Brown University Library and the HBCU Library Alliance

Stronger Together, Leading through Community: The HBCU Library Alliance and Brown University

A. Statement of Broad Need

This joint proposal from the HBCU Library Alliance and Brown University Library, *Stronger Together, Leading through Community*, proposes a transformational approach to leadership development: *The Emerging Library Leaders Program*. The proposed pilot program is a two-year program for emerging library leaders that will be the first leadership program to intentionally unite emerging library leaders from two distinct communities of practice, HBCUs and Brown University. The curriculum and immersive exchanges of this intensive, nurturing program will develop core leadership competencies such as change management, fundraising, and collection stewardship. The program will also focus on the leader's role in promoting organizational healing from the disruption of the 2020-21 COVID-19 pandemic and in ensuring that libraries are sites of intentional social justice work. The cohort will graduate from the program with stronger skills to support the core mission of the HBCU Library Alliance to strengthen HBCU libraries, which serve a unique and indispensable role as cultural stewards of the African-American experience. By foregrounding the mission of the HBCU Library Alliance, this leadership program emphasizes that *all* institutions are strengthened when HBCUs flourish. We are truly stronger together when we are invested in the preservation of the African-American experience within and beyond our particular institutional contexts. This intercommunity work will also enrich each participant's home institution with broader knowledge of library practice across a range of institutional settings, an increased breadth of subject expertise, and critical collaborative skills.The pilot *Emerging Library Leaders Program* will prepare a small cohort of leaders to collaborate on issues of critical importance at a time when the nation faces deep social and political divisions. Careful assessment throughout this pilot program will result in a clear roadmap for the permanent expansion of this program at a national scale.

Leadership development is a core need in the Library profession as evidenced by long-standing and prestigious programs such as the Association for Research Libraries' *Leadership Program for Career Development*, a year-long program founded in 1997 "to prepare mid-career librarians from historically underrepresented racial and ethnic groups to take on leadership roles in their careers and in the profession at large" and the *Leadership Institute for Academic Librarians*, based at the Harvard Graduate School of Education. The HBCU Library Alliance has also been in the vanguard of these programs, running *The HBCU Library Alliance Leadership Program* (2005 to 2013) "to provide theoretical and practical instruction and useful resources to encourage the

development of leadership skills within the HBCU library community and on their own campuses," funded by the Andrew W. Mellon Foundation. The pilot *Emerging Library Leaders Program* that this grant proposes breaks new ground in library leadership development by prioritizing two guiding principles:

1. **Equitable Partnership:** Intentional, respectful, and mutually beneficial partnerships across communities are essential for advancing the missions of academic libraries to serve as core resources for socially-engaged scholarship.
2. **Unique Value of HBCUs:** HBCU Libraries are uniquely positioned as educational institutions that steward and preserve African American history and culture. It is the responsibility of all research libraries to support this work and advance the status and reach of HBCU libraries, thereby amplifying the cultural, social, and scholarly value of African American history.

This pilot program was created as part of the formal partnership that the HBCU Library Alliance has established with Brown University Library, welcoming Brown into its community of practice as its first invited, non-HBCU affiliate member. This partnership, officially established in November 2019, is based on deep relational work that acknowledges and actively counteracts the historical power imbalance between HBCUs and the Ivy League. It is built with respect and investment in each other's communities with the shared focus of mutually beneficial partnership activities. Brown University Library is aware of the unique privilege of being a member of the HBCU Library Alliance, and this joint proposal represents the first new major project that both organizations have undertaken together. Seeking outside funding for this project not only ensures its success, as the program proposed surpasses the available resources of each organization, but also creates equity as both organizations share in stewarding this mutually-requested award.

Both the HBCU Library Alliance and Brown University Library have a long history of successful partnerships, which have laid the operational foundation for this pilot project to succeed and grow into a sustainable program that will deeply influence the trajectory of leadership development in libraries.

HBCU Library Alliance Selected Partnerships
The HBCU Library Alliance has a rich array of ongoing partnerships and is experienced with bringing together multiple institutions to complete large, high-impact projects. For the purposes of this grant, two projects of note are:
Building Capacity for Humanities Special Collections at Historically Black Colleges and Universities (The Andrew W. Mellon Foundation and the National Endowment for the

Humanities, 2018-present). *Building Capacity* is a five-year program designed to build capacity for the long-term preservation and conservation of collections at HBCU Library Alliance member institutions. *Building Capacity* will offer a menu of preservation planning documents, collection surveys, treatment and rehousing services, and educational programs to the member libraries. Through this outreach, the HBCU Library Alliance will assist member libraries in building capacity for fundraising for special collection initiatives, documenting cultural heritage materials, increasing accessibility of special collection items, and promoting the humanities significance of their broad collections of rare materials and their irreplaceable cultural heritage artifacts.

[HBCU Library Alliance Summer Conservation/Preservation Internship Program](the Samuel H. Kress Foundation, the University of Delaware College of Arts and Sciences, the Department of ArtConservation at the University of Delaware, and the Winterthur Museum, Garden and Library, 2017–2021) The HBCU Library Alliance and the Winterthur/University of Delaware Program in Art Conservation have been awarded four rounds of funding to implement competitive summer internship programs for HBCU undergraduates at leading library preservation laboratories including the Library of Congress, Brown University, and Duke University. As part of this internship program, HBCU undergraduate students interested in the humanities, arts, and sciences have the opportunity to learn and practice hands-on library preservation skills during this full-time, eight-week internship under the mentorship of professional conservators and library staff at a host site. Brown University Library joined this project as a host institution in 2020.

Brown University Library Selected Partnerships

Collaboration and cross-institutional partnerships are core objectives for the Brown University Library's strategic plan. For the purposes of this grant, two partnerships of note are:
[Brown-Tougaloo Partnership](BTP)
Formally established in 1964, the BTP is focused on enriching both campuses through academic and cultural exchanges, collaborative research ventures and administrative level engagements. In the fifty-years since its founding, more than 700 individuals have participated in its programs and projects. Brown University Library is an active participant in this program and representatives from the Library are part of the project's advisory board.

[Global Curatorial Project](GCP)
The Global Curatorial Project is is a network of scholars, curators and community educators who are committed to creating critical new knowledges and innovative forms

of public history about the historical experiences and the contemporary legacies of racial slavery and colonialism. The project is jointly led by Brown University's Center for the Study of Slavery and Justice and the Smithsonian's National Museum of African American History & Culture. Brown University Library is a partner for this project, and the oral histories created through this project will be jointly held by the John Hay Library (Brown's special collections library) and local institutions in contributing communities.

B. Project Design
The emerging leaders program will be co-directed by Sandra Phoenix, Executive Director of the HBCU Library Alliance and Amanda Strauss, Associate University Librarian for Special Collections at Brown University. Ms. Phoenix has been the Executive Director of the HBCU Library Alliance since 2008 and was deeply involved in the Alliance's Leadership Program (2005-2012). Ms. Phoenix has more than 30 years' experience at nonprofit organizations and extensive project management experience. Responsible for the overall operations of the HBCU Library Alliance, her duties include providing leadership in developing strategic and financial planning, managing an organizational budget with the Board of Directors, managing, publicizing and promoting grant-related activities of the organization, and promoting active participation on grant projects by member institutions. Prior to assuming this role, Ms. Phoenix served as Executive Services Librarian at LYRASIS where served as Project Manager for a two-year Gates Foundation Opportunity Online Grant project resulting in $1.7M grant funding. She believes in the power of knowledge, the power of the endless contributions of people of color, and the power of the library in strengthening community. Ms. Phoenix is committed to the goals and vision of the HBCU Library Alliance and its future directions in supporting HBCU libraries.

Amanda Strauss is the Associate University Librarian for Special Collections at Brown University where she leads the John Hay Library, which is home to Brown University's remarkable collections of rare books, manuscripts, and archival material. The Hay and its collections attract an international cohort of researchers, and by implementing a creative and compelling [collection policy](), Ms. Strauss is strengthening its profile as one of the preeminent research collections in the United States. For those outside of academe, the Hay is an accessible cultural heritage site that serves as a public and community resource. As a Carnegie Library, the Hay is committed to investing in community and public engagement and will ensure that its collections are carefully stewarded for long-term access and use by any visitor. As a member of the senior leadership team for Brown University Library, Ms. Strauss is invested in nourishing Brown University Library's partnership with the HBCU Library Alliance. Prior to working at Brown, Ms. Strauss spent nearly a decade in progressively responsible roles at

Schlesinger Library, Harvard University. She is a scholar of human rights archives and twentieth century women's movements in the United States and is the author of "Treading the Ground of Contested Memory: Archivists and the Human Rights Movement in Chile" (Archival Science 2015). She is also committed to mentoring and leadership development and currently serves as a Career Counselor through the Society of American Archivists *Career Service Commons*.

The pilot *Emerging Library Leaders Program* is purposefully designed to be small, including a total of six participants drawing evenly from HBCU Library Alliance member libraries and Brown University Library. The size will ensure deeply personalized attention to the participants, and the Program Directors will be attentive to how the unique qualities of this program can be scaled for broader impact. The pedagogical approach will include virtual meeting sessions and webinars, promoting frequent and high-touch communication. The curriculum and program design will be responsive to the particular needs of the selected cohort. The cohort will join together for three in-person gatherings: a kickoff meeting at Brown University in Providence, Rhode Island; a mid-year retreat in a location to be determined; and a final leadership symposium that will be opened to 30-50 invited guests in Atlanta, Georgia.

The two-year program will be divided into three phases: Planning, Emerging Library Leaders Cohort, and Dissemination:

Phase I: Planning (six months)
The first six months of the grant will be dedicated to intensive planning for the emerging leaders program. The combined experience, skills, and resources of the HBCU Library Alliance and Brown University Library means that both organizations are well-poised to launch this program with a dedicated six-month planning window. Essential resources that are already in-place include the curriculum and administrative structure of the HBCU Library Alliance's eight-year leadership program. This infrastructure will be adapted to the *Emerging Library Leaders Program*. Brown University has robust technological and event-planning resources that will support this program. Brown University provides staff with Zoom licenses allowing them to host live web video or audio conferences and meetings with unlimited minutes for up to 300 participants. Hosts can invite anyone, including people outside of the Brown community, and toll-free and international numbers are available. Features include multiple screen-sharing, chat, video sharing, mobile collaboration including co-annotation, and recording to the cloud or to your computer. Robust mobile apps for iOS and Android devices are available. Canvas is the learning management system used at Brown, and the curriculum for the *Emerging Library Leaders Program* will take full-advantage of its features, which include

housing course materials, supporting instructor-student and student-student interaction and feedback, and providing grading or assignment feedback. Brown University regularly hosts high-profile events of all scales and formats. For the *Emerging Library Leaders Program*, Brown University events staff will handle in-person and remote event logistics, travel reimbursement, and provide other support as needed.

Key activities that will be accomplished during the planning cycle are:

Recruit and Convene Steering Committee: Program Directors Ms. Strauss and Ms. Phoenix will recruit and convene a steering committee to oversee the project. This five-person steering committee will include two pre-selected members:

- The HBCU Library Alliance Board Chair, a role currently held by Monika Rhue, Director of Library Services, James B. Duke Memorial Library at Johnson C. Smith University.
- Joseph S. Meisel, Joukowsky Family University Librarian, Brown University

The remaining three slots will be filled by leaders from HBCU Libraries (2) and an external expert in the field (1). The Program Directors will solicit nominations for the steering committee and will prioritize representation from HBCU Libraries of differing sizes and geographical locations and an external expert who has experience with leadership development programs. To recognize the intellectual labor and time commitment for this work, each steering committee member will be offered an honoraria of $2,000 (with the exception of Joseph Meisel, who is ineligible to receive these funds as a Brown University employee). The committee will begin its work with a two-day retreat at Brown University in Providence, Rhode Island. If the public health situation does not allow for in-person convenings, the retreat will occur virtually. The steering committee will have the following responsibilities:

Program Publicity and Cohort Recruitment: The steering committee will design the application process and selection criteria for the program, solicit applications, and select the leadership cohort. The steering committee will ensure robust publicity of this program within the HBCU Library Alliance and Brown University Library. To promote equity, the recruitment plan for the program will allow for nominations (nominees will be invited to apply) as well as self-selected applications.

Curriculum Design: The steering committee will identify curriculum consultants, from HBCUs and external experts, who will design the curriculum, building from the curriculum that was created for the HBCU Library Alliance's Leadership Program (2005-2012). The curriculum design will include key learning outcomes and will include

a mixture of in-person and virtual activities. The curriculum design, which will incorporate Universal Design Principles, is projected to cost $18,709.. Brown University's Digital Learning and Design experts will work closely with the steering committee and the curriculum consultants to create the course in Brown's Learning Management System, Canvas. The program directors and participants will have full access to Canvas.

Assessment: The steering committee will recruit an assessment consultant, preferably a faculty member at an HBCU, who will work closely with the committee and the curriculum designers to create an assessment plan that will establish indicators for success and evaluate 1) the experience and learning outcomes of the cohort, 2) provide needs-assessment data to the steering committee for expanding and soliciting permanent support for the program, and 3) collaborate with the steering committee on a final report that will be made widely available. The grant requests $8,000 to support this assessment work, which will launch during the planning phase and continue throughout the program.

Phase II: Emerging Library Leaders Cohort (1 year)
The six person Emerging Library Leaders cohort will take part in a transformational, year-long leadership development program. The program design respects institutional differences and creates a space to develop a mutually-beneficial suite of activities that address pressing needs for leadership development. It also helps to expand professional training and networks to successfully meet the demands of complex educational and research priorities. Specific activities are informed by approaches to partnership, exchange, and leadership development that have demonstrated high impact. Key activities of the leadership program are as follows:

- **Leadership Development Plans:** Each member of the cohort will have support to create a personalized leadership development plan. These plans will include short, medium, and long-term goal statements that can be used to evaluate the impact of the program and of their individual growth over three to five years.
- **Mentorship**: The Program Directors will work with each participant to identify a formal mentor (outside of the program) who can closely and confidentially support the participants during the program and beyond. The mentors will be offered an honoraria of $2,000.
- **Virtual learning and coursework**: The cohort will have access to a unique leadership curriculum specifically designed for this program. The curriculum will include webinars, virtual gatherings, reading and reflection assignments, and other pedagogical tools. The curriculum will include a project that the cohort will

work on together and that will provide mutual benefit for the HBCU Library Alliance and Brown University Library.

- **Cohort connection**: The cohort will have regular and frequent opportunities to connect with each other. These connections will be carefully stewarded by the Program Directors. Three multi-day in-person gatherings will be held at the beginning, midpoint, and end of the program.
- **Immersive Exchanges**: Each emerging leader will participate in a multi-day, immersive site visit at either an HBCU Library or Brown University Library. These multi-day exchange residencies will be tailored to individual leadership development plans created as part of the curriculum.
- **Leadership Symposium:** The program will culminate in an invitational leadership symposium wherein the emerging leaders cohort will partner with the instructors and curriculum designers to share their learning outcomes with 30-50 colleagues drawn from HBCU libraries and Brown University Library.

Phase III: Dissemination (6 months)

The transformational experience of this leadership program will be shared in a highly visible, national dissemination plan. The dissemination plan will be created by the steering committee in consultation with Communications staff at HBCUs and Brown University. Hallmarks of the plan will be:

- **Press Releases**: Press releases announcing the launch and culmination of the program will be distributed through national networks.
- **Feature Stories**: The emerging leaders cohort will be featured in an article-length news story that will be disseminated nationally.
- **Conference Presentations**: The emerging leaders cohort, program directors, and steering committee will plan conference presentations at major national conferences such as the Society for American Archivists and the Association of College and Research Libraries. We are thus requesting funding of $1,800 for registration and $4,836 for the travel, lodging, and other expenses for the cohort participants to present at one national conference.
- **Report**: The steering committee, in collaboration with the assessment consultant, will draft a final report that details the planning, curriculum, and outcomes of the emerging leaders program. The report will focus on a needs assessment for scaling the program and ensuring its sustainability in future years.

C. Diversity Plan (Required)

This program is carefully structured so that diversity and equity are embedded in every aspect of it, from writing this grant application to disseminating the results of the program. By creating a new model for leadership development that foregrounds

equitable partnership and values the specialized community of HBCU libraries, this program builds skills that will allow leaders to steward — or support the stewardship of — African American history. The model that this program creates will be applicable to other specialized communities, notably tribal archives and libraries that preserve and advance the language, history, culture, and lifeways of indigenous peoples. It will also be scalable so that it can more broadly influence the pipeline of emerging leaders in academic libraries and contribute to the recruitment and retention of librarians from diverse backgrounds.

D. Broad Impact

The pilot *Emerging Library Leaders Program* will allow the focused development of this collaborative, cross-community leadership program. At every stage of the program, from development to dissemination, the steering committee will take careful note of what modifications and enhancements are necessary to scale this program for a larger cohort and / or allow the framework to be adapted by other communities of practice. Adaptability of the program, both at a larger scale and for additional communities are core goals of the program. The directors and steering committee will ensure that there is thorough documentation of the administrative, curricular, and financial components of the project.

Throughout the two-year grant cycle, the steering committee will evaluate options for how to scale this program and determine what the goals are for offering this program at a larger scale. As part of its final report and recommendations, the steering committee will offer guidance on the future directions of this program. Some essential considerations include:

- **Participating communities**: There are multiple options for how to consider expanding communities of participation. The program could remain small and consistently rotate among communities of practice or it could grow large, encompassing myriad communities at once. The program could remain tightly focused on HBCU libraries, perhaps expanding the non-HBCU librarian participants to ARL-member libraries. Alternatively, perhaps the program expands to include an additional community of practice such as member libraries of the Association of Tribal Archives Libraries and Museums. Another option is for the curriculum and administrative infrastructure to be released for adaptation by other groups. The steering committee will carefully assess these and other options to ensure that a viable plan is created so that the investment in this pilot *Emerging Library Leaders Program* results in an impactful, permanent program.

- **Financial stability:** A key measure for success beyond the two-year pilot program will be financial stability of the program over the long-term. Leadership programs are often funded either by directly charging participants (or their employing institutions) or through allocation of membership dues. Neither model is sustainable for this program and indeed systematically excludes librarians whose institutions do not have financial capacity to support costly professional development. The steering committee will complete a financial assessment of the program to outline direct costs and project a yearly budget for maintaining the curriculum and expanding the cohort. Based on this model and incorporating the advice of the steering committee, the HBCU Library Alliance and Brown University Library will create a sustainability plan that includes a mixture of grant funds and philanthropic support. The ongoing financial model for this leadership program will be guided by the same principles that undergird the program: 1) equitable partnership and 2) the cultural and historical value of HBCUs and the African American history they steward.

  In addition to sharing the program and highlighting the emerging library leaders cohort at national library conferences and other institutional networks, the steering committee and program directors will ensure that relevant funding agencies, both federal and private, are aware of the results and scalable potential for the program. The directors will also ensure that the U.S. Department of Education's *White House Initiative on Historically Black Colleges and Universities* is aware of this program. The same approach will be taken with the philanthropic communities that directly support Brown University Library and the HBCU Library Alliance. The program directors will also solicit advice and support from library leaders and influential alumni throughout the program ensuring broad knowledge of its benefits and a broad base of enthusiastic supporters.

The proposed *Emerging Library Leaders Program* is ambitious and has the potential to be a transformative addition to the array of library leadership programs that are available. This grant represents an opportunity for the Institute of Museum and Library Services, through its Laura Bush 21st Century Librarian Program, to be the first granting agency to fund a joint proposal from the HBCU Library Alliance and an Ivy League university. This grant proposal sets a new course for 21st century libraries that foregrounds mutually beneficial partnerships and the stewardship of African American history and culture as deeply important for enriching the scholarship and lived experiences of all librarians and the students and faculty we serve.

Schedule of Completion

Year 1 – 8/1/21-7/31/22

Task	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Phase I: Project Planning												
Recruit steering committee	■											
Launch planning; host two day retreat for steering committee		■	■									
Develop application process			■	■								
Identify and contract with curriculum consultants			■	■								
Recruit assessment consultant			■									
Set up curriculum in Canvas				■	■	■						
Phase II: Emerging Library Leaders cohort												
Recruit cohort participants					■	■	■					
Recruit mentors							■	■				
Coordinate and host cohort kick off									■			
Coordinate and host multi-day exchange 1											■	

Year 2 – 8/1/22-7/31/23

Task	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Phase II: Emerging Library Leaders cohort												
Coordinate and host multi-day exchange 2	■											
Coordinate and host multi-day exchange 3			■									
Coordinate and host cohort retreat					■							
Coordinate and host leadership symposium								■				
Phase III: Dissemination												
Draft and distribute press releases							■	■	■	■	■	■
Draft and distribute feature stories			■	■	■	■	■	■	■	■	■	■
Prepare and deliver conference presentations						■	■	■	■	■	■	■
Draft and distribute final report									■	■	■	■

DIGITAL PRODUCT FORM

INTRODUCTION

The Institute of Museum and Library Services (IMLS) is committed to expanding public access to digital products that are created using federal funds. This includes (1) digitized and born-digital content, resources, or assets; (2) software; and (3) research data (see below for more specific examples). Excluded are preliminary analyses, drafts of papers, plans for future research, peer-review assessments, and communications with colleagues.

The digital products you create with IMLS funding require effective stewardship to protect and enhance their value, and they should be freely and readily available for use and reuse by libraries, archives, museums, and the public. Because technology is dynamic and because we do not want to inhibit innovation, we do not want to prescribe set standards and practices that could become quickly outdated. Instead, we ask that you answer questions that address specific aspects of creating and managing digital products. Like all components of your IMLS application, your answers will be used by IMLS staff and by expert peer reviewers to evaluate your application, and they will be important in determining whether your project will be funded.

INSTRUCTIONS

If you propose to create digital products in the course of your IMLS-funded project, you must first provide answers to the questions in **SECTION I: INTELLECTUAL PROPERTY RIGHTS AND PERMISSIONS.** Then consider which of the following types of digital products you will create in your project, and complete each section of the form that is applicable.

> ### SECTION II: DIGITAL CONTENT, RESOURCES, OR ASSETS
> Complete this section if your project will create digital content, resources, or assets. These include both digitized and born-digital products created by individuals, project teams, or through community gatherings during your project. Examples include, but are not limited to, still images, audio files, moving images, microfilm, object inventories, object catalogs, artworks, books, posters, curricula, field books, maps, notebooks, scientific labels, metadata schema, charts, tables, drawings, workflows, and teacher toolkits. Your project may involve making these materials available through public or access-controlled websites, kiosks, or live or recorded programs.
>
> ### SECTION III: SOFTWARE
> Complete this section if your project will create software, including any source code, algorithms, applications, and digital tools plus the accompanying documentation created by you during your project.
>
> ### SECTION IV: RESEARCH DATA
> Complete this section if your project will create research data, including recorded factual information and supporting documentation, commonly accepted as relevant to validating research findings and to supporting scholarly publications.

SECTION I: INTELLECTUAL PROPERTY RIGHTS AND PERMISSIONS

A.1 We expect applicants seeking federal funds for developing or creating digital products to release these files under open-source licenses to maximize access and promote reuse. What will be the intellectual property status of the digital products (i.e., digital content, resources, or assets; software; research data) you intend to create? What ownership rights will your organization assert over the files you intend to create, and what conditions will you impose on their access and use? Who will hold the copyright(s)? Explain and justify your licensing selections. Identify and explain the license under which you will release the files (e.g., a non-restrictive license such as BSD, GNU, MIT, Creative Commons licenses; RightsStatements.org statements). Explain and justify any prohibitive terms or conditions of use or access, and detail how you will notify potential users about relevant terms and conditions.

A.2 What ownership rights will your organization assert over the new digital products and what conditions will you impose on access and use? Explain and justify any terms of access and conditions of use and detail how you will notify potential users about relevant terms or conditions.

A.3 If you will create any products that may involve privacy concerns, require obtaining permissions or rights, or raise any cultural sensitivities, describe the issues and how you plan to address them.

SECTION II: DIGITAL CONTENT, RESOURCES, OR ASSETS

A.1 Describe the digital content, resources, or assets you will create or collect, the quantities of each type, and the format(s) you will use.

A.2 List the equipment, software, and supplies that you will use to create the digital content, resources, or assets, or the name of the service provider that will perform the work.

A.3 List all the digital file formats (e.g., XML, TIFF, MPEG, OBJ, DOC, PDF) you plan to use. If digitizing content, describe the quality standards (e.g., resolution, sampling rate, pixel dimensions) you will use for the files you will create.

Workflow and Asset Maintenance/Preservation

B.1 Describe your quality control plan. How will you monitor and evaluate your workflow and products?

B.2 Describe your plan for preserving and maintaining digital assets during and after the award period. Your plan should address storage systems, shared repositories, technical documentation, migration planning, and commitment of organizational funding for these purposes. Please note: You may charge the federal award before closeout for the costs of publication or sharing of research results if the costs are not incurred during the period of performance of the federal award (see 2 C.F.R. § 200.461).

Metadata

C.1 Describe how you will produce any and all technical, descriptive, administrative, or preservation metadata or linked data. Specify which standards or data models you will use for the metadata structure (e.g., RDF, BIBFRAME, Dublin Core, Encoded Archival Description, PBCore, PREMIS) and metadata content (e.g., thesauri).

C.2 Explain your strategy for preserving and maintaining metadata created or collected during and after the award period of performance.

C.3 Explain what metadata sharing and/or other strategies you will use to facilitate widespread discovery and use of the digital content, resources, or assets created during your project (e.g., an API [Application Programming Interface], contributions to a digital platform, or other ways you might enable batch queries and retrieval of metadata).

Access and Use

D.1 Describe how you will make the digital content, resources, or assets available to the public. Include details such as the delivery strategy (e.g., openly available online, available to specified audiences) and underlying hardware/software platforms and infrastructure (e.g., specific digital repository software or leased services, accessibility via standard web browsers, requirements for special software tools in order to use the content, delivery enabled by IIIF specifications).

D.2. Provide the name(s) and URL(s) (Universal Resource Locator), DOI (Digital Object Identifier), or other persistent identifier for any examples of previous digital content, resources, or assets your organization has created.

SECTION III: SOFTWARE

General Information

A.1 Describe the software you intend to create, including a summary of the major functions it will perform and the intended primary audience(s) it will serve.

A.2 List other existing software that wholly or partially performs the same or similar functions, and explain how the software you intend to create is different, and justify why those differences are significant and necessary.

Technical Information

B.1 List the programming languages, platforms, frameworks, software, or other applications you will use to create your software and explain why you chose them.

B.2 Describe how the software you intend to create will extend or interoperate with relevant existing software.

B.3 Describe any underlying additional software or system dependencies necessary to run the software you intend to create.

B.4 Describe the processes you will use for development, documentation, and for maintaining and updating documentation for users of the software.

B.5 Provide the name(s), URL(s), and/or code repository locations for examples of any previous software your organization has created.

Access and Use

C.1 Describe how you will make the software and source code available to the public and/or its intended users.

C.2 Identify where you will deposit the source code for the software you intend to develop:

Name of publicly accessible source code repository:

URL:

SECTION IV: RESEARCH DATA

As part of the federal government's commitment to increase access to federally funded research data, Section IV represents the Data Management Plan (DMP) for research proposals and should reflect data management, dissemination, and preservation best practices in the applicant's area of research appropriate to the data that the project will generate.

A.1 Identify the type(s) of data you plan to collect or generate, and the purpose or intended use(s) to which you expect them to be put. Describe the method(s) you will use, the proposed scope and scale, and the approximate dates or intervals at which you will collect or generate data.

A.2 Does the proposed data collection or research activity require approval by any internal review panel or institutional review board (IRB)? If so, has the proposed research activity been approved? If not, what is your plan for securing approval?

A.3 Will you collect any sensitive information? This may include personally identifiable information (PII), confidential information (e.g., trade secrets), or proprietary information. If so, detail the specific steps you will take to protect the information while you prepare it for public release (e.g., anonymizing individual identifiers, data aggregation). If the data will not be released publicly, explain why the data cannot be shared due to the protection of privacy, confidentiality, security, intellectual property, and other rights or requirements.

A.4 What technical (hardware and/or software) requirements or dependencies would be necessary for understanding retrieving, displaying, processing, or otherwise reusing the data?

A.5 What documentation (e.g., consent agreements, data documentation, codebooks, metadata, and analytical and procedural information) will you capture or create along with the data? Where will the documentation be stored and in what format(s)? How will you permanently associate and manage the documentation with the data it describes to enable future reuse?

A.6 What is your plan for managing, disseminating, and preserving data after the completion of the award-funded project?

A.7 Identify where you will deposit the data:

Name of repository:

URL:

A.8 When and how frequently will you review this data management plan? How will the implementation be monitored?