

## Reviewer Instructions

### Inspire! Grants for Small Museums Program

#### Overview

- You will access the applications assigned to you by clicking on a link provided to you in an email message from your IMLS primary contact.
- You will enter your scores and comments through the IMLS Online Reviewer System.
- Inspire! Grants for Small Museums (Inspire) field review uses a 7-point scale for each of three sections of the application Narrative: Project Justification, Project Work Plan, and Project Results.
- Scores must be in whole numbers only.
- You must write a constructive and substantive comment of between 30 and 2000 characters in length for each section of the application Narrative.
- All three sections of the Narrative have equal weight and are equally important in identifying the overall strengths and weaknesses of an application.
- Address your comments to the applicant, not to IMLS or to panel reviewers.
- Each comment should reflect the numeric score you provide for the corresponding section of the Narrative.

#### Step-by-Step Instructions

##### 1. Verify Access to Applications

Use the link provided to you in an email message from your IMLS primary contact to access the applications assigned to you. Make sure you see all the applications that are referenced in the email and then save each to your computer in a secure place that is not accessible to others. Call or email your IMLS primary contact immediately if any applications are missing or if you cannot open them.

**Confidentiality in IMLS Peer Review:** The information contained in grant applications is strictly confidential. Do not discuss or reveal names, institutions' project activities, or any other information contained in the applications.

##### 2. Verify Access to IMLS Online Reviewer System

Go to the Museum Reviewer Resources page of the IMLS website:

<https://www.imls.gov/grants/become-reviewer/reviewer-resources/museum-reviewer-resources>

Then scroll to the bottom of the page to "Review Online," and click on the link to access the Online Reviewer System Login. Note that the system works best when accessed on a PC in Internet Explorer.

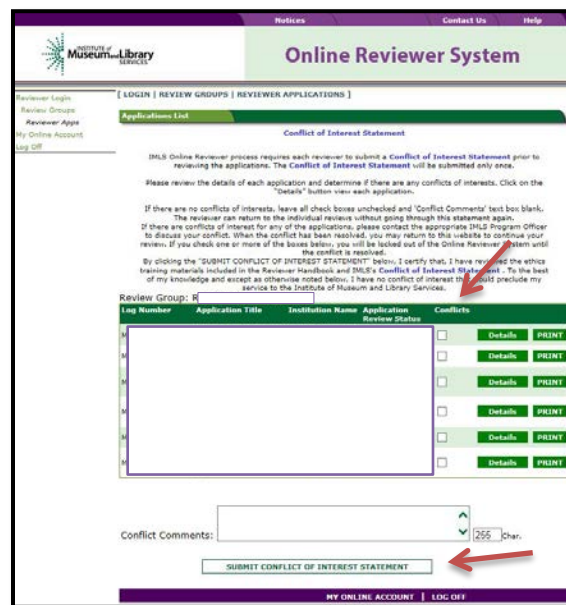
To login, enter the email address you have on file with IMLS, and use the default password: **password**. An **E-Review Security Screen** will appear. Read this page and click **OK**. Next, create a user account and establish your own password.

### 3. Assess Potential Conflicts of Interest

After you have created a new password, click **REVIEW GROUPS**, and your review assignment will appear. To access the list of applications assigned to you, click **VIEW**.

Read through your list of applications again to see if there are any potential conflicts of interest. Please see [“Complying with Ethical Obligations and Avoiding Conflicts of Interest.”](#)

**CAUTION:** Depending on your computer’s operating system and/or the browser you use, you *may* see a screen with a column labeled “Conflicts” with a checkable box by each application. **Do not check any of these boxes** as doing so will disable access to the system and make it impossible for others in your review group to do their work. Instead, call or email your IMLS primary contact immediately if you have a conflict, or what may appear to be a conflict.



If you have no conflicts of interest with any of the applicants on the list, click **SUBMIT CONFLICT OF INTEREST STATEMENT** at the bottom of page.

### 4. Read Applications

Revisit the Inspire! Grants for Small Museums Notice of Funding Opportunity, which you may download at <https://www.ims.gov/sites/default/files/fy19-oms-igsm-nofo.pdf>. Then read the applications, keeping in mind the review criteria for each section of the Narrative. You will not need to reference each bullet point in your comments, but these questions should guide your thinking about the strengths and weaknesses of each application. You can also access the review criteria as separate documents by project category –



[Lifelong Learning](#)  
[Community Anchors and Catalysts](#)  
[Collections Stewardship and Public Access](#)

You may want to print this information to keep handy as you read your applications.

### **About Organization Size**

Applicants were asked to consider whether their organization is a good fit for this special initiative for small museums and discuss a range of attributes that describe their organization. These could include, but were not limited to: size of the staff and volunteer corps; operating budget and sources of revenue; number and types of objects in the collection; size of facility and property; types and numbers of audiences served; and size relative to other organizations of the same discipline, or within the same geographic region. Please look for this discussion in the Organizational Profile and Narrative sections of each application and compare it to the Program Description in the Notice of Funding Opportunity (pages 2-3). Please indicate whether the organization made the case that it is a small museum by entering one of the following sentences in the Application Overview section in the Online Reviewer System:

Option 1: Yes, this applicant makes a convincing case that the organization qualifies as a small museum.

Option 2: No, this applicant does not make a convincing case that the organization qualifies as a small museum.

### **About Performance Measurement**

For those projects in the Lifelong Learning and Community Anchors and Catalysts categories, applicants were required to select one or more specific Performance Measure Statements associated with specific information that they will be required to collect during the grant period and report at the end of their projects. These pre-determined Performance Measure Statements will help IMLS document the collective achievements of the projects we fund, and they may be found in Appendix Three of the Inspire Notice of Funding Opportunity (pages 34-38). For projects in the Collections Stewardship and Public Access category, applicants were asked to write their own Performance Measurement Statements to reflect what success will look like upon the completion of their projects. Elements that you as a reviewer will evaluate in the Project Results section of each application relate directly to Performance Measure Statement(s).

## **5. Draft Comments**

You must write a constructive and substantive comment for each section of the Narrative for each application you review. All three sections of the Narrative have equal weight and are equally important in identifying the overall strengths and weaknesses of an application.

To organize notes for writing your comments, you may wish to use the “[Field Review Notes Template](#)” to record notes that will help you prepare your review comments. Your final review comments should be written in complete sentences and constitute strong,

coherent, constructive, and substantive assessments of each section of the application Narrative.

Think about the review criteria for each section of the application Narrative, and be sure to consider all the required components of the application as well as relevant Supporting Documents as resources for your assessment. Draft your comments using a word-processing program for later copying and pasting into the IMLS Online Reviewer System. Remember that each comment must be between 30 and 2,000 characters long.

When drafting your comments ...

- use your professional knowledge and experience to assess the information objectively.
- judge the application on its own merits, and do not base your evaluation on any prior knowledge of an institution.
- if you question the accuracy of any information, call us—not the applicant—to discuss it.

Effective comments ...	Poor comments...
<ul style="list-style-type: none"> <li>• are presented in a constructive manner.</li> <li>• are both substantive and easy to read and understand.</li> <li>• reflect the resources of the institution.</li> <li>• are specific to the individual application.</li> <li>• reflect the numeric score assigned.</li> <li>• highlight the application’s strengths and identify areas for improvement.</li> <li>• are directed to applicants—not IMLS or panel reviewers—for their use.</li> </ul>	<ul style="list-style-type: none"> <li>• simply summarize or paraphrase the applicant’s own words.</li> <li>• make derogatory remarks.</li> <li>• penalize an applicant because you feel the institution does not need the money.</li> <li>• offer or ask for irrelevant or extraneous information.</li> <li>• make vague or overly general statements.</li> <li>• question an applicant’s honesty or integrity.</li> </ul>

***Make sure your comments justify the scores you provide. A highly complementary comment does not “remove the sting” of a low score, and a negative comment does not “even out” a high one. Comments and scores must complement each other and make sense as a whole.***

Below are some examples of **effective** field reviewer comments:

Project Justification	
<p>“You clearly identify the project beneficiaries and have done a good job of working with the community to identify strategic goals for the future. The project identifies strong ties to the strategic plans/goals of both the museum and the neighborhood/district. The proposal does a good job of discussing how a diverse team of community members and museum staff has worked together to create a strong project. Your intended results are well reasoned, well formulated, and achievable.”</p>	<p><i>Comment is substantive, addresses the review criteria, and employs a positive tone.</i></p>

<p>“Your museum is making good strides in professionalizing and developing your Strategic Plan. The project outlined fits the collections stewardship criteria and is necessary for you to move forward. I started to read the application with great support but slowly came to wonder if there was a clear sense of direction and execution. For example, I am not clear about the role of the costume curator since she was not mentioned in the Narrative and her resume was missing from the application.”</p>	<p><i>Comment correlates with the score of 3 and makes implementable suggestions for improving the project.</i></p>
<p><b>Project Work Plan</b></p>	
<p>“Your work plan is clear and outlines many of the details lacking in the project justification. Your consultants are well qualified to guide museum staff in writing the general conservation survey and designing your long-term preservation plan.</p> <p>“You might consider replacing the term ‘housekeeping’ with ‘collections maintenance.’ There are tremendous new resources available through the American Institute for Conservation’s new Collections Care Network, designed to be used by collection management teams and other non-conservators.”</p>	<p><i>Comment provides a constructive assessment of the application and suggestions likely to benefit the applicant.</i></p>
<p>“Your proposal shows that your staff has done a good job of working with the community on past projects and has an excellent relationship with your neighbors and relevant community partners. The proposed project makes good use of a community advisory committee and of using evaluations at various points throughout the run of the project.</p> <p>“Your schedule of work shows a well-thought-out list of activities suitable to the challenges identified. Your timeframe, personnel, and budget resources are appropriate for the scope and scale of the project, and you adequately discuss how you will meet the cost-sharing requirement. Today, many museums are looking for ways to increase their community engagement and boost the economics of their region. I would have liked to have seen some information on how you could/will share your results or discoveries at the end of the project. This project could serve as an excellent case study for others to emulate, and you might think about ways to share your results with your colleagues across the country—e.g. an article in a professional journal, a session at a regional or national conference, a webinar.”</p>	<p><i>Comment is evaluative, addresses the review criteria, and makes implementable suggestions in a positive tone.</i></p>
<p>“Although the plan to purchase additional licenses and catalog should be straightforward, your proposal shows some inconsistencies. The effort to catalog 1,000 objects in two years does not double the count of the existing 2,000 records in a total of 6,000 objects. You involve photography and request equipment, but you did not complete the questions in the Digital Product Form. Several staff members possess the ability to work on the project and are part time; yet, your intent is to hire a temporary part-time project collections manager. You should explain why.</p> <p>“Consider simplifying and streamlining the project so it can be supported by a small staff with dedicated volunteers and interns. If your goal is to catalog, then make a first pass over ALL 6,000 objects. Determine which fields are crucial to manage the collections off site and assist with exhibitions and deaccession review. It is crucial to have a defined scope that is achievable, so that later the staff can add the layers of additional information such as condition, photography, and provenance. Your project as formatted involves too many steps in work flow and is not likely to achieve results that will make a difference. At the end of the project, the collection remains partially catalogued.”</p>	<p><i>Comment correlates with score of 2 and makes specific implementable suggestions for improving the project.</i></p>
<p><b>Project Results</b></p>	
<p>“The project to acquire intellectual control over the collection is sound</p>	<p><i>Comment addresses</i></p>

<p>stewardship and a necessary step before expansion. The goal to make the collections public is outside this scope, but will inform the extent of cataloging and quality of the record with image file. Your collections team should review their strategy and focus on the desired outcome of the project to strengthen the application. For example, the staff is currently cataloguing the objects on hard copy, then entering the information into the object document file and digital record. Why not enter information directly into the collections database? I understand the grant request is for laptops, licenses, and hotspot access, but utilizing the existing tools now and understanding the impact will strengthen the request and provide a better measurement of success. Your current measurement of success is counted as numbers, when in fact the digital record with image provides a level of quality and improved accessibility.”</p>	<p><i>questions from the review criteria.</i></p>
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In contrast, below are some examples of **poor** field reviewer comments:

<b>Project Justification</b>	
<p>“The project is justified; there is a clear need to catalogue and document this material. This collection is an important part of the permanent collection at the museum.”</p>	<p><i>Comment is not relevant to Inspire program goals.</i></p>
<p>“The museum will hire a temporary curator to develop and fabricate an exhibition to coincide with their town’s bicentennial. They will exhibit materials from their archives and private collections from community stakeholders. The project will be two years in length.”</p>	<p><i>Comment paraphrases the applicant’s own words.</i></p>
<b>Project Work Plan</b>	
<p>“The work plan would be improved by putting in more time onsite.”</p>	<p><i>Comment is very brief and has little value to the applicant.</i></p>
<p>“There are some concerns in the way of materials and supplies. The use of oak shelving and related furniture and materials that were mentioned in the itemized list in the proposal, although aesthetically pleasing, have problems, as oak off-gases acids, which therefore does not make it the most suitable material for archives, for both presentation and storage. More suitable would be powder-coated stainless steel shelving, stainless steel flat files, and industry-approved laminates for the furniture, such as tables. In the proposal, there was no mention of digitizing some of the archival materials. Is this planned at all for some of the more rare and one-of-a-kind materials in the collection? Perhaps the proposal could be adjusted to consider or include this aspect, as scanners have become more affordable.”</p>	<p><i>Comment does not reflect the score of 7.</i></p>
<p>“The design of the exhibition is boring and not even remotely relevant to the museum’s mission. The staff is woefully unprepared and will fail in the execution of this project. Targeting federal funds to this museum is a mistake.”</p>	<p><i>Comment is derogatory and does not provide useful feedback.</i></p>
<b>Project Results</b>	
<p>“Strong results with very sustainable benefits.”</p>	<p><i>Comment is very brief and has little worth or value to the applicant.</i></p>

The chart below summarizes the most frequently asked questions from field reviewers:

Should I consider ...?	Yes	No
Whether a project meets the high level goals of the institution's strategic plan	X	
An institution's financial or staffing needs		X
Whether the project is well planned and the organization has the appropriate resources to complete the project	X	
Whether the applicant has included the information necessary for an adequate evaluation of its merits	X	
Whether a project is innovative		X
The size of the organization	X	
An institution's indirect cost rate		X
Whether the project includes cost share		X

## 6. Assign Scores

Assign a preliminary score to each of the three sections of the application Narrative: Project Justification, Project Work Plan, and Project Results. Use a scale of 1 to 7, as described below. Use only whole numbers; do not use fractions, ranges, decimals, or zeroes.

SCORE DEFINITIONS	
<b>7 - Exceptional</b>	The applicant's response is exceptionally strong with essentially no weaknesses in its support of the proposed project.
<b>6 - Excellent</b>	The applicant's response is very strong with no more than one minor weakness in its support of the proposed project
<b>5 - Very Good</b>	The applicant's response is strong with only a few minor weaknesses in its support for the proposed project.
<b>4 - Good</b>	The applicant's response is adequate but with numerous minor weaknesses in its support for the proposed project.
<b>3 - Some Merit</b>	The applicant's response may have some strengths, but has at least one moderate weakness in its support for the proposed project.
<b>2 - Poor</b>	The applicant's response is deficient and has at least one major weakness in its support of the proposed project.
<b>1 - Inadequate/Insufficient</b>	The applicant's response is either inadequate or insufficient to evaluate fully and/or has numerous major weaknesses in its support of the proposed project.
<i>Minor</i>	<i>An easily addressable weakness that does not substantially lessen the impact of the project</i>
<i>Moderate</i>	<i>A weakness that lessens the impact of the project</i>
<i>Major</i>	<i>A weakness that severely limits the impact of the project</i>

## 7. Review Your Work

Review your draft comments and preliminary scores. A review with even one missing score or comment cannot be accepted by the IMLS Online Reviewer System. Adjust your scores, if necessary, to reflect more accurately your written evaluation. Scores should support comments, and comments should justify scores.

## 8. Enter Scores and Comments

Return to the IMLS Online Reviewer System at

<https://www.imls.gov/grants/become-reviewer/reviewer-resources/museum-reviewer-resources>

Then scroll to the bottom of the page to “Review Online,” and click on the link to access the Online Reviewer System Login.

Login with the email address you have on file with IMLS and the password you created in Step 2. Go to your list of assigned applications and click **REVIEW** beside any of them to begin.

Copy and paste your comments into the appropriate blue blocks for each section of the Narrative for each application. Choose a numeric score between 1 and 7 from the **SCORE** dropdown menu. Be sure to save each comment by clicking **SAVE** at the bottom of the page before you move on to the next one. Use the controls on the side or top of the screen to navigate between sections.

Once you have entered your comments for each section of the Narrative, click on Application Overview. Enter any additional overview comments you wish, between 30 and 2000 characters. You may ignore the question, “Funding Priorities Addressed?”

NOTE: Remember to enter one of the following sentences in the Application Overview section of the Online Reviewer System:

Option 1: Yes, this applicant makes a convincing case that the organization qualifies as a small museum.

Option 2: No, this applicant does not make a convincing case that the organization qualifies as a small museum.

Also, please use the Application Overview section for any additional comments that summarize the overall review of the application.

Once you have completed assigning scores and providing comments for each application assigned to you, we recommend that you print a copy of each completed review to keep for your files. Then click on **I AM READY TO SUBMIT THIS REVIEW TO IMLS** to send all your work to IMLS. At this point, you will not be able to re-enter the IMLS Online Reviewer System unless you notify your IMLS primary contact.





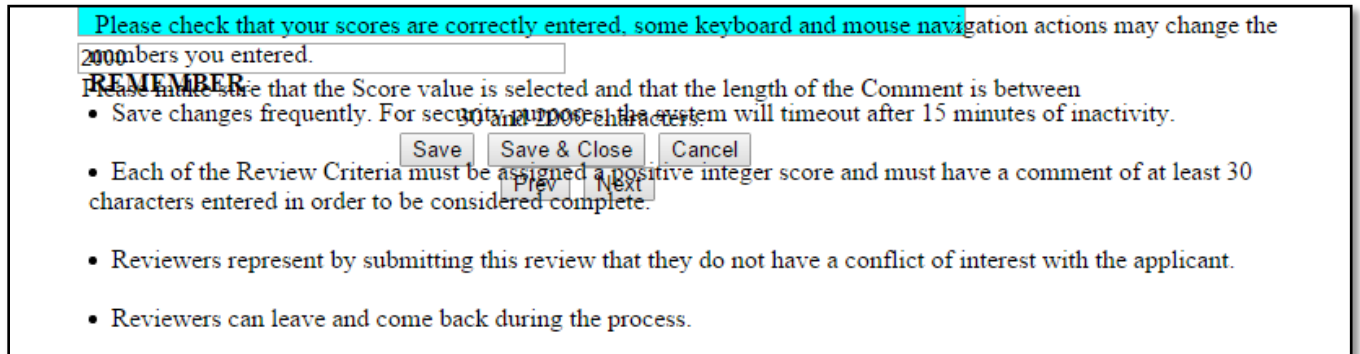
*For all questions about reviewing, either technical or programmatic, please call or email your IMLS primary contact directly.*

#### **9. Manage Your Copies**

Keep your applications and a copy of each review sheet until **June 30, 2019**, in case there are questions from IMLS staff. Continue to maintain confidentiality of all applications that you review by keeping electronic and paper copies in a secure place. After June 30, 2019, destroy the applications and review sheets, notes, and note templates.

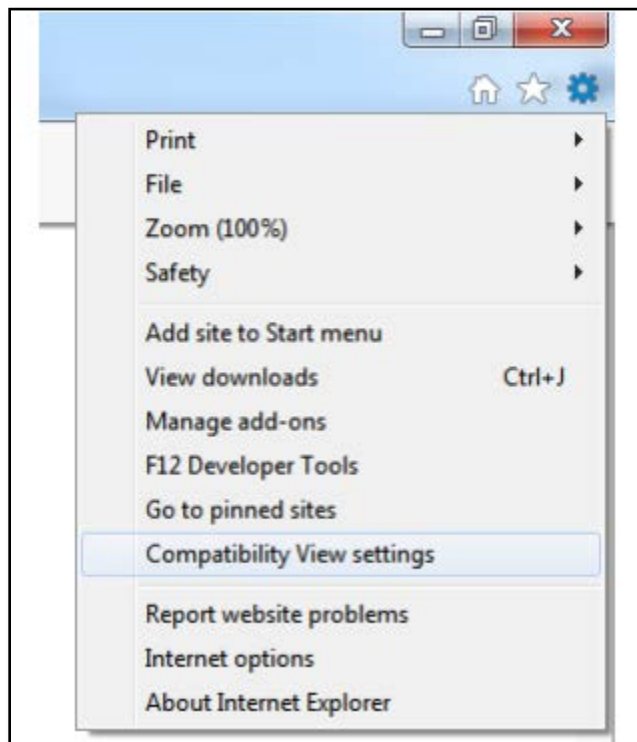
## Appendix: Online Reviewer System Troubleshooting

When using certain browsers, including versions of Internet Explorer, Chrome, Safari, and Opera, you may see text displayed in the Online Reviewer System superimposed on top of buttons or menus, making the buttons difficult or impossible to click. It may look like this:

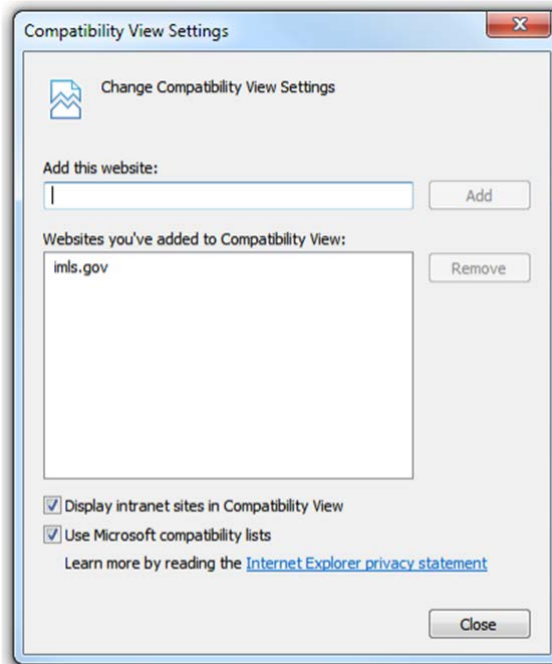


If you use **Internet Explorer (IE) with Compatibility View (or Compatibility Mode) enabled**, you may resolve this issue with the following steps:

1. Locate the Settings menu in the top right corner of the browser window and select Compatibility View settings.

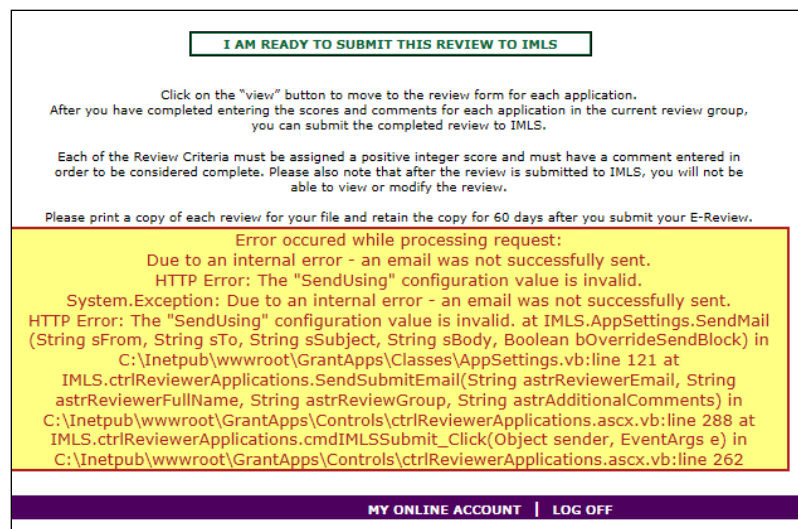


2. Type “imls.gov” in the **Add this website:** dialogue box, and then click **Add**.



If you are using another version of IE, please refer to the help documentation for your version, or contact IMLS for assistance.

When you submit your comments and scores you may encounter the following error message:



Don't worry. IMLS will have received your scores and comments even if you receive this message.