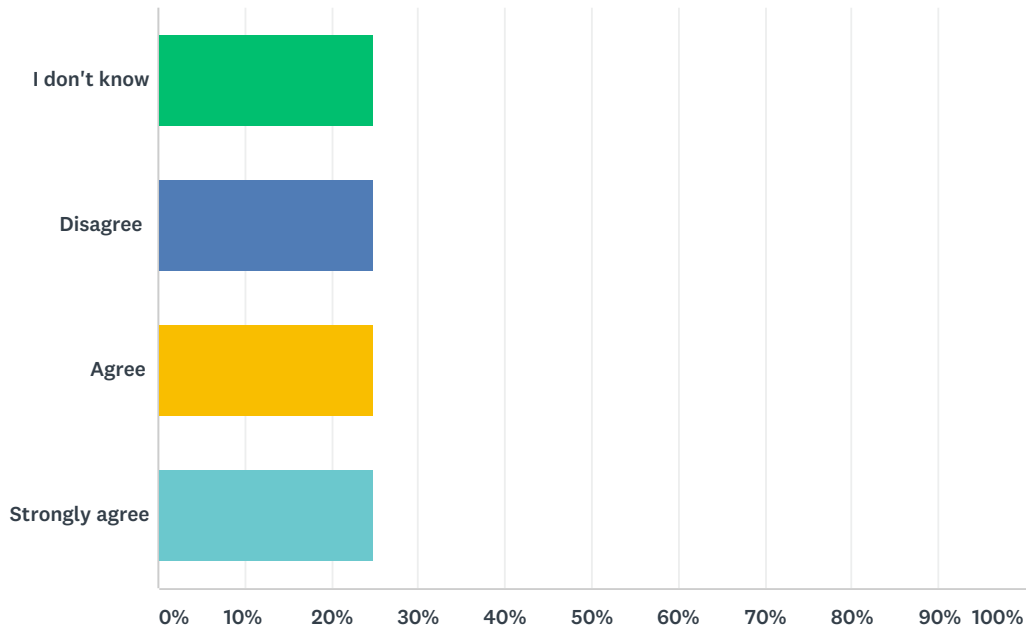
ANSWER CHOICES	RESPONSES	
I don't know	25.00%	1
Disagree	25.00%	1
Agree	25.00%	1
Strongly agree	25.00%	1
TOTAL		4

Q11 To what extent do you agree with the following statement? NDSR Art's association with ARLIS/NA was helpful to my own professional development and networking.

Answered: 4   Skipped: 0
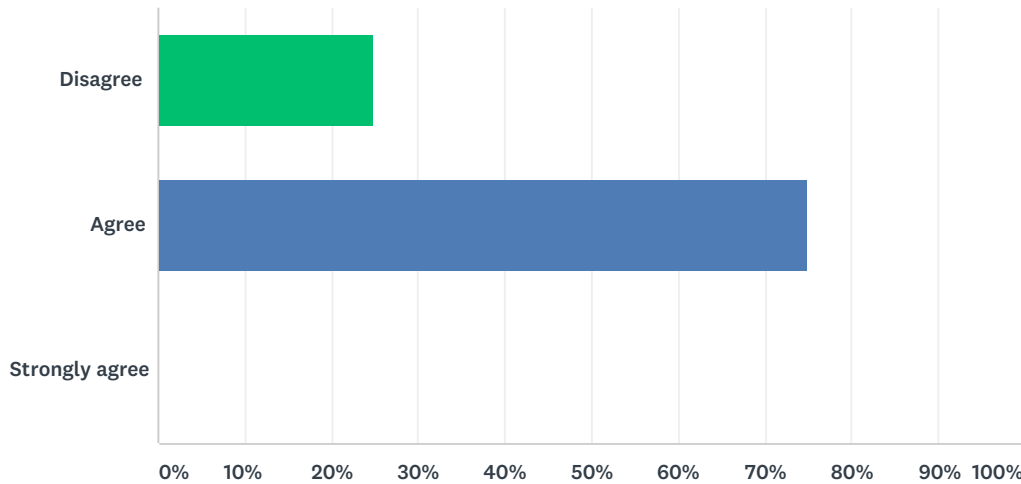
ANSWER CHOICES	RESPONSES	
Disagree	25.00%	1
Agree	75.00%	3
Strongly agree	0.00%	0
TOTAL		4

Q12 How would you characterize NDSR Art's contribution to raising the overall awareness about digital preservation at your organization?

Answered: 4   Skipped: 0
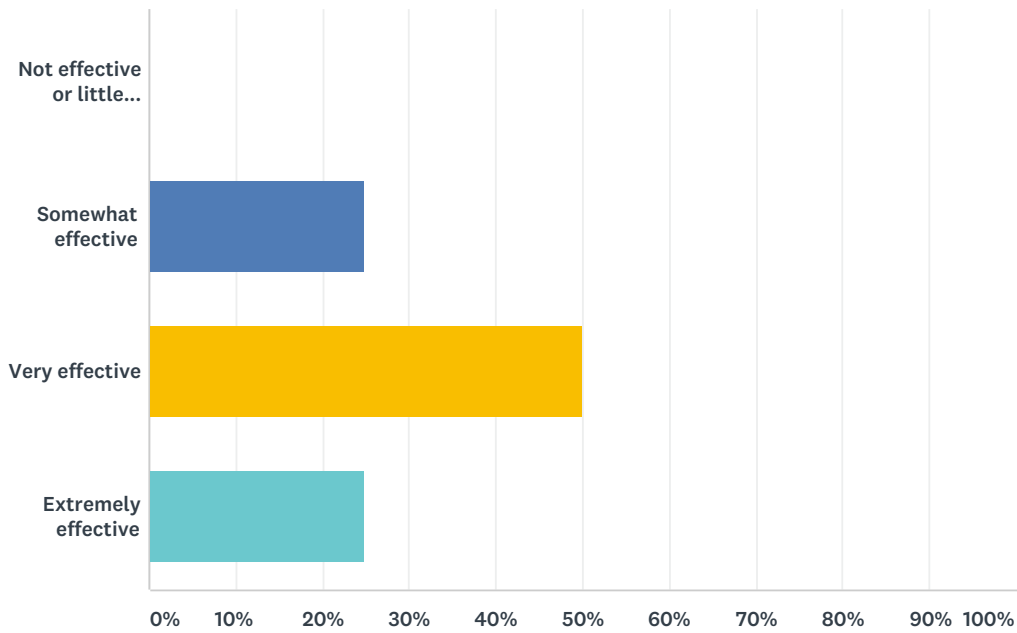
ANSWER CHOICES	RESPONSES	
Not effective or little change	0.00%	0
Somewhat effective	25.00%	1
Very effective	50.00%	2
Extremely effective	25.00%	1
TOTAL		4

Q13 Would you like to provide the leaders of NDSR Art with any additional feedback on your experience?

Answered: 3   Skipped: 1

Q1 How did you hear about NDSR Art? Check all that apply:

Answered: 0   Skipped: 4

⚠ No matching responses.

ANSWER CHOICES	RESPONSES	
DLF Jobs Board	0.00%	0
NDSR Twitter	0.00%	0
NDSR Listserv	0.00%	0
NDSR Art Website	0.00%	0
ARLIS/NA Website	0.00%	0
Muse Web	0.00%	0
Total Respondents: 0		

Q2 Which of the following factors influenced your decision to apply to the NDSR Art program? Select all that apply:

Answered: 4   Skipped: 0
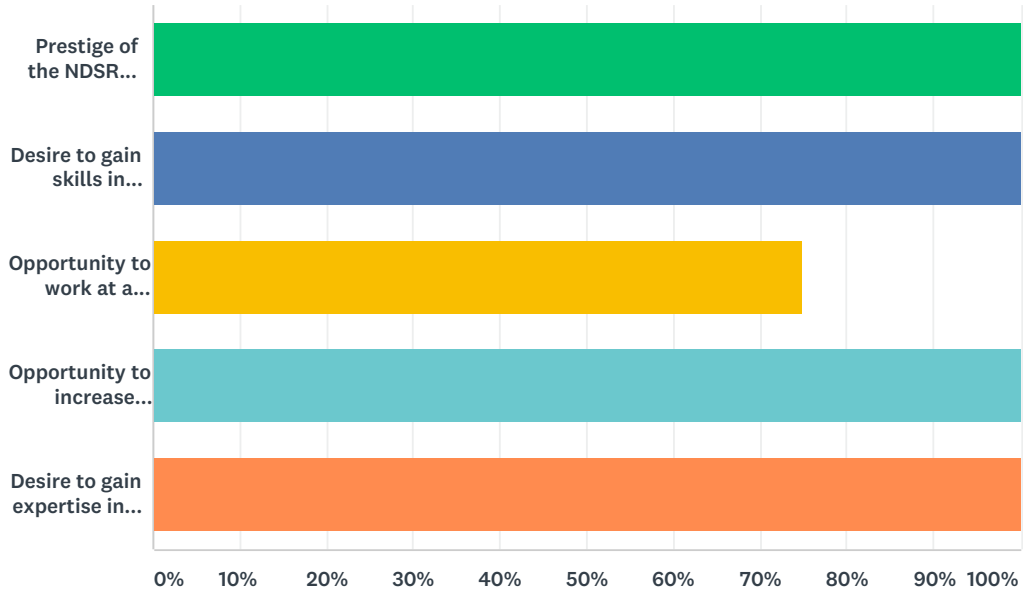
ANSWER CHOICES	RESPONSES	
Prestige of the NDSR program	100.00%	4
Desire to gain skills in digital preservation	100.00%	4
Opportunity to work at a particular host organization	75.00%	3
Opportunity to increase employment prospects	100.00%	4
Desire to gain expertise in new media and arts information	100.00%	4
Total Respondents: 4		

Q3 How would you describe your level of expertise in digital preservation prior to the residency?

Answered: 4   Skipped: 0
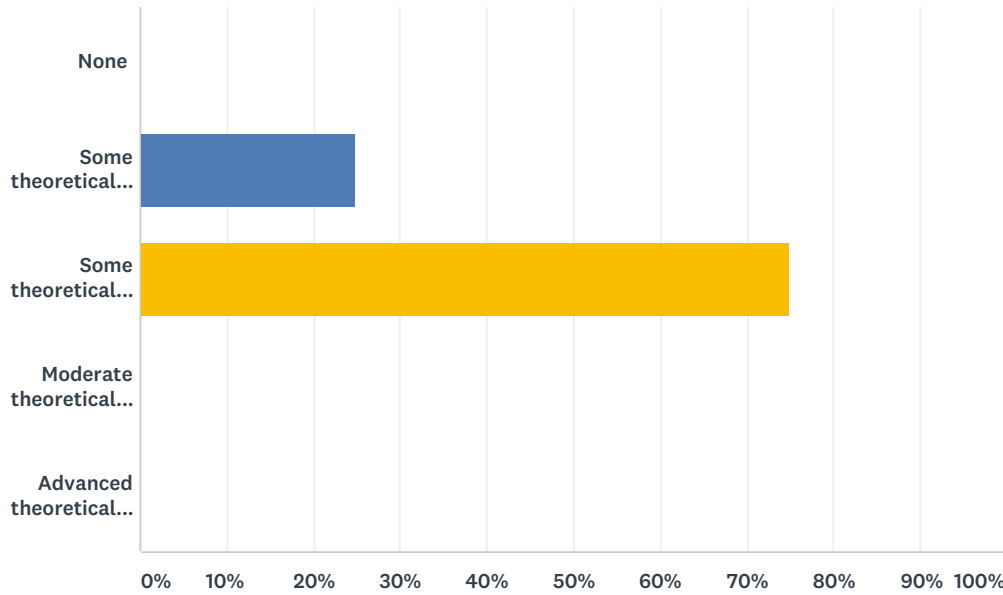
ANSWER CHOICES	RESPONSES	
None	0.00%	0
Some theoretical knowledge, but no applied experience	25.00%	1
Some theoretical knowledge and applied experience	75.00%	3
Moderate theoretical knowledge and applied experience	0.00%	0
Advanced theoretical knowledge and applied experience	0.00%	0
TOTAL		4

Q4 In which of the following areas did you gain applied experience during your residency? Check all that apply:

Answered: 4   Skipped: 0
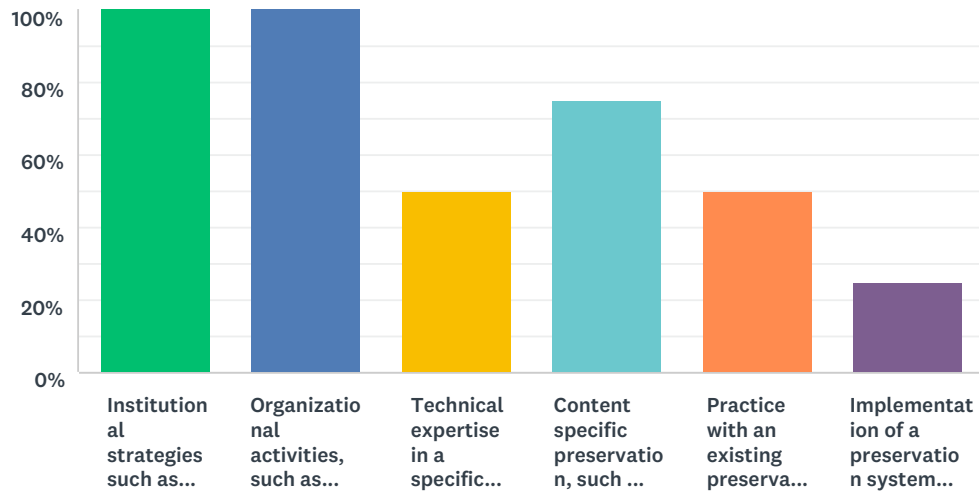
ANSWER CHOICES	RESPONSES	
Institutional strategies such as contributing to policy, auditing, or determining best practices	100.00%	4
Organizational activities, such as acquisition and appraisal or preservation planning	100.00%	4
Technical expertise in a specific area, such as file formats and standards or information security	50.00%	2
Content specific preservation, such as web or time-based media	75.00%	3
Practice with an existing preservation system, such as Archivematica or Preservica	50.00%	2
Implementation of a preservation system such as Archivematica or Preservica	25.00%	1
Total Respondents: 4		

Q5 What broad professional skills and experiences did you acquire during your residency? Check all that apply:

Answered: 4   Skipped: 0
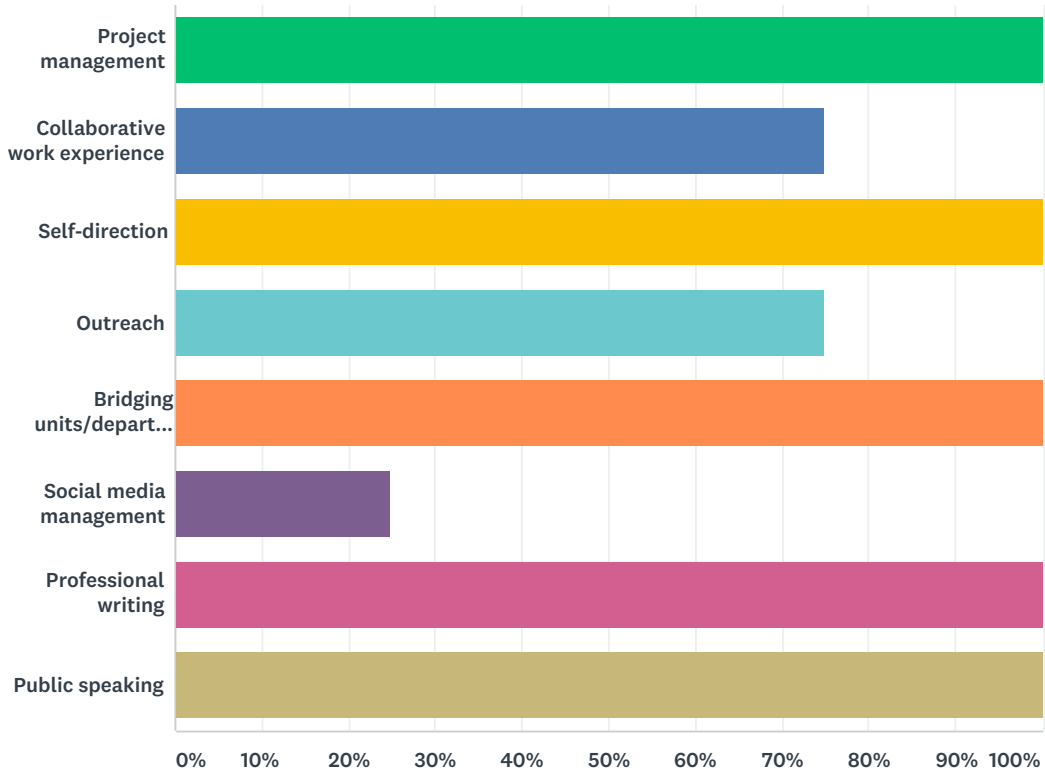
ANSWER CHOICES	RESPONSES	
Project management	100.00%	4
Collaborative work experience	75.00%	3
Self-direction	100.00%	4
Outreach	75.00%	3
Bridging units/departments	100.00%	4
Social media management	25.00%	1
Professional writing	100.00%	4
Public speaking	100.00%	4
Total Respondents: 4		

Q6 Are there specific skills that you would have liked to develop during your residency, but did not?

Answered: 4   Skipped: 0

Q7 How would you characterize your overall experience at your host organization?

Answered: 4   Skipped: 0
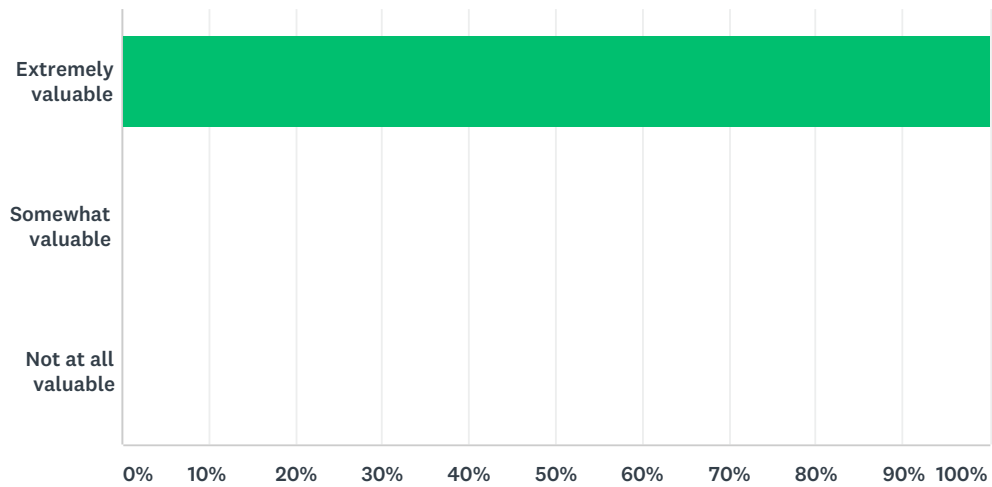
ANSWER CHOICES	RESPONSES	
Extremely valuable	100.00%	4
Somewhat valuable	0.00%	0
Not at all valuable	0.00%	0
TOTAL		4

Q8 How would you characterize your overall NDSR experience?

Answered: 4   Skipped: 0
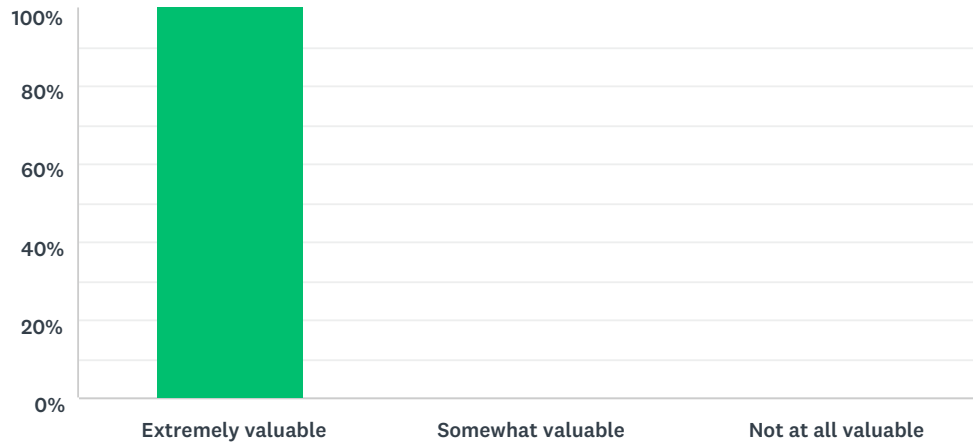
ANSWER CHOICES	RESPONSES	
Extremely valuable	100.00%	4
Somewhat valuable	0.00%	0
Not at all valuable	0.00%	0
TOTAL		4

Q9 How would you characterize the NDSR Art immersion week curriculum?

Answered: 4   Skipped: 0
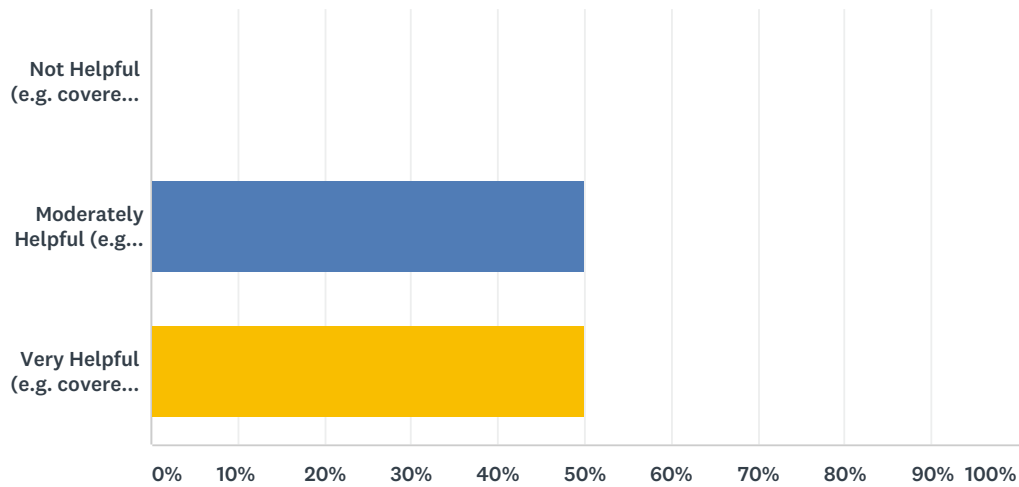
ANSWER CHOICES	RESPONSES	
Not Helpful (e.g. covered mainly familiar concepts; covered material that was not applicable to my project)	0.00%	0
Moderately Helpful (e.g. introduced some new concepts and/or built on conceptsthat I learned in grad school; covered some material that was useful to my project)	50.00%	2
Very Helpful (e.g. covered concepts that were critical to digital preservation and my project)	50.00%	2
TOTAL		4

Q10 To what extent do you agree with the following statement? The NDSR Art curriculum effectively addressed issues of fair use, copyright, and image rights management.

Answered: 4   Skipped: 0
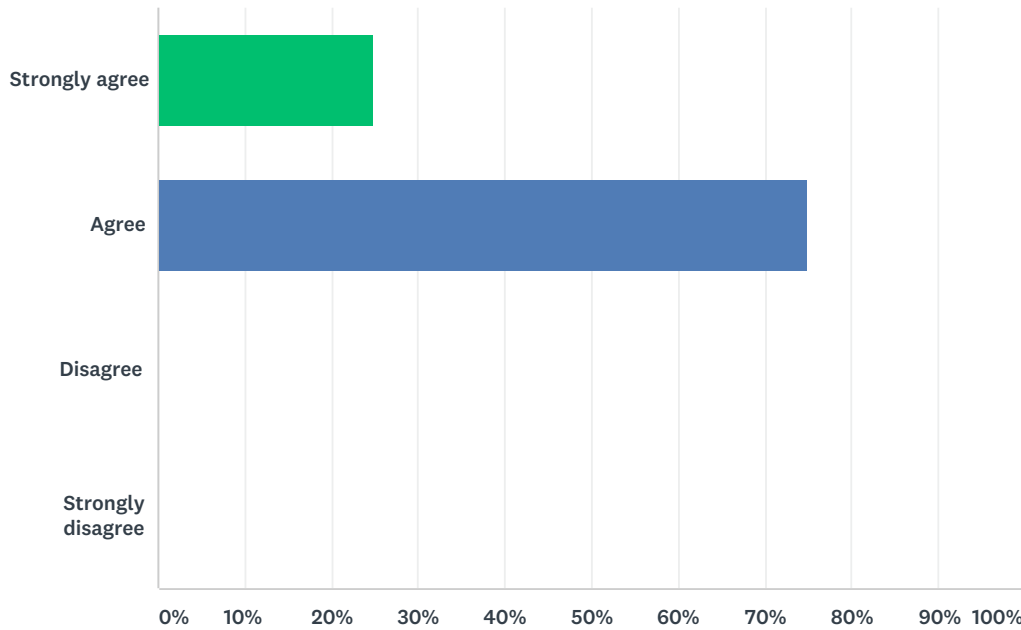
ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	1
Agree	75.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		4

Q11 To what extent do you agree with the following statement? The NDSR Art curriculum effectively addressed issues of digital assets management, especially related to image management and issues of discoverability and preservation.

Answered: 4   Skipped: 0
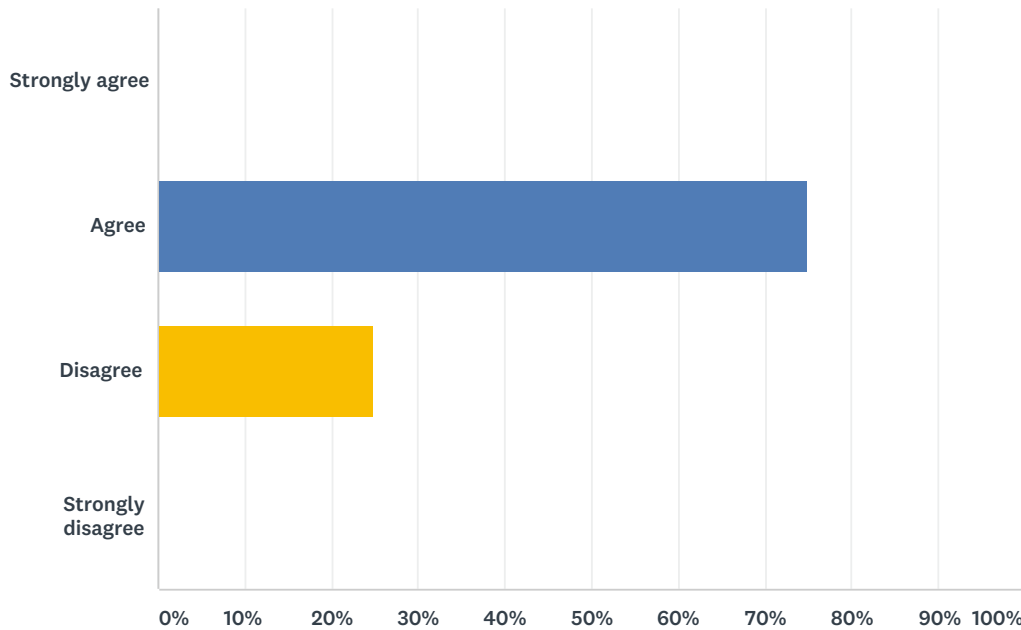
ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	75.00%	3
Disagree	25.00%	1
Strongly disagree	0.00%	0
TOTAL		4

Q12 Are there any specific ways you would improve the NDSR Art curriculum?

Answered: 2   Skipped: 2

Q13 How would you characterize the feedback you received from your project supervisor/primary mentor on your NDSR project work?

Answered: 4   Skipped: 0
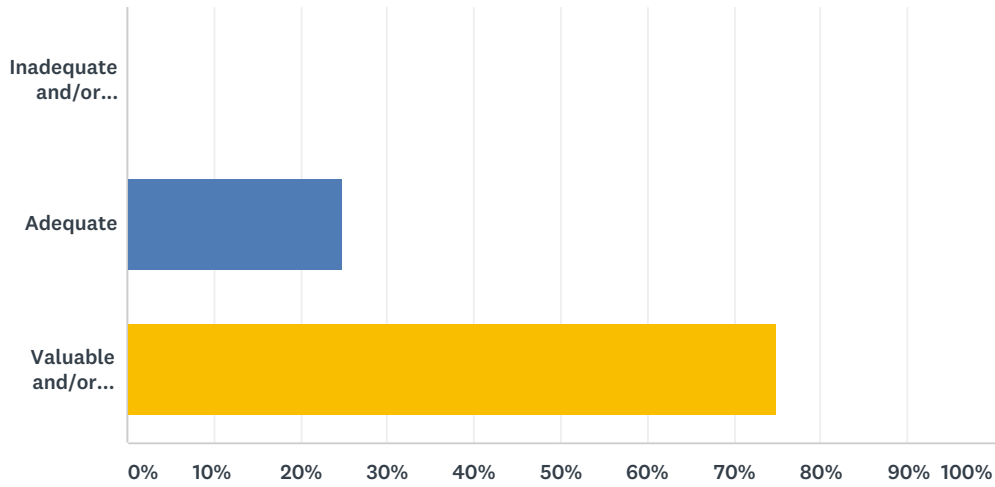
ANSWER CHOICES	RESPONSES	
Inadequate and/or unhelpful	0.00%	0
Adequate	25.00%	1
Valuable and/or insightful	75.00%	3
TOTAL		4

Q14 How would you characterize the responsiveness of your primary supervisor/mentor?

Answered: 4   Skipped: 0
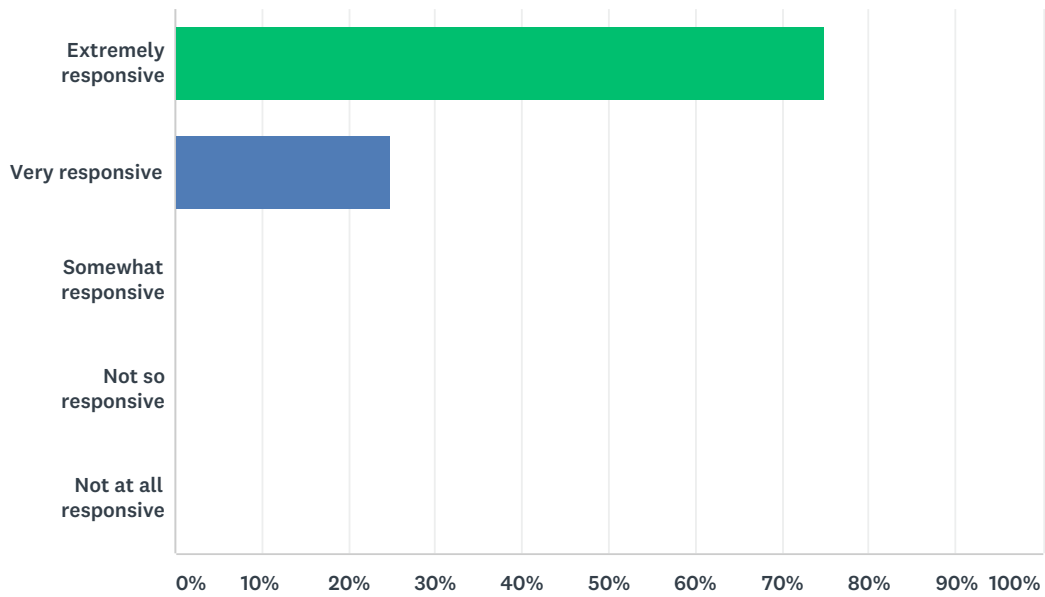
ANSWER CHOICES	RESPONSES	
Extremely responsive	75.00%	3
Very responsive	25.00%	1
Somewhat responsive	0.00%	0
Not so responsive	0.00%	0
Not at all responsive	0.00%	0
TOTAL		4

Q15 To what extent do you agree with the following statement? Attending the ARLIS conference was useful for networking.
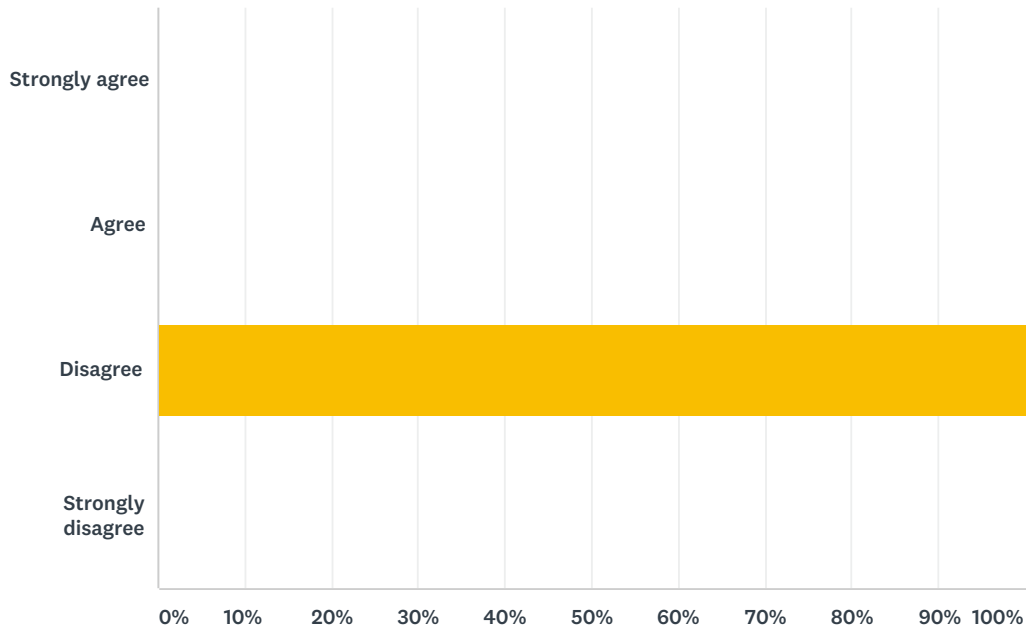
Answered: 4   Skipped: 0
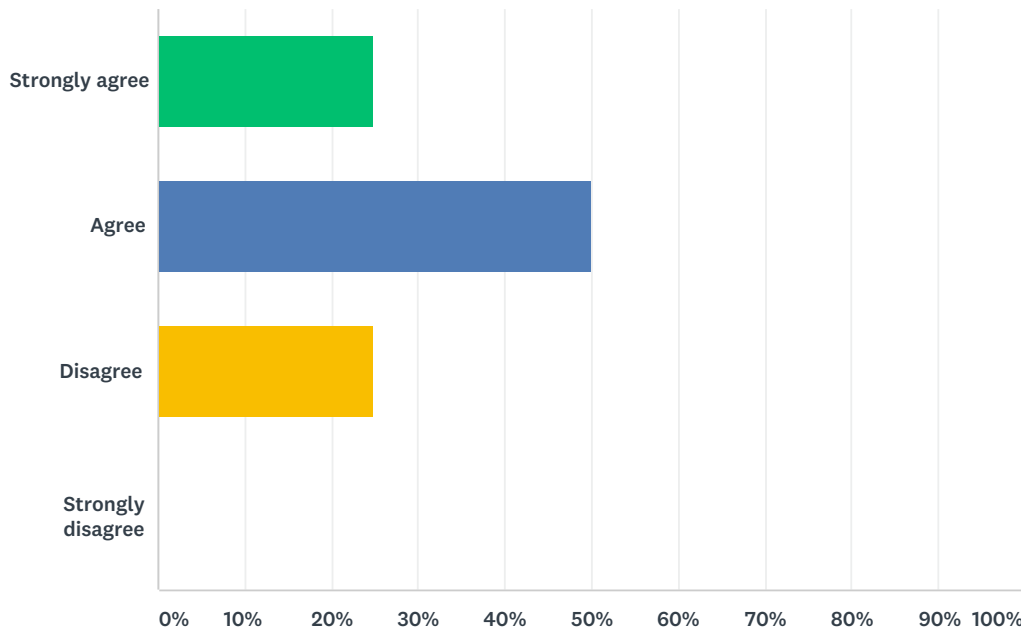
ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	1
Agree	50.00%	2
Disagree	25.00%	1
Strongly disagree	0.00%	0
TOTAL		4

Q16 To what extent do you agree with the following statement? My ARLIS mentor provided me with exposure to and guidance in the arts information profession.
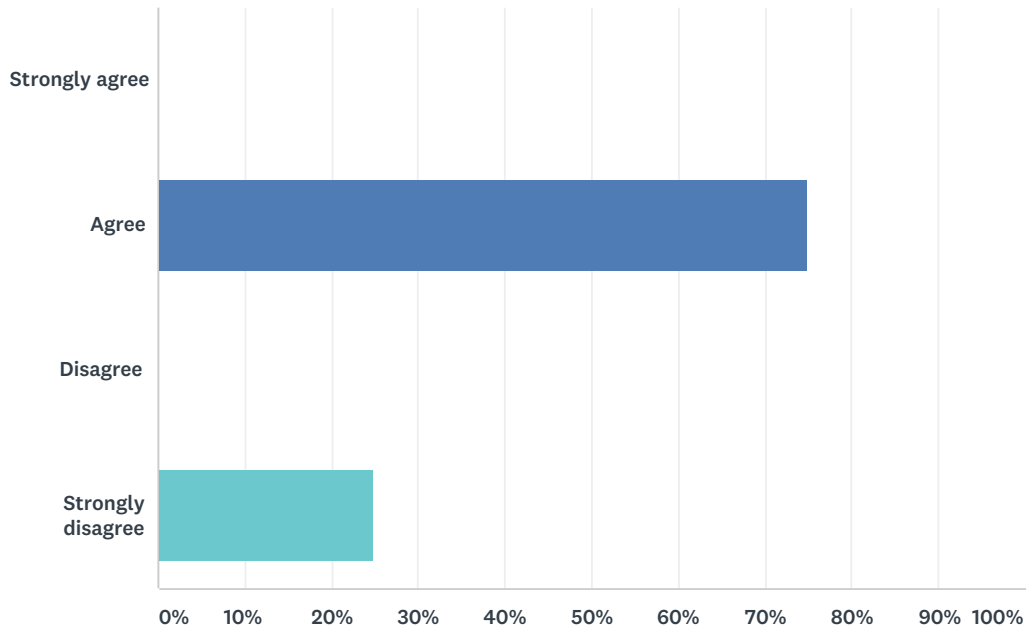
Answered: 4   Skipped: 0

ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	0.00%	0
Disagree	100.00%	4
Strongly disagree	0.00%	0
TOTAL		4

Q17 To what extent do you agree with the following statement? My local ARLIS chapter was useful in making professional connections in my host city.
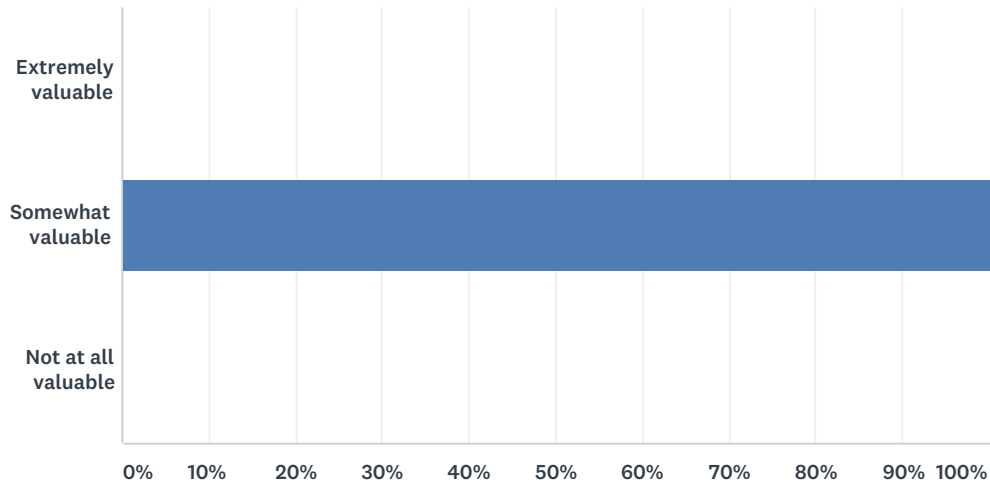
Answered: 4   Skipped: 0

ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	75.00%	3
Disagree	0.00%	0
Strongly disagree	25.00%	1
TOTAL		4

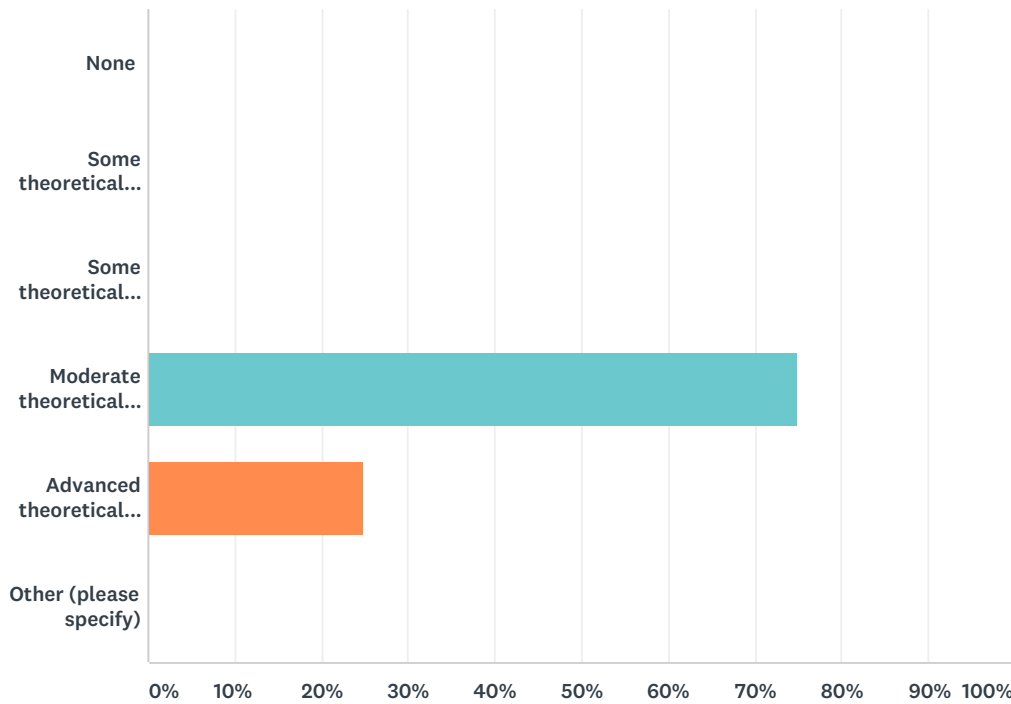## Q18 How would you characterize your overall experience with ARLIS?

Answered: 4   Skipped: 0

ANSWER CHOICES	RESPONSES	
Extremely valuable	0.00%	0
Somewhat valuable	100.00%	4
Not at all valuable	0.00%	0
TOTAL		4

Q19 How would you describe your level of expertise in digital preservation—in general—AFTER your NDSR Art residency?

Answered: 4   Skipped: 0

ANSWER CHOICES	RESPONSES	
None	0.00%	0
Some theoretical knowledge, but no applied experience	0.00%	0
Some theoretical knowledge and applied experience	0.00%	0
Moderate theoretical knowledge and applied experience	75.00%	3
Advanced theoretical knowledge and applied experience	25.00%	1
Other (please specify)	0.00%	0
TOTAL		4

Q20 Describe any specific ways that participating in NDSR Art impacted your career or career trajectory?

Answered: 4   Skipped: 0

Q21 Would you like to provide the leaders of NDSR Art with any additional feedback on your residency experience?

Answered: 3   Skipped: 1