

## **Deliverable D6.2 Time Machine Staffing Plan**

**Preamble:**

This deliverable is part of a structured set of outputs produced and built upon during the 12-month TM CSA project. As such, the content contained within was further refined, synthesised and improved throughout the project and in particular when combined with material from other deliverables during the production of the full D8.5 TM LSRI Strategy and Implementation Proposal. Please be advised that the most up-to-date version of any information found in this document will be found in D8.5, where it can also be viewed in proper context as part of the entire TM LSRI proposal.

**Abstract**

A governance scheme has been proposed for Time Machine Organisation (TMO), which is the organisation that will undertake the implementation of the Time Machine large-scale research initiative. This report presents the initial team chosen for the positions outlined in the TMO governance scheme.



## Project Identification

|                           |   |
|---------------------------|---|
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## Document Identification

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|-------------------------------|---|
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## History of Changes

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## Disclaimer

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## List of abbreviations

|                |  |
|----------------|--|
| <b>CH</b>      | Cultural Heritage  |
| <b>CLARIAH</b> | Common Lab Research Infrastructure for the Arts and Humanities |
| <b>CSA</b>     | Coordination and Support Action                                |
| <b>DH</b>      | Digital Humanities   |
| <b>EPFL</b>    | Ecole Polytechnique Fédérale de Lausanne                       |
| <b>GA</b>      | General Assembly   |
| <b>GLAM</b>    | Galleries, Libraries, Archives and Museums                     |
| <b>ICT</b>     | Information and Communication Technologies                     |
| <b>LSRI</b>    | Large Scale Research Initiative                                |
| <b>SME</b>     | Small and Medium-sized Enterprises                             |
| <b>SSH</b>     | Social Sciences and Humanities                                 |
| <b>TM</b>      | Time Machine   |
| <b>TMO</b>     | Time Machine Organisation                                      |
| <b>WP</b>      | Work Package   |

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# 1 Introduction

The Time Machine Consortium has decided to set up a dedicated structure that will undertake to implement the Time Machine large-scale research initiative. Thus, the Time Machine Organisation (TMO) was founded as an Association under Austrian law in the fourth quarter of 2019.

TMO will undertake to initiate the programme that was designed by the Time Machine CSA project. The main objective of the organisation is to secure the resources needed to begin the implementation of Time Machine, therefore the key requirement at present is to have in place a governance scheme that is oriented towards obtaining funding and implementing projects that contribute to the broader objectives of the initiative.

This aforementioned governance scheme — including organigram, decision making processes and roles & responsibilities — was presented in TM CSA project deliverable D6.1. The objective of this document is to present the team that will be in charge of running the TMO.

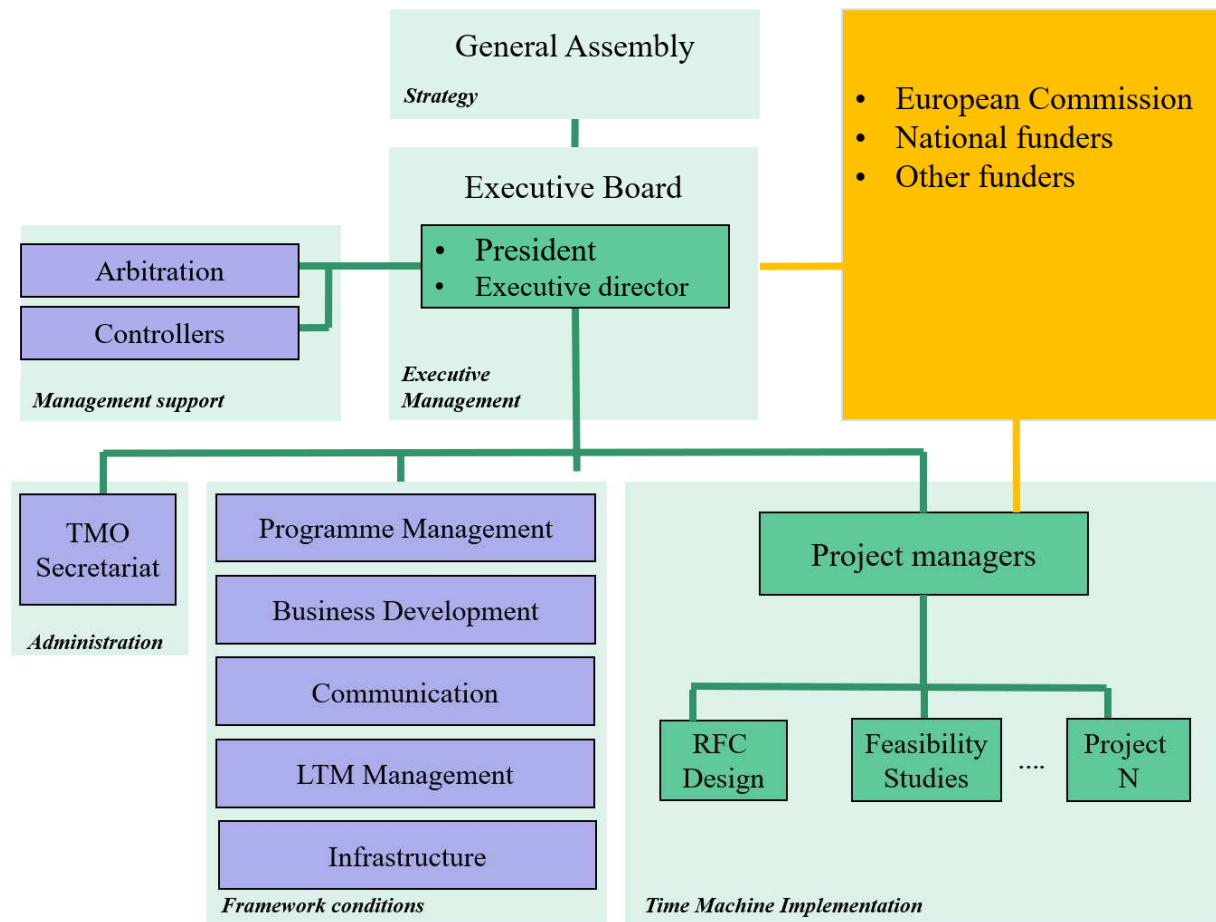
In the TMO organigram, a General Assembly (GA) is the highest decision-making body, where all Regular and Founding partners participate as voting members. An Executive Board is tasked with decision making with regards to strategy and operational direction. All TM CSA partners, as well as a large number of external stakeholders, have already joined the TMO. An Executive Board was elected by the majority of participants attending the first TMO GA held on 9 October 2019 in Dresden (82 votes pro, 0 contra, 0 neutral).

Following this brief introduction, section two provides an overview of TMO's organigram and management positions, along with the corresponding responsibilities and required profiles. Section three presents the experts that have been chosen to cover these positions.

## 2 TMO Governance

### 2.1 Overview of the governance scheme

The organisational scheme of TMO is schematically represented in figure 2-1.



**Figure 2-1: TMO Organigram**

The General Assembly is in charge of overall strategy and governance. The Executive Board has responsibility for the implementation of the TMO strategy, while the TMO President undertakes overall management and interaction with external stakeholders, including the funding organisations. An Executive director is in charge of the day-to-day management and coordination of TMO actions.

The governance scheme also comprises:

- For implementation: management structures tasked with carrying out projects, following the hierarchy of project manager, work package leader and project team, with reporting levels and lines that are coherent with the complexity of each project. The project managers will be nominated based on profiles matching the specific project requirements.
- For management support: the Arbitration Panel functions as the highest level for resolving any issues that are escalated to the GA, and financial control functions for the audit of the TMO's financial activities.
- For framework conditions: the organisational units are (a) programme management, (b) business development, (c) communication, (d) LTM management and (e) infrastructure.
- For administration: the TMO Secretariat which deals with administrative and financial aspects of TMO operations, including the management of TMO memberships.

## 2.2 Roles and responsibilities

The table below presents the required roles and responsibilities, as well as corresponding profiles, for the governance structure to fulfil its mission and operational objectives.

**Table 2-1: TMO roles and responsibilities**

| Position                     | Job Description  | Profile   |
|------------------------------|--|---|
| President                    | <ul style="list-style-type: none"> <li>• Acts as the chairperson at the GA and in the Executive Board</li> <li>• Conducts all the current business of the Association</li> <li>• Represents the Association to the public</li> <li>• Develops strategic partnerships</li> <li>• Maintains high-level contacts with major funding bodies</li> </ul> | <ul style="list-style-type: none"> <li>• Recognised academic background in fields related to Digital Humanities and Cultural Heritage (CH)<sup>1</sup></li> <li>• Experience in leading large-scale projects</li> <li>• High level contacts with CH stakeholders</li> </ul> |
| Vice president               | <ul style="list-style-type: none"> <li>• Supports president in all current business</li> </ul>   |   |
| Treasurer                    | <ul style="list-style-type: none"> <li>• Financial conduct of the Association in cooperation with the Executive Director</li> <li>• Prepares the Association's annual accounts and assets of the past fiscal year</li> </ul>   | <ul style="list-style-type: none"> <li>• Background in financial management</li> <li>• Experience with international research initiatives</li> </ul>  |
| Deputy Treasurer             | <ul style="list-style-type: none"> <li>• Supports the Treasurer in his/her duties</li> </ul>   |   |
| Secretary                    | <ul style="list-style-type: none"> <li>• Legal transactions with third parties</li> <li>• Preparing the minutes of GA and Executive Board</li> <li>• Convocation of the GA and summoning of the regular and extraordinary assemblies of the GA and Executive Board in cooperation with the president</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Strong academic background in fields related to Digital Humanities and CH</li> <li>• Experience with international research initiatives</li> </ul>   |
| Deputy Secretary             | <ul style="list-style-type: none"> <li>• Supports the Secretary in his/her duties</li> </ul>   |   |
| Co-opted                     | <ul style="list-style-type: none"> <li>• Strategic coordination of activities related to his/her domain of expertise</li> </ul>  | <ul style="list-style-type: none"> <li>• Strong academic background in fields related to Digital Humanities and CH</li> </ul>   |
| Arbitration Panel            | <ul style="list-style-type: none"> <li>• Examination of arbitration cases escalated to the General Assembly</li> <li>• Recommendations for addressing arbitration cases</li> </ul>   | <ul style="list-style-type: none"> <li>• In-depth knowledge of fields related to CH</li> <li>• Strong management background</li> </ul>  |
| Executive Director           | <ul style="list-style-type: none"> <li>• In charge of overall coordination</li> <li>• In charge of TMO infrastructure</li> <li>• Supervision of TMO staff, administration and finance</li> </ul>   | <ul style="list-style-type: none"> <li>• Strong managerial background in scientific/professional associations</li> </ul>  |
| Programme Manager            | <ul style="list-style-type: none"> <li>• Defines action plan in cooperation with the Executive Board</li> <li>• Ensures commitment and availability of members of the partner network under his/her responsibility</li> <li>• Implements the action plan by mobilising experts of the network</li> </ul>   | <ul style="list-style-type: none"> <li>• Recognised background in fields related to Digital Humanities and CH</li> <li>• Management and coordination experience with international research initiatives in specific field</li> <li>• Strong communication skills</li> </ul> |
| Business Development Manager | <ul style="list-style-type: none"> <li>• Defines business development targets in cooperation with the Executive Board</li> <li>• Prepares and implements business development plan</li> <li>• Follows-up funding opportunities</li> </ul>  | <ul style="list-style-type: none"> <li>• Track record of business development in the area of CH</li> <li>• In-depth knowledge of the research funding landscape</li> </ul>  |

<sup>1</sup> President, vice president, other members of the Executive Board including co-opted members, collectively cover the key thematic areas of the Time Machine roadmap. Members of the Executive Board coordinate networks of experts in their thematic areas.

|                                      |  |   |
|--------------------------------------|--|---|
|                                      | <ul style="list-style-type: none"> <li>• Assesses / proposes actions to pursue funding opportunities</li> <li>• Supports the preparation of funding proposals</li> </ul>   |   |
| Communication Manager                | <ul style="list-style-type: none"> <li>• Defines communication strategy in cooperation with the Executive Board</li> <li>• Prepares and implements communication action plan</li> <li>• Is responsible for the availability of communication tools</li> <li>• Develops relations with stakeholders in his/her sector of intervention</li> </ul>  | <ul style="list-style-type: none"> <li>• Academic background in fields related to CH</li> <li>• High level contacts with CH stakeholders</li> <li>• Experience in managing / implementing communication action plans related to research and innovation initiatives</li> </ul>                              |
| Manager for technical infrastructure | <ul style="list-style-type: none"> <li>• Plans, acquires, maintains and further develops technical infrastructure</li> <li>• Setting up and maintaining all communications infrastructure</li> <li>• Supports external partners that use TM infrastructure</li> <li>• Scientific management of setting up new infrastructures for projects</li> <li>• Managing further development of existing websites and the creation new sites for sub-projects / conferences and similar areas</li> </ul> | <ul style="list-style-type: none"> <li>• Strong academic background and experiences in fields related to Digital Humanities and CH</li> <li>• Experience in Designing and carrying out digitisation and cultural-heritage-preservation projects</li> <li>• Experience in IT / Project management</li> </ul> |
| Manager for Local Time Machines      | <ul style="list-style-type: none"> <li>• Further develop typology of LTMs based on level of maturity</li> <li>• Inventory state of the art of all existing/planned LTMs, assign Level of maturity</li> <li>• Identify coordinators, manage the network</li> <li>• Coordinates the organization of the Local Time Machine Academy events</li> </ul>   | <ul style="list-style-type: none"> <li>• Recognised academic background in fields related to Digital Humanities and CH</li> <li>• Management and coordination experience in the field of cultural heritage</li> <li>• Strong communication skills</li> </ul>  |



### 3 TMO Nominations

The nominations and short profiles for each position are shown in Table 3-1.

**Table 3-1: TMO nominations**

| Position   | Name and short profile  |
|--|---|
| President  | <p><b>Frédéric Kaplan</b><br/>           Professor Frédéric Kaplan holds the DH Chair at the École Polytechnique Fédérale de Lausanne (EPFL) and directs the EPFL DH Laboratory. He conducts research projects combining archive digitisation, information modelling and museographic design. He has published over hundred scientific papers and eight books. He is the chief editor of 'Frontiers in DH' and co-directs the DH book collection at EPFL Press. He is currently directing the "Venice Time Machine", an international project aiming to model the evolution and history of Venice over a 1000-year period. The TM LSRI is a spatial and temporal extension of this ambition, the potential of which the Venice chapter already highlights.</p>  |
| Vice President – relations to DH institutions/scholarship and education                            | <p><b>Julia Noordegraaf</b><br/>           Dr Julia Noordegraaf is full Professor of Digital Heritage at the University of Amsterdam's department of Media Studies, recently ranked number 1 in the QS World University Rankings in this field. Her research focuses on the preservation and reuse of audio-visual and digital heritage, and has been published as monographs, edited books and articles in leading peer review journals. She has supervised 12 PhDs and received over €4.5M in research grants. She leads the digital humanities research programme 'Creative Amsterdam: An E-Humanities Perspective' and is PI in the University of Amsterdam's Research Priority Area Human(e) AI. She is WP Leader and a Board member of CLARIAH. She is a member of the Supervisory Board of the Netherlands Institute for Sound and Vision, and a former Fellow of the Netherlands Institute for Advanced Study in SSH.</p> |
| Vice President – relations to political stakeholders, Europeana network and Archives Portal Europe | <p><b>Harry Verwayen</b><br/>           Harry Verwayen is Executive Director at Europeana Foundation. His main focus is the design and implementation of business models and strategies that will support Europeana to fulfil its mission as 'distributor, facilitator and innovator'. Prior to this, he worked at the Amsterdam-based think-tank, Kennisland, where he was responsible for business model innovation in the CH sector, and the project 'Images for the Future'. Mr. Verwayen holds an MA in History from Leiden University and has worked for over ten years in the scientific publishing industry.</p>  |
| Vice President – relations to archival institutions / governance and communication                 | <p><b>Thomas Aigner</b><br/>           Dr Thomas Aigner MAS is a historian and archivist. He has assumed senior management positions related to CH: Director of the Archives of the Diocese of St. Pölten/AT since 1995; President of the International Centre for Archival Research (ICARUS) and a major driving force behind its international activities, including cross-border and EU-funded projects supporting digitisation activities and open-access to digital content; and member of various international and national expert committees (ICA, VÖA, Austrian Academy of Sciences). He holds various national and international awards related to these activities (CZ, DE, HR).</p>   |
| Secretary – outreach and innovation/business development/partnerships with third parties           | <p><b>Sander Münster</b><br/>           Sander Münster is J. Professor for Digital Humanities at the Friedrich-Schiller-Universität Jena. Previously, he headed the Department for Media Design at the Media Center at the Technische Universität Dresden and the junior research group UrbanHistory4D. He received his PhD in educational technology from the TU Dresden, where he studied history, education and business. Since 2016 he has been a Young Investigator at the Faculty of Education at the TU Dresden and from 2018 to 2019 visiting professor for the didactics of computing science. His main research topics are in the visual digital humanities about interdisciplinary teamwork, 4D information systems, information behaviour, methodologies and scientific communities.</p>  |

| Position   | Name and short profile   |
|--|--|
| Deputy Secretary – Smart tourism/Smart specialisation          | <p><b>Dorit Raines</b><br/>Professor Dorit Raines is President of the Library System at the Università Ca' Foscari, Venice. She served as Chief-Editor of a bi-annual magazine dedicated to cultural tourism and played a key role in the development and management of the Venice Time Machine project. She teaches History, Digital Humanities and historical data analysis, and is a member of a research group dedicated to textual semi-automatic transcription of handwritten documents. Beside her roles in a number of scientific boards of ERC-funded projects, she works on the role of interdisciplinarity in research through COST Action initiatives.</p>   |
| Treasurer  | <p><b>Robert Sablatnig</b><br/>From 1992 to 2003 Robert Sablatnig was an Assistant Professor (Univ.Ass.), and from 2003 to 2010 an Associate Professor (ao Univ.Prof.) of computer vision at the Pattern Recognition and Image Processing Group. From 2005 to 2017 he was the head of the Institute of Computer Aided Automation. Since 2010 he is heading the Computer Vision Lab at TU Vienna, which is part of the 2018 founded Institute of Visual Computing &amp; Human-Centered Technology, which he is heading since 2019. His research interests are 3D Computer Vision including Range Finder, Stereovision, Shape from X, Registration, Calibration, Robot Vision, Machine- and Deep Learning for Computer Vision, Video data analysis (Motion and Tracking), Automated Document Analysis, Multispectral Imaging, Virtual- and Augmented Reality, and Applications in Industry and Cultural Heritage Preservation.</p> |
| Deputy treasurer – spatial components (Territories, geography) | <p><b>Valérie Gouet-Brunet</b><br/>Dr Valérie Gouet-Brunet is Research Director at the Institut Geographique National (IGN), focusing on content-based indexing of large-scale collections of image and video content. She served as head of a research group on computer vision, photogrammetry and remote sensing for terrestrial and airborne imagery. She assumed a leading role in 18 EU and national research projects, most of them on terrestrial and airborne image indexing dedicated to the promotion of geographic iconographic heritage, Smart Cities and land use, respectively, in partnership with national museums, SMEs and major groups from the ICT and aerospace sector.</p>  |
| Co-opted – Chief officer for science and data                  | <p><b>Andreas Maier</b><br/>Dr Andreas Maier is a computer scientist and specialist in topics of pattern recognition and machine learning. He heads the pattern recognition lab at the FAU with more than 60 PhD students working on topics in medical imaging, speech processing, computer vision, and general machine learning. His work in the area of DH focuses on tomography of books and scrolls (i.e. reading them without opening them), scribe and writer identification, and the fusion of deep learning with traditional techniques, such as general signal processing or knowledge representation and inference. Selected for ERC Synergy Grant in Sept 2018.</p>   |
| Co-opted – Chief officer for Local Time Machines               | <p><b>Isabella di Lenardo</b><br/>Isabella di Lenardo studied Archeology and Urban Studies and has a Ph.D in Art History. She has published numerous essays and articles about Venetian Art and Urban History and participated in many Art exhibitions in European museums. She is coordinating regular summer schools and workshops about Digital Tools for Art History and Urban History. She's lecturing in several universities including Venice International University and EPFL School of Architecture, Civil and Environmental engineering.</p>  |
| Co-opted – GLAM  | <p><b>N.N.</b><br/>Will be nominated in the general assembly taking place in Brussels on 17<sup>th</sup> February 2020.</p>  |
| Co-opted – Creative Industries                                 | <p><b>N.N.</b><br/>Will be nominated in the general assembly taking place in Brussels on 17<sup>th</sup> February 2020.</p>  |
| Co-opted – Policy, legal aspects and ethical issues, open data | <p><b>N.N.</b><br/>Will be nominated in the general assembly taking place in Brussels on 17<sup>th</sup> February 2020.</p>  |
| Arbitration Panel  | <p><b>Tomi Ahoranta</b></p>  |

| Position                           | Name and short profile   |
|------------------------------------|--|
|                                    | Tomi Ahoranta, MA, Development Manager, has graduated from University of Tampere in 2005 majoring Finnish history and minoring general history, political science and international relations. He has worked at the National Archives of Finland for almost 15 years in information service, recognizability and research and development work.  |
| Arbitration Panel                  | <b>Lousiane Ferlier</b><br>Lousiane Ferlier is Digitization project manager at the Royal Society in London. She is interested in the circulation of ideas in the British world in the early modern period. Her work investigates networks around the Royal Society, the Bodleian Library, and the Society of Friends.  |
| Arbitration Panel                  | <b>Karina Gibert</b><br>Karina Gibert is a member of the expert team of Catalonia. AI strategic plan since Nov. 2018, Co-founder and Secretary of the research center IDEAI since Oct. 2017, Founder of COEINF (May 2018-), pioneer member of the research group KEMLG and pioneer member of the research group LIAM.  |
| Executive Director                 | <b>N.N.</b><br>Will be hired in Spring/Summer 2020.  |
| Programme Manager                  | <b>Kevin Baumer</b><br>Mr Kevin Baumer is a project manager with international experience working across industries and business functions. He holds PMP® certification in project management and a Marketing Specialist Diploma from the SAWI Academy for Marketing & Communication in Switzerland. His strongest knowledge areas include stakeholder management, scope management, risk management and cost management. From 2014-2017 he was responsible for the marketing program of an open-access academic journal publisher, which included delivering over 60 individual conference exhibition projects worldwide in 2017 alone. He has significant experience working on projects within the academic environment, having organized the Digital Humanities 2014 conference, and he is currently managing the Coordinating Unit of the Time Machine CSA project. |
| Manager - Business Development     | <b>N.N.</b><br>Will be hired in February/March 2020.   |
| Manager - Communication            | <b>Kerstin Muff</b><br>Kerstin Muff is currently the leader of WP7 (dissemination and communication) of the Time Machine CSA project. She has worked in similar fields within various European projects on behalf of International Centre for Archival Research (ICARUS) and manifold experiences and skills in planning and implementing communication strategies. Moreover, she is the editor in chief of the magazin “insights – people and archives in the digital era”.   |
| Manager – Technical infrastructure | <b>Daniel Jeller</b><br>Daniel Jeller is currently the leader of WP2 (infrastructure) of the Time Machine CSA project. He holds a degree in history with a focus on DH and CH, and an education in IT. He worked in several European projects taking care of their technical infrastructure and the implementation of technical measures. He has broad experiences and knowledge in DH, digitisation and CH-related technology and knowledge fields as well as in in the field of IT operations. He is well acquainted with designing and managing digitisation and CH preservation projects   |
| Manager – Local Time Machines      | <b>N.N.</b><br>Will be hired in February/March 2020  |