INSTITUTE *of* **Museum**and**Library** SERVICES

Native American Library Services

Enhancement Grant Program

Sample Application NG-03-15-0002-15

Crow Tribe of Indians

Amount awarded by IMLS: $149,283
Amount of cost share: $19,760

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing narratives for FY2016 applications differ from those that guided the preparation of FY2014 and FY2015 applications. Be sure to use the narrative instructions in the FY2016 Notice of Funding Opportunity for the grant program and project category to which you are applying.

Abstract of Project

The Crow Tribe/Little Big Horn College (LBHC) *Digitizing Crow Indian Oral History: Preservation, Perpetuation, and Access* project is designed to preserve and make accessible audiovisual materials through digitization, the addition of item level metadata, and increased access via the Mukurtu CMS content management system. Currently, LBHC audiovisual holdings are in outdated formats and are beginning to show signs of deterioration, which if not remedied will lead to a lack of access for members of the Crow community. These collections contain invaluable cultural, historical and linguistic content that, if lost, would be irreplaceable. The LBHC Library/Archives will work with the Sustainable Heritage Network at Washington State University to receive training in relation to the digitization and preservation of the materials during the duration of the two-year project.

The project objectives are:

1. To migrate Crow cultural and historical audiovisual materials to a more stable format.
2. To create metadata at the item level to facilitate better access to the holdings.
3. To upload materials after digitization to the Mukurtu content management system.
4. To conduct outreach with the Crow community and other interested parties regarding the process and final products of the project.

This project will hire an audiovisual technician to digitize deteriorating materials, create preservation, access, and web ready copies of digitized materials, create item level metadata in Dublin Core, upload the material to the Mukurtu content management system, and conduct outreach with the Crow community to gain release forms, promote the project, and add commentary to the content in Mukurtu. The archivist will create finding aids for digitized audio where lacking and also help in promoting the project within the community and at conferences off the reservation. The project will also produce a manual that details how to complete the various sections of the project such as digitization, metadata creation, and uploading metadata to a content management system for future use at LBHC. As a result, Library/Archives staff can sustain the goals achieved during the project into the future.

Finally, and most significantly, the project will allow for important Crow cultural and historical materials to reside within the community in a culturally relevant and stable format allowing for greater access and interaction with the materials than currently offered.

1. Introduction and Assessment of Need

Little Big Horn College (LBHC) is a tribally controlled community college located on the Crow Indian Reservation in south-central Montana. The reservation is 2.28 million acres and spans ninety miles east-west and sixty miles north-south. Currently, there are 13,600 enrolled member of the Crow Nation with approximately 9,800 or 72 percent who reside on the reservation. Fifty percent of the reservation population currently falls under federal poverty guidelines. The economy of the Crow Reservation includes agriculture, mining, and employment through tribal and federal agencies such as the Bureau of Indian Affairs, the Indian Health Service, and the Crow government. The Crow Nation sustained many cultural institutions including the Crow language, which is spoken by 60 percent of the adult population.

Language and cultural preservation are one of the primary goals of LBHC and is reflected in the Crow Studies degree LBHC offers. The Little Big Horn College campus is located in the town of Crow Agency, Montana. The Crow tribe of Indians chartered the college in 1980 and the Northwest Association of Schools and Colleges (NWASC) fully accredited LBHC in 1990. NWASC reaffirmed the college's accreditation after an onsite evaluation in 2013.

The LBHC Library was founded in 1985 and the Archives in 1986 and function as one unit under the college's structure. Crow Tribal Chairman Richard Real Bird designated the LBHC Library/Archives as the official library of the Crow Nation in 1986. The LBHC Library/Archives is the only public library on the reservation. In 2008, LBHC built a new Library/Archives building that dramatically increased the square footage for the Library to 9,500 square feet and the Archives to 4,200 square feet. The library is open from 8:00 AM to 7:00 PM Monday thru Thursday and 8:00 AM to 5:00 PM on Friday during the academic year and 8:00 to 5:00 Monday thru Friday during the summer.

The current Library/Archives staff includes a Library Director, Assistant Librarian, Archivist, Technical Library Assistant, and two Library aides. The library currently has 5,820 registered patrons. In 2014, the library's holdings totaled 33,855 items, including 4,075 in the Crow/Native American. The Archives holds a wide range of materials that includes paper collections, maps, audio, video, microfilm, and photographs. The audio and video holdings housed in the Archives total 2,453 divided between audio cassettes (1218), reel to reels (68), and VHS (740) and Mini DV (427) video cassettes. There are also 27 tapes in the Betacam SP format. These are irreplaceable items that document a wide array of cultural practices, historical events, and community gatherings dating to the 1940s and they detail the culture/history of the Crows well before the reservation era. The VHS recordings each have MARC records identifying them, while the audio collections either have finding aids or box level content lists to describe them. Among the collections in the Archives, the audio-visual holdings are some of the most popular with patrons. The Archives currently makes copies of these materials on CD's and DVD's for a

wide audience such as teachers on the reservation to use in classrooms, for LBHC students to use in their course work, for the broader Crow community, and also outside researchers.

The Archives has temperature and humidity controls, which allows for a stable environment year round. In 2013, the Library/Archives significantly upgraded its bandwidth capacity to 100 Megabytes. The Library/Archives also provides public programming with a Cultural Enrichment course, which meets twenty four times per year during the academic year and deals with important themes in Crow culture and history. Based upon this background, the Library/Archives mission goal includes: access to appropriate information resources, to enhance and refine Library resources, to develop and refine information literacy skills, and especially to provide and enhance materials complementary to and supportive of the Crow Studies Associate of Arts degree course work.

In 2009, the LBHC Library staff conducted a meeting with community members to assess the long-term needs of the Library/Archives. Community members noted a wide range of needs related to the Library/Archives, however, several participants discussed the digitization of the audio/video housed in the Archives as a major priority, as they felt it was important that this important historical and cultural patrimony be made available online to reach the widest audience possible. This meeting subsequently led to the creation of a strategic planning document that outlined numerous needs and outcomes for the Library/Archives for the years 2013-2016. A primary need identified during the strategic planning process was assessing the condition of the audio-visual holding, the digitization of these materials and eventually there accessibility online.

Based upon the needs identified in the community meeting and the strategic planning document, the Archivist conducted an assessment of the audio-visual holdings and documented the need for preservation of the collections and a more permanent means of digital storage for the significant cultural/historical information for long-term preservation and access. The assessment showed the outdated nature of the audio and visual holdings and beginnings of deterioration that would affect the long-term viability of the collections and the continued ability to provide access to the Library/Archives stakeholders. Furthermore, the assessment outlined the number of audio/visual materials (2,453) housed in the Archives that would be migrated to a more stable medium.

The purpose of the IMLS Enhancement grant is to digitize and migrate the audio-visual holdings in the LBHC Library/Archives to a stable format, create item level metadata in conjunction with MARC records and finding aids, put a three-tiered digital back-up and preservation plan into place and upload culturally appropriate material online using Mukurtu CMS. This process will meet the needs identified by Library/Archives staff and members of the Crow community and preserve the holdings indefinitely. Working simultaneously to preserve and digitize these collections and make them accessible through

Mukurtu CMS allows LBHC to make these valuable cultural and historical materials not just accessible but usable to a wide audience of stakeholders the Library/Archives serves and meet the needs addressed above. While patrons can still access materials at the Libraries and online, through Mukurtu CMS, tribal members will also be able to add narratives, relate materials to create modules of content for viewing and education, and create shared community groups to update and continue adding valuable knowledge to the materials.

2. Goals and Expected Results

a. Goals

1) Train person to be hired for the project, as well as the archivist and a library staff member in digitization workflow creating master, access and web-ready copies, creating metadata at the item and collections level such that digitization work can continue after the grant concludes.

2) Transfer all Crow cultural and historical analog audiovisual resources held in the LBHC Archives to various digital formats for both preservation and access

3) Create appropriate metadata for digitized materials using standard Dublin Core format and using Mukurtu Core extended metadata to allow for community input at the item level

4) Upload appropriate content and metadata to Mukurtu CMS content management system for online accessibility and community engagement with the collections.

5) Produce technical digitizing manual documenting digitization procedures and workflow for use of staff and for continued training of future Archives and Library staff members. This can also be shared with other tribal and non-tribal institutions through the Sustainable Heritage Network and the LBHC Library website.

6) Promote the use of the new resources to the community through presentations, workshops, social media and more. Promote the resources and methods of the project to the professional world of tribal archives, libraries and museums through presentations and poster sessions at the Association of Tribal Archives, Libraries and Museums (ATALM) conference and the Tribal College Libraries Institute (TCLI).

7) Evaluate project both during and at its conclusion through written surveys and informal focus groups as well as technical evaluation by outside audiovisual experts.

b. Results

Through the implementation of the goals and activities outlined above, the primary results will be the preservation at industry standard levels of audio and visual collections and access to invaluable cultural materials for the community members to Crow historical and cultural materials. Secondarily, the content

will be enriched and the primary records enhanced by using Mukurtu CMS allowing community members to add cultural narratives and tribal knowledge to the records. Thirdly, with greater access to the collections, those who watch or listen to the digitized material will develop increased knowledge of Crow history and culture via oral histories. Finally, as these collections highlight a breadth of Crow cultural practices and knowledge a greater appreciation for Crow cultural continuity will come to fruition through contemporary activities such as Crow Fair, hand games, and arrow throwing.

3. Project Design and Required Resources

<u>Goal 1</u>

Train person to be hired for the project as well as the archivist and a library staff member to do the work of digitizing and creating metadata such that the work can continue after the grant project concludes.

Activity 1.1) Hire a preferably local assistant who speaks (or at least understands) Crow and knows the community. This project has been planned with the assistance of the Sustainable Heritage Network (SHN) at Washington State University (WSU) that has been funded by IMLS to work with tribal communities on digitization projects at regional workshops and through online tutorials. As an extension of this program, WSU digitization staff will come to LBHC to train the person to be hired in the use of the audiovisual machines, the hardware and software to be purchased and used in the project, and in doing the digitizing itself. This training will take place in the first four months twice and twice thereafter in the rest of year one. There will be three more trainings in Year Two. The involvement of the other staff in the project lays a stable foundation for the work to continue.

<u>Goal 2</u>

Transfer all Crow cultural and historical analog audiovisual resources held in the LBHC Archives to various digital formats for purposes of both preservation and access

Activity 2.1) Purchase all hardware and software required for the project. Some of the equipment may be difficult to acquire as it is antiquated and no longer made. Depending on availability of the equipment, the transfer of some formats may need to be contracted out. The 27 tapes in Betacam SP will definitely need to be contracted out as we do not expect to acquire more of this format. The transfer of the materials themselves will take 18 months and will begin immediately following the three months of training and continue until month 21. Concurrently with the training, the collections will need to be organized and prepared for transfer.

Activity 2.2) Material will be digitized simultaneously in a three tiered approach creating an archival master using uncompressed WAV files which will go onto a server hard drive with a copy onto another hard drive for back-up, an access copy using MP 3 or 4 which will also go on a server, and web ready files in jpeg or similar format. For storage and back up creating a redundant system a copy of the archival master files will be loaded onto a third hard drive for storage off site in case of disaster. Finally, the entire collection will be simultaneously backed up to a Cloud-hosted service.

Goal 3

Create appropriate metadata for digitized materials to create access to their content.

Activity 3.1) Input of embedded item level metadata in Dublin Core will occur simultaneously with the digitization as it occurs in real time. This will be done by the Audiovisual Technician hired under the project.

Activity 3.2) Updating existing and creating new finding aids completed by the archivist in Year Two.

Goal 4

Upload metadata to Mukurtu content management system for online accessibility.

Activity 4.1) in Year Two, define access to materials through culturally appropriate parameters. Any materials that need community or individual approval will he held within Mukurtu using a "strict protocol," making it accessible only to LBHC Archives and Library staff until approval is defined.

Activity 4.2) Update release forms. Currently about 75% of the oral history/literature recordings have release forms. In Year Two, the person hired will get releases for the remainder and get web releases from all informants/interviewees or as many as possible. This will occur through visits to interviewees at their homes. Materials without releases will not be made publicly available.

Activity 4.3) Upload all materials into Mukurtu CMS

Goal 5

Produce technical digitizing manual documenting digitization procedures for use of staff and for continued training of future Archives and Library staff members. This can also be shared with other tribal and non-tribal institutions through the SHN website.

Activity 5.1) Document technical procedures for digitization simultaneously with training in year 1.

Activity 5.2) Post the mauel on the LBHC Archives web page and made freely available to all through the SHN. Announce its availability to the ATALM mailing list, Native American Archivists Roundtable, the TCLI listserv, and the American Indian Library Association listserv.

Goal 6

 Promote the use of the new resources to the community through Library sponsored presentations, workshops, social media and more. Promote the resources and methods of the project to the professional world of tribal archives, libraries and museums through presentations and poster sessions at the Association of Tribal Archives, Libraries and Museums (ATALM) conference and the Tribal College Libraries Institute (TCLI)

Activity 6.1) In Year Two, presentations on the new resources will be made utilizing existing forums as well as new ones. The Cultural Enrichment Speaker Series held by the library at LBHC every Thursday at noon during the semester and attended largely by community members will dedicate one session each semester to showing the new resources now available. In addition, the Archives will host evening presentations twice a semester including the summer on the resources. Food will also be available (though not funded by the grant) as a way of enticing the public to come. The library and archives web and Facebook pages will also feature the new materials. Finally, presentations to the tribal executive branch and legislature will be made, encouraging the use of the new materials and promoting the Library and Archives in general.

Activity 6.2) Library/Archives staff will work with Crow community members to engage with Mukurtu to add additional cultural/historical information to the CMS during year two.

Activity 6.3) In Years One and Two, poster sessions will be made at the annual ATALM conference. Funds requesting travel to ATALM are included in the project budget. In addition, a presentation by project staff on the project and its challenges and successes will be made at ATALM in Year Two. Included will be some detail on the technical aspects of the work for institutions considering a similar project. The annual TCLI institute is attended by approximately 60 people representing about three quarters of tribal college libraries in the country. The tribal college libraries also serve as public libraries on their reservations, as does LBHC. A presentation similar to the one for ATALM will be made in Year Two.

Goal 7

Evaluate project both during its course and at its conclusion through written surveys and informal focus groups as well as through technical evaluation by outside audiovisual experts

Activity 7.1) In month six of the project and with a number of audio and video recordings having been digitized and made available to the public, the same group of community members who met in 2009 to give ideas and input towards the Library and Archives strategic plan will convene in a focus group to discuss and document their experiences with and make recommendations about the

resources and the project. They will be asked about culturally specific items to be placed under strict protocol on Murkurtu CMS. The public will also be surveyed regarding the value and quality of the resources. The project staff will make any appropriate adjustments to the work as needed and update the needs assessment document.

At the conclusion of the project the same community members will again meet in a focus group to discuss the completed work, its accessibility quality and the scope of content in the recordings. The public will also be surveyed again about the value and quality of the resources and what future topics and informants they would like to see recorded.

Activity 7.2 Ongoing quality control measures are part of the digitization workflow. These will be documented using Excel spreadsheets and will be reviewed by the digitization trainers and staff. After each four-month interval during the grant cycle, the digitization workflow will be assessed through both the in-person training with WSU staff and on-going virtual meetings.

4. Performance Goals, Communication, and Sustainability

The primary audience for the project is members of the Crow community, along with others interested in Crow history and culture. Through activities at the college including presentations in the Cultural Enrichment Speaker Series and Archival workshops given twice per semester, the Library/Archives staff will engage community members in person. The Cultural Enrichment Speaker Series occurs at noon on Thursdays, while the Archives presentations will take place in the evening. During the presentations, the Archivist will describe the project, provide updates on the project's progression, and share digital materials with the audience. This will allow the Library/Archives to engage its audience at times that are convenient for them. During these presentations, our audience will provide feedback via surveys that will allow us to adjust the project as needed to meet the needs of the community.

In addition, the Library/Archives will engage community members and individuals off the reservation via social media to maximize the reach to an even broader audience. Using Mukurtu CMS the Library will be able to create "community groups" directly through the CMS inviting community members to engage with the materials. The Archivist will conduct both the Cultural Enrichment Speaker Series lectures and evening presentations, while the Library staff will disseminate information thru social media. As the project progresses, the Library/Archives will submit press releases to local newspapers discussing the project's progress. Outreach will be measured via sign in sheets at presentations, comments on social media, and subsequently measured usage of digitized audio/visual materials. Beyond the audience identified in the Needs Assessment, during the first and second years of the grant staff will

attend the ATALM conference and present a poster session on the project along with a live session in year Two.
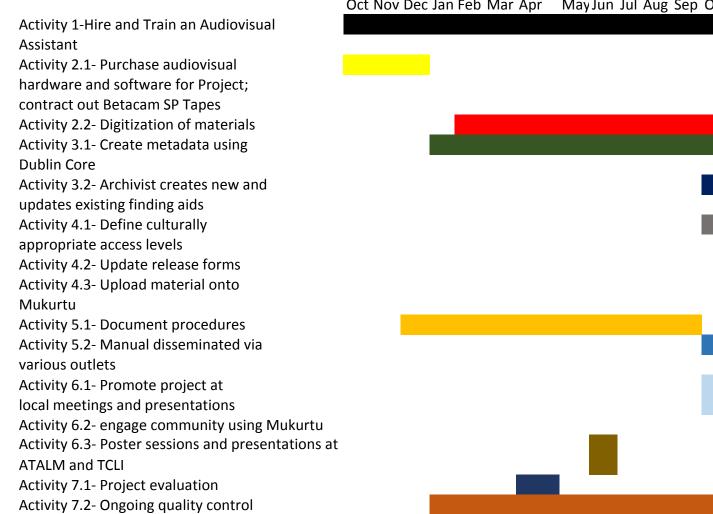
The learning outcomes flow from the Library/Archives staff effectively communicating with Crow community members and those located off the reservation. The learning outcomes are as follows:

1. Learners will gain increased knowledge and appreciation for Crow culture and history.
2. Learners will be able to utilize digital materials via varied information systems.
3. Learners will be able to better evaluate and add to Crow cultural material after viewing or listening to digitized materials.
4. Learners will acquire the ability to access materials via enhanced finding aids to improve their informational literacy.

The performance indicator for the project's learning objectives is increased usage of significant historical and cultural materials both during the digitization process and after the completion of the grant's cycle. More users utilizing the digitized material will help ensure that the learning outcomes are met. This will be measured via the number of patrons who use the material online and those that request copies to be made on CD and DVD. This can be compared to a baseline of usage prior to the implementation of the grant. The target for meeting these performance indicators is a 50 percent increase in usage of the digitized collections compared to their current use.

The sustainability of the project is centered on LBHC's continued commitment to the perpetuation of Crow history and culture. This a key component of the college's mission statement which states, "The College is committed to the preservation, perpetuation and protection of Crow culture and language, and respects the distinct bilingual and bi-cultural aspects of the Crow Indian community." Also, as the official library of the Crow Nation there is a strong commitment to maintain cultural materials for future generations. LBHC's infrastructure also lends itself to the sustainability of the project. As noted in the introduction, the new Library/Archives building shows a strong commitment to the work performed by the department and by including training in the grant project we ensure sustainability of the new skills and future digitization work. The Library/Archives staff also affords itself to the sustainability of the project, as the average tenure of employment is 12.7 years. In total, there is broad support within the college and the Crow community for maintaining the project after the grant's conclusion.

	Year 1															Year 2							
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Activity 1-Hire and Train an Audiovisual Assistant																								
Activity 2.1- Purchase audiovisual hardware and software for Project; contract out Betacam SP Tapes																								
Activity 2.2- Digitization of materials																								
Activity 3.1- Create metadata using Dublin Core																								
Activity 3.2- Archivist creates new and updates existing finding aids																								
Activity 4.1- Define culturally appropriate access levels																								
Activity 4.2- Update release forms																								
Activity 4.3- Upload material onto Mukurtu																								
Activity 5.1- Document procedures																								
Activity 5.2- Manual disseminated via various outlets																								
Activity 6.1- Promote project at local meetings and presentations																								
Activity 6.2- engage community using Mukurtu																								
Activity 6.3- Poster sessions and presentations at ATALM and TCLI																								
Activity 7.1- Project evaluation																								
Activity 7.2- Ongoing quality control measures																								