Reviewer Instructions  
Inspire! Grants for Small Museums Panel Review

Overview

- You will access the applications assigned to you by clicking on a link provided in an email message from your IMLS primary contact.
- You will enter your scores and comments through the IMLS Online Reviewer System.
- Inspire panel review uses a scale of 1 (low) to 5 (high) for the entire application.
- Scores must be in whole numbers only.
- You must write a constructive and substantive comment of between 30 and 2,000 characters in length for each criterion—Goals, Implementation, and Results—and for summary remarks in Application Overview.
- Address your comments to the applicant, not to IMLS.
- Your comments and the numeric score you provide for the application should align with each other.

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 entire group of applications that your panel will review along with the field review comments and scores for each application. The same email message included a list of applications assigned specifically to you. Save the applications assigned to you (and more if you wish) and associated field reviews 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 the IMLS Online Reviewer System

Use the following link to verify that you have access to the IMLS Online Reviewer System:

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.

Alternatively, copy and paste the following link into your web browser:

http://e-services.imls.gov/grantapps/reviewers.aspx

Different configurations of devices, platforms, and browsers respond differently to these two options, so you may need to experiment.
To log in, 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.

### Technology Issues (See also the Appendix of this document.)

**Browsers:** Microsoft Internet Explorer® is the only reliable web browser that will successfully work with the IMLS Online Reviewer System. Unfortunately, the system is not fully compatible with Mac or Microsoft Vista operating systems nor with browsers such as Mozilla Firefox, Apple Safari, Camino, or Opera.

**Compatibility View Settings:** If you are using Internet Explorer® and experience difficulty in viewing the text in the IMLS Online Reviewer System, try adding **www.imls.gov** to Compatibility Views under “Tools.”

**Passwords:** There is no need to remember or rediscover a password you may have created in prior years. We reset all passwords for the IMLS Online Reviewer System to the default at the end of each review cycle, and so all reviewers must use the default to establish new accounts. If at any time during the review process you forget the password you created, call or email your IMLS primary contact to reset your password to the default.

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 Notice of Funding Opportunity, which you may download at [https://www.imls.gov/sites/default/files/fy19-oms-igsm-nofo.pdf](https://www.imls.gov/sites/default/files/fy19-oms-igsm-nofo.pdf). Then read the applications assigned to you, keeping in mind the three panel review criteria: **Goals**, **Implementation**, and **Results**. 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. Choose the project category below in which you are reviewing applications to access the review criteria as a separate document –

   - **Lifelong Learning**
   - **Community Anchors and Catalysts**
   - **Collections Stewardship and Public Access**

**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.

5. Draft Comments
You must write a constructive and substantive comment for each of three criteria for each application you review. All three criteria 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 use the “Panel 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 the application.

As you think about the review criteria, be sure to consider all the required components of the application as well as relevant Supporting Documents as resources for your evaluation. 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; and
- if you question the accuracy of any information, call us—not the applicant—to discuss it.

<table>
<thead>
<tr>
<th>Effective comments ...</th>
<th>Poor comments...</th>
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</thead>
<tbody>
<tr>
<td>• are presented in a constructive manner.</td>
<td>• simply summarize or paraphrase the applicant’s own words.</td>
</tr>
<tr>
<td>• are both substantive and easy to read and understand.</td>
<td>• make derogatory remarks.</td>
</tr>
<tr>
<td>• reflect the resources of the institution.</td>
<td>• penalize an applicant because you feel the institution does not need the money.</td>
</tr>
<tr>
<td>• are specific to the individual application.</td>
<td>• offer or ask for irrelevant or extraneous information.</td>
</tr>
<tr>
<td>• reflect the numeric score assigned.</td>
<td>• make vague or overly general statements.</td>
</tr>
<tr>
<td>• highlight the application’s strengths and identify areas for improvement.</td>
<td>• question an applicant’s honesty or integrity.</td>
</tr>
<tr>
<td>• are directed to applicants—not IMLS or panel reviewers—for their use.</td>
<td></td>
</tr>
</tbody>
</table>
**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 panel reviewer comments:

<table>
<thead>
<tr>
<th><strong>Goals</strong></th>
<th><strong>Implementation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>“You have made a compelling argument for your database project. The lack of centralized collections management is clearly causing numerous difficulties between museum staff and the conservation lab and is putting this complex and valuable collection at risk. It makes good sense for the museum to pull upon existing resources and utilize the same database as is used throughout the larger system to manage these data; this will enable the museum and the lab to comply with database standards and share collections information in real time and more broadly.”</td>
<td>“You have a sound plan for evaluation throughout the process and a project advisory committee is in place. Your project team has worked together successfully to create the first online database and app that you will use as a foundation for this project. Overall, the timeline and funds are reasonably allocated for the project. “There is, however, a significant concern regarding staff and content production/goals. You do not articulate in any clear detail the scope of the enhancements to the app to create a more participatory experience. Second, there doesn't seem to be any member of the team with expertise in interpretation and public engagement/education on this team. Those are critical skills sets to enhancing the online database content and the engagement strategies for the app. Please consider adding them through different staff or bringing in expertise from the outside.”</td>
</tr>
<tr>
<td>Comment is substantive and addresses the review criteria.</td>
<td>Comment provides a constructive assessment of the application and suggestions likely to benefit the applicant.</td>
</tr>
<tr>
<td>“Your museum is making good strides in accomplishing the goals identified in your strategic plan by creating new exhibits and a suite of programs to offer with them. It is not clear, however, that your efforts are audience-focused rather than staff-focused. Focus groups, interest surveys, or similar information gathering among your target audience might be helpful.”</td>
<td>“The budget and human resources allocated to this project seem adequate to produce a quality learning experience. My real concern is about the scope of the proposed changes to the historic house itself. The project's goals are in some measure to address a gap in historic understanding in the community; and a point is made that there is no other history museum nearby. But the changes at your house seem to be restricted to the story of the family itself rather than the history of horticulture or the history of the region. There is an expert in genealogy on the team, but I do not see a voice for the broader historical narrative. “The project might benefit from greater use of professional resources in the region. It would seem to be an excellent opportunity to seek partnerships with kindred institutions in your city or the nearby coast.”</td>
</tr>
<tr>
<td>Comment correlates with a score of 3 and makes implementable suggestions for improving the project.</td>
<td>Comment addresses the review criteria and makes implementable suggestions for improving the project.</td>
</tr>
</tbody>
</table>
## Results

“The historic tool cataloging project will greatly benefit staff and researchers; the public impact could be even more pronounced if professional images are simultaneously created and shared more broadly via online exhibits or through ARTstor.

“The most exciting result may be in the museum’s ability to take advantage of crowdsourcing around these historic tools. Obviously, there exists a community of hobbyists, amateur/professional historians, and scholars very interested in these technical artifacts. I would recommend working some talk back features into the online collections search to facilitate conversation and take advantage of the knowledge and experience held by this particular group.”

“Goals of this project are to create online access to the records and associated assets and to photograph and scan/digitize a group of materials in addition to the 30% of the collection that has been photographed. There are no details, however, about how this will happen. I have concerns about the digital assets that will be produced during the course of this project. The details are provided neither in the narrative nor on the IMLS digital products form.

“The CAP report states that there is no space set up for object photography. It might be worthwhile for the museum to consider creating a space for the tech to capture better quality images of the collections that are being cataloged.

“The narrative states that staff will be able to catalog 10,000 items a year; however, other than the two-week test period (where results are not fully explained), there was no mention of how the museum justifies this estimate, leaving this reviewer unsure as to the museum’s ability to achieve this result.

“The narrative also discusses an online interface to the database but offers no information about how this will be created. The proposal would be stronger if public access were more strongly addressed—although it is clear that the public would be impacted by reinterpreted exhibitions and researchers would greatly benefit from more accurate collections information.”

Comment verifies strong points and makes solid recommendations for additional improvements.

Comment is thoughtful, draws on reviewer’s expertise, and makes implementable suggestions for improvement.

## Goals

“The museum plans to organize a symposium on the topic of after-school programs in art museums that will bring together museums professionals to discuss best practices. They will partner with the Parks and Recreation Department, the Boys and Girls Club, and other after-school providers.”

Comment paraphrases the applicant’s own words.

## Implementation

“The work plan would be improved by putting in more time onsite.”

Comment is very brief, vague, and has little value to the applicant.
“One suggestion is that you have a discussion about what the term ‘key deliverable’ means. Usually it pertains to a physical product rather than a nebulous goal or objective.”

Comment does not provide useful feedback.

Results

“The plan, staffing, and external reviewers indicate a good possibility of success.”

Comment is very brief and has little worth or value to the applicant.

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

<table>
<thead>
<tr>
<th>Should I consider ...?</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whether a project helps the organization advance its strategic plan</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>An institution’s financial or staffing needs</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Whether the project is well planned and the organization has the appropriate resources to complete the project</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Whether the applicant has included all the information necessary for an adequate evaluation of the project’s merits</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Whether a project is innovative</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>The size of the applicant organization</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>The applicant organization’s indirect cost rate</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Whether the project includes cost share</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

6. Assign Scores
Assign a single preliminary score to each application. Use a scale of 1 to 5, as described below.

**SCORE DEFINITIONS**

<table>
<thead>
<tr>
<th>Score</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 – Excellent</td>
<td>The applicant’s response is outstanding and provides exceptional support for the proposed project.</td>
</tr>
<tr>
<td>4 – Very Good</td>
<td>The applicant’s response provides solid support for the proposed project.</td>
</tr>
<tr>
<td>3 – Good</td>
<td>The applicant’s response is adequate but could be strengthened in its support for the proposed project.</td>
</tr>
<tr>
<td>2 – Some Merit</td>
<td>The applicant’s response is flawed and does not adequately support the proposed project.</td>
</tr>
<tr>
<td>1 – Inadequate/Insufficient</td>
<td>The applicant’s response is inadequate or provides insufficient information to allow for a confident evaluation.</td>
</tr>
</tbody>
</table>

7. Review Your Work
Review your draft comments and preliminary scores. A review with a missing score or
even one missing 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 Your 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.

Alternatively, **copy and paste** the following link into your web browser:

http://e-services.imls.gov/grantapps/reviewers.aspx

Log in 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. 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.

After entering comments for all three review criteria, go to the **Application Overview** section and choose a numeric score between 1 and 5 from the **SCORE** dropdown menu. You must enter a summary comment in this section for the system to accept your score.

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.

**NOTE:** “Funding Priorities Addressed” is not relevant. You may simply ignore the radio button.

Once you have completed assigning a score and providing comments for each application assigned to 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 the review sheets, notes, and note templates.
Appendix: Online Reviewer System Troubleshooting

When using certain browsers, including versions of Internet Explorer, Chrome, Safari, or 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, 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 if you receive this message.