CSU Dominguez Hills Library, CSU Northridge Library, USC Libraries – L.A. as Subject Digital Residency

University of Southern California Libraries (USC); Gerth Archives and Special Collections at California State University, Dominguez Hills (CSUDH); Oviatt Library at California State University, Northridge (CSUN); and the Autry Museum of the American West (Autry) respectfully request $649,640 in IMLS support for the *L.A. as Subject Digital Residency and Training Program,* a 3-year **Continuing Education** project under the **Curating Collections** category and the **Project Grant** funding category. Our proposed residency and training program will transfer critical skills for building digital library collections based on community archives. We will provide $279,341 of in-kind support for the program, which will provide training, mentoring, and hands-on learning related to digital collections management to 150 staff and volunteers at 30 community archives in the L.A. as Subject (LAAS) research alliance and 3 digital collections residents who will be recent MLIS graduates.

Statement of Broad Need: Community archives play essential roles in the preservation of our nation's diverse cultural heritage. Smaller archives include less-visible but essential aspects of America's historical record. For example, the diverse LAAS membership includes the Compton 125 Historical Society, Go for Broke National Education Center on Japanese-American WWII veterans, and ONE National Gay & Lesbian Archives. Like small archives across the U.S., LAAS members are home to collections on African-American, Asian-American, and Latino experiences; arts, labor, and political organizations; neighborhoods such as L.A.'s Boyle Heights; industries from citrus to motion pictures; and pastimes such as baseball. Despite this rich cultural legacy, much is absent from U.S. digital libraries and resources like the Digital Public Library of America (DPLA).

 In addition to lacking IT infrastructures to publish and preserve materials in online digital libraries, community-based institutions lack expertise in building digital collections and resources for training their staff and volunteers—who often do not have MLIS degrees or experience in imaging, metadata, rights issues, and related areas. Yet their direct experiences with the unique materials in their care and community-based practices for building collections should inform how digital libraries and similar resources are developed. Because of the potential benefits for all parties, there is a strong national need for collaborations between larger academic, research, and public libraries and smaller archives that safeguard many important facets of our shared heritage.

 Our proposed residency and training program will educate and mentor archivists who will take leading roles in building community-based digital collections and build capacity among community archives to create, manage, preserve, and provide access to digital library collections. It therefore supports an IMLS agency-level goal from *Creating a Nation of Learners:* "IMLS supports exemplary stewardship of museum and library collections and promotes the use of technology to facilitate discovery of knowledge and cultural heritage."

Project Design: Our proposed 3-year project (Oct. 1, 2018 to Sept. 30, 2021) builds on a recent, successful IMLS-supported residency program that trained 7 recent MLIS graduates in archival skills via a series of 3-month rotations in community archives. During this prior program, we heard repeatedly from residents and LAAS archives that they wanted 1) more focus on skills relating to digital collections and project leadership and 2) lasting learning outcomes for staff and volunteers at LAAS community archives. To achieve these goals, our proposed residency and training program follows the maxim that the best way to learn is by doing.

 Starting on May 1, 2019, three hub institutions (CSUDH, CSUN, and USC) will host 3 residents for 24-month terms ending April 30, 2021. Residents will be recent MLIS graduates with an interest in building digital collections in community archives and gaining critical skills for careers at digital libraries. Together, the 3 residents will receive regular training and mentoring from digital library professionals at their hubs; consult with at least 30 LAAS archives about their collections, needs, and capacity for building digital collections; lead workshops and instructional sessions on digital collections for at least 150 staff and volunteers at 30 LAAS archives; and oversee a collaborative digital library project including 9-15 LAAS members' collections.

 Curriculum: Residents will receive training and mentoring in skills related to digital collections from DPLA training programs (project planning, selection of materials, rights issues, metadata, digital reformatting and file management, and promotion) and 14 managerial competencies identified by the Library Leadership and Management Association (LLAMA): communication, change management, team building, collaboration and partnerships, emotional intelligence, problem solving, evidence-based decision making, conflict resolution,

budgets, forward thinking, critical thinking, ethics, project management, marketing and advocacy. Outcomes will be measured by self-assessment surveys from residents and LAAS archive staff and volunteers, as well as 360-degree-style surveys of mentors and others who worked closely with residents during their terms.

Resident Activities: After orientation and training at their hubs, the 3 residents will begin consultations and site visits to assess LAAS members' collections and capacity for digital projects. Guided by mentors, they will develop a survey instrument for the LAAS membership of 230 archives on their capacity and training needs for digital projects. Each resident will 1) Assess collections and staff and volunteer training needs for digital projects at 10 LAAS archives, 2) Work closely with 3-5 LAAS members to plan and complete a 12-month project to publish items on their hub's digital library and DPLA, and 3) Create project plans, budgets, and case statements for the highest priority digital projects of the 3-5 LAAS members. The capstone digital library project will focus on an inclusive theme (e.g. "Changing L.A.") and be integrated into an exhibition, public programs, and digital humanities projects in collaboration with the Autry, CSUDH, CSUN, and USC.

Workshops and Training: Each of the 3 residents will lead workshops and instructional sessions for 50 staff and volunteers at 10 LAAS archives. These will be tailored to needs identified by residents, mentors, and LAAS members during site visits and address areas in the DPLA curriculum and LLAMA competencies. We will also develop online instructional materials for other LAAS archives in core areas of need that we identify for digital collections and project design and leadership. These will be hosted on the LAAS website.

Project Team: Our team draws on many years of experience in library management and digital library projects and oversaw a prior LAAS residency program. PI Marje Schuetze-Coburn is Associate Dean for Faculty Affairs at USC Libraries, and Co-PI Marianne Afifi is Associate Dean Emerita at CSUN Libraries. Co-PIs Greg Williams (director of archives, CSUDH), Ellen Jarosz (head of special collections, CSUN), and Rachel Mandell (metadata librarian, USC) will oversee the residents' experiences at each hub. Digital librarians Thomas Philo (archivist, CSUDH), Steve Kutay (digital services librarian, CSUN), and Deborah Holmes-Wong (director of the USC Digital Library), will supervise and train residents. Co-PIs Marva Felchlin (Autry) and Liza Posas (L.A. as Subject coordinator at USC) and archivist Claude Zachary and project manager Timothy Stanton of USC will assist with oversight and integration of the project into public programs. Experienced library consultant and evaluator Cynthia Mediavilla will oversee all survey design and evaluation activities.

Diversity Plan: L.A. as Subject is dedicated to preserving and sharing access to the complex histories of underrepresented communities and neighborhoods in the greater L.A. region. The project team will work with the 3 hubs and LAAS members to ensure a broad, diverse representation among participating LAAS archives. Our 3 hubs, CSUDH, CSUN, and USC, have well-established and defined inclusive hiring policies and HR policies and active commitments to diversity supported by dedicated offices and university-wide initiatives.

Broad Impact: Our project will have broad impact—and longevity—regionally via the L.A. as Subject organization of 230 archives and strengthened ties between the 3 hubs and 30 LAAS archives via shared digital collections, workflows, and pathways to DPLA and other national platforms. Additionally, this residency model can be replicated as the USC Libraries work with the California Digital Library (CDL) and Los Angeles and San Francisco Public Libraries to create the first California DPLA service network. Nationally, we will share the results of our program via professional conferences, articles, and DPLA working groups. We consulted closely with DPLA and CDL personnel while planning our residency program and believe it can be a model for digital collections knowledge transfer between large and small institutions in other U.S. cities and regions.

Budget: We respectfully request $649,640 in support: $447,280 for 3 residents' salaries ($55,000/yr. for 2 yrs.), benefits (36%, 30.6%, and 33.2% at CSUDH, CSUN, & USC), and professional development; $84,000 for digital library projects at 3 hubs (student wages, equipment, and digital preservation); $65,000 for program oversight by Marianne Afifi (867 hours @$75/hr.); $10,000 for evaluation by Cindy Mediavilla (133 hours @$75/hr.); $4,500 in travel; $40,000 in indirect or F&A costs). We will provide $279,341 in cost share: $201,818 for personnel and $77,523 in F&A costs.