



INSTITUTE of
Museum and Library
SERVICES



PANEL REVIEWER HANDBOOK

Native American/Native Hawaiian Museum Services Program



OFFICE OF MUSEUM SERVICES
FISCAL YEAR 2022

For additional information, contact:

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Welcome!

Thank you for agreeing to serve as a peer reviewer for this year's Native American/Native Hawaiian Museum Services program. We hope you find this to be a rewarding experience and will draw satisfaction from helping Native American tribes and organizations that primarily serve and represent Native Hawaiians to provide opportunities to sustain heritage, culture, and knowledge through strengthened activities in areas such as exhibitions, educational services and programming, professional development, and collections stewardship. We assure you that your contribution of time and expertise will be invaluable to IMLS and to the applicants who will receive your comments.

In this handbook, you will find the information you need to participate in the panel review, including information about the program, step-by-step instructions for using eGMS Reach, and four appendices with important reference material.

If you have any questions about this material or the processes described, please do not hesitate to contact your panel chair (your Program Officer) at any time.

Once again, thank you for the service you are about to render to Native Americans and Native Hawaiians and the communities they serve.

IMLS Office of Museum Services Staff

PANEL REVIEWER INSTRUCTIONS

NATIVE AMERICAN/NATIVE HAWAIIAN MUSEUM SERVICES PROGRAM

Overview

The goal of the Native American/Native Hawaiian Museum Services (NANH) grant program is to support Indian tribes and organizations that primarily serve and represent Native Hawaiians in sustaining heritage, culture, and knowledge through exhibitions, educational services and programming, professional development, organizational capacity building, and collections stewardship.

Distinguishing features of successful NANH projects are:

- *Institutional Impact:* Projects address an identified need or challenge facing an organization.
- *In-depth Knowledge:* Applications reflect a thorough understanding of current practice and knowledge about the subject matter.
- *Project-based Design:* Work plans consist of a set of logical, interrelated activities tied directly to addressing the key need or challenge identified in the proposal.
- *Demonstrable Results:* The project generates measurable results that tie directly to the need or challenge it was designed to address.

Native American/Native Hawaiian Museum Services Goals and Objectives

Reflecting IMLS's agency-level goals, the Native American/Native Hawaiian Museum Services grant program has three program goals and from two to four objectives associated with each goal. Each applicant should align their proposed project with one of these three goals and one or more of the associated objectives.

- Goal 1: Empower people of all ages and backgrounds through experiential and cross-disciplinary learning and discovery.
 - Objective 1.1: Support public programs, adult programs, family programs, and early childhood programs.
 - Objective 1.2: Support exhibitions, interpretation, and digital media.
 - Objective 1.3: Support in-school and out-of-school educational programs.
 - Objective 1.4: Support the professional development of the Native American and Native Hawaiian museum workforce.
- Goal 2: Build the capacity of organizations to serve their communities.
 - Objective 2.1: Support institutional planning and policy development.
 - Objective 2.2: Support technology enhancements.
- Goal 3: Advance the management and care of Native American and Native Hawaiian collections and their associated documentation.
 - Objective 3.1: Support cataloging, inventorying, and registration; collections information management; and collections planning.
 - Objective 3.2: Support conservation and environmental improvement and/or rehousing; conservation surveys; and conservation treatment.



- Objective 3.3: Support database management, digital asset management, and digitization.
- Objective 3.4: Support the preservation and perpetuation of indigenous languages and traditional cultural practices.

Funding Amounts

Native American/Native Hawaiian Museum Services requests for IMLS funds may range from \$5,000 to \$100,000, including both direct and indirect costs. Cost sharing is encouraged but not required for the NANH program and will not be considered in the evaluation.

Confidentiality

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.



Using eGMS Reach: Step-by-Step Instructions

1. Sign in to eGMS Reach and create a password.

An account has been established for you in eGMS Reach. In a separate email with the subject line “eGMS Reach Account Information,” you will receive your access credentials, including a username. If you do not receive such an email, please check your junk folder. If you still do not see the email, contact imls-museumreviewers@imls.gov.

Once you have the email, please visit <https://grants.imls.gov/Reach/> and follow the instructions to create a password. If you are entering the system for the first time, click the **Sign in help** button to create a password. If you are a previous IMLS grantee or reviewer, you may already have an eGMS Reach account and username. If you need to reset your password, you will have the option to do so on the sign in page by clicking the **Sign in help** button.

The screenshot shows the eGMS Reach sign-in page. At the top, there are links for "eGMS" and "REACH". On the right, there is a "Help" link. The main area has a "Welcome to eGMS Reach" header. Below it, text explains that eGMS Reach is for application review and award management at the Institute of Museum and Library Services. It provides links for "Sign in help" (which is circled in red) and "here" (for IMLS staff). There are fields for "User name" and "Password", and a "Sign in" button. At the bottom, there is a "Sign in help" link again, followed by the Institute of Museum and Library Services logo.

2. Verify access and confirm you have no conflicts of interest.

Once you have signed in successfully, go to My Panels and click on the Go to Panel button to see Panel Files and Applications assigned to you and to confirm you have no conflicts of interest.

The screenshot shows the "My Panels" page. At the top, there is a "Home" link and a user profile for "cbodner". On the left, there is a sidebar with a "My Panels" link (which is circled in red). The main area has a "Welcome to eGMS Reach" header. Below it, text explains that if you are a panelist, you can select your panel under "My Panels". If you are an awardee, you can select your award under "My Awards". It also provides a link to update contact information. At the bottom, there is a table titled "My Panels" with one row. The row contains a "Go to Panel" button (circled in red), the panel name "FY20_MFA_Collections_Conserv_FR_01", the date "2/1/2020", and the chair "Connie Bodner". The table has columns for "Name", "Date(s)", and "Chair". At the bottom, there is the Institute of Museum and Library Services logo.

Panel Files include:

- Panel Reviewer Handbook: Native American/Native Hawaiian Museum Services Program (this document)
- FY2022 Notice of Funding Opportunity (guidelines for applicants)
- Panel Reviewer Guidance (pre-recorded webinar)

IMPORTANT: Before proceeding to the Applications Tab, you must affirm that you have reviewed and approved the Conflict of Interest statement located under your Personal Files and as Appendix C in this document. Scroll to the bottom of the page in Reach to the section titled ‘Personal Files’. Click on the paper icon to review Complying with Ethical Obligations and Avoiding Conflicts of Interest. Then click on the pen icon to affirm that you have reviewed this file and approved its contents.

Personal Files						
These files are only visible to you.						
Actions	Name	File Type	Date	Status	Your Comments	Staff Comments
 	Ethical_Obligations_and_Conflicts_of_Interest_20200116.pdf	Panelist Ethics and Conflict of Interest Agreement				

To electronically sign the file, check the box and click **Save Changes**.

Electronically Sign File

 Ethical_Obligations_and_Conflicts_of_Interest_20200116.pdf

Enter comments here and check the box below to sign the document.

By checking this box, I affirm that I have reviewed the file and approve its contents.

Once you begin reading your assigned applications, you may identify a potential conflict of interest that was not obvious earlier. **Contact your panel organizer immediately, and we will help resolve it.**

To see the applications that you will be reviewing, click on the Applications Tab. The paper icons in the **Actions** column allow you to view the application, and the pen icons allow you to enter your comments and scores for each application. You may also download the applications if you wish by clicking **Download Applications**.

Panel Files Applications Messages

Applications

[View All My Evaluations](#) [Download Applications](#) [Mark all Evaluations as Complete](#)

Actions	Application Number	Primary Person	Primary Institution	Title	Project Type	Status	Final Grades
					<input type="checkbox"/>	AJones:	
					<input type="checkbox"/>	AJones:	
					<input type="checkbox"/>	AJones:	
					<input type="checkbox"/>	AJones:	
					<input type="checkbox"/>	AJones:	
					<input type="checkbox"/>	AJones:	

3. Read the applications.

We recommend that you begin by reviewing the [Native American/Native Hawaiian Museum Services FY2022 Notice of Funding Opportunity](#) to which applicants have responded in creating their applications. This document is also available in your Panel Files. Then read the applications, keeping in mind the review criteria for each section of the Narrative. The review criteria are provided in the Notice of Funding Opportunity, on the evaluation forms, and in Appendix D of this document. 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.

4. Draft your comments.

For each application you review, we ask you to write a constructive and substantive comment for each section of the Narrative: **Project Justification**, **Project Work Plan**, and **Project Results**. All three sections of the Narrative have equal weight and are equally important in identifying the overall strengths and weaknesses of an application.

You may wish to prepare your comments in a separate document for later copying and pasting into the eGMS Reach evaluation form.

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.
- Make sure your comments justify the scores you provide. A highly complimentary 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.

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

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

Project Justification	
<p>"You clearly identify the project need and propose an innovative solution and have done a good job of working with the community to identify future goals. The project partners add needed expertise and have been involved in the development of the project. Your intended results are well reasoned, well formulated, and achievable. The proposed project will definitely improve the tribe's museum services and is an excellent fit with the Native American/Native Hawaiian Museum Services program."</p>	<p><i>Comment is substantive, addresses the review criteria, and employs a positive tone.</i></p>
<p>"A strength of the application is the recognition of the initial development of collections care and management policies intended to manage the museum's extensive collections. With this, the need for a collections management project seems consistent with institutional priorities and community interests. A major weakness to the success of this goal is the lack of expertise on staff regarding appropriate archival management and digital collections management skills. The proposal notes that a staff member will provide oversight and lead a project intern whose duties will be to inventory the collections. However, her resume provides no indication as to her skill set in collections management or care. For a better opportunity of success, the museum should refer to recommendations highlighted in their CAP report suggesting that staff take courses on collections management and care and/or work directly with museum professionals to create an improved understanding of collections care procedures and policies."</p>	<p><i>Comment correlates with the score of 3 and makes implementable suggestions for improving the project.</i></p>

Project Work Plan	
<p>"Your work plan is clear and outlines specific activities necessary for achieving your goals. I applaud you for including well qualified consultants who are well versed in developing exhibitions and interpretive planning."</p>	<p><i>Comment provides a constructive assessment of the application and suggestions likely to benefit the applicant.</i></p>
<p>"You might consider adding additional prototype testing during the exhibition development process. This will allow you to assess the proposed hands-on activities and displays and make necessary alterations before fabrication."</p>	<p><i>Comment correlates with score of 2 and makes specific implementable suggestions for improving the project.</i></p>
Project Results	
<p>"The proposal provides strong evidence that the project will positively impact the participants involved and the greater tribal community who desire a more accurate understanding of tribal culture and history. This particular interaction between traditional practitioners and community members continues a pattern of dynamic community collaborations, therefore fulfilling important intended project outcomes. The combination of outcome based models for project evaluation with the detailed oversight of staff committed to the project promotes confidence that the project will successfully achieve the proposed results."</p>	<p><i>Comment addresses questions from the review criteria.</i></p>

In contrast, below are some examples of **poor** panel reviewer comments:

Project Justification	
<p>"Primary emphasis is placed on a need for collections storage. A discussion of the generation of educational materials is also presented, but to a lesser degree. The project will be two years in length."</p>	<p><i>Comment paraphrases the applicant's own words.</i></p>

<p>“Is revenue and expenditures report mandatory on Program Information Sheet? If so, this section was lacking information.”</p>	<p><i>Comment addresses status of application component. Reviewer should have contacted IMLS for clarification prior to including statement in review.</i></p>
Project Work Plan	
<p>“The design of the exhibition is boring and not even remotely relevant to the cultural center. 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>
Project Results	
<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 NANH panel reviewers:

Should I consider ...?	Yes	No
Whether a project strengthens museum services	X	
An applicant'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 new or a resubmission		X
The size or age of the organization		X
An institution's indirect cost rate		X

5. Assign your scores.

Assign a preliminary score for the overall project keeping all three sections of the application narrative in mind. Use a scale of 1 to 5, as described below.

SCORE DEFINITIONS	
5 – Excellent	The applicant's response is outstanding and provides exceptional support for the proposed project.
4 – Very Good	The applicant's response provides solid support for the proposed project.
3 – Good	The applicant's response is adequate but could be strengthened in its support for the proposed project.
2 – Some Merit	The applicant's response is flawed and does not adequately support the proposed project.
1 – Inadequate/Insufficient	The applicant's response is inadequate or provides insufficient information to allow for a confident evaluation.

6. *Review your work.*

Review your draft comments and preliminary scores. Adjust your scores, if necessary, to reflect your written evaluation more accurately. Scores should support comments, and comments should justify scores.

7. *Enter your scores and comments.*

When you are ready to enter your scores and comments, visit <https://grants.imls.gov/Reach/> and sign in with the username IMLS assigned you and the password you created. Click on the **Go to Panel** button, and then click on the Applications Tab. Choose an application and click on the pen icon to open the evaluation form.

You may enter your comments directly into the form or copy and paste them from a document you may have created.

If you copy and paste your comments from another document, make sure to use plain text to avoid including any imbedded code. Click on the Paste Plain Text icon (circled in red below) to create a Paste Plain Text box. Use CTRL+V to paste your comments, and then click Paste. Do not use the formatting features (circled in orange below) – bold, italics, underline, bullets, numbers.

Project Justification

- Is the need, problem, or challenge to be addressed clearly identified and supported by relevant evidence?
- Are the stakeholders and/or people who will benefit from the project clearly identified, and have they been involved in planning the project in ways that are appropriate and likely to be effective?
- If applicable, are the collections and/or records that are the focus of the project and their current condition described and quantified in enough detail?
- Are the ways in which this project builds the capacity of the institution specific, actionable, and measurable?

Project Work Plan

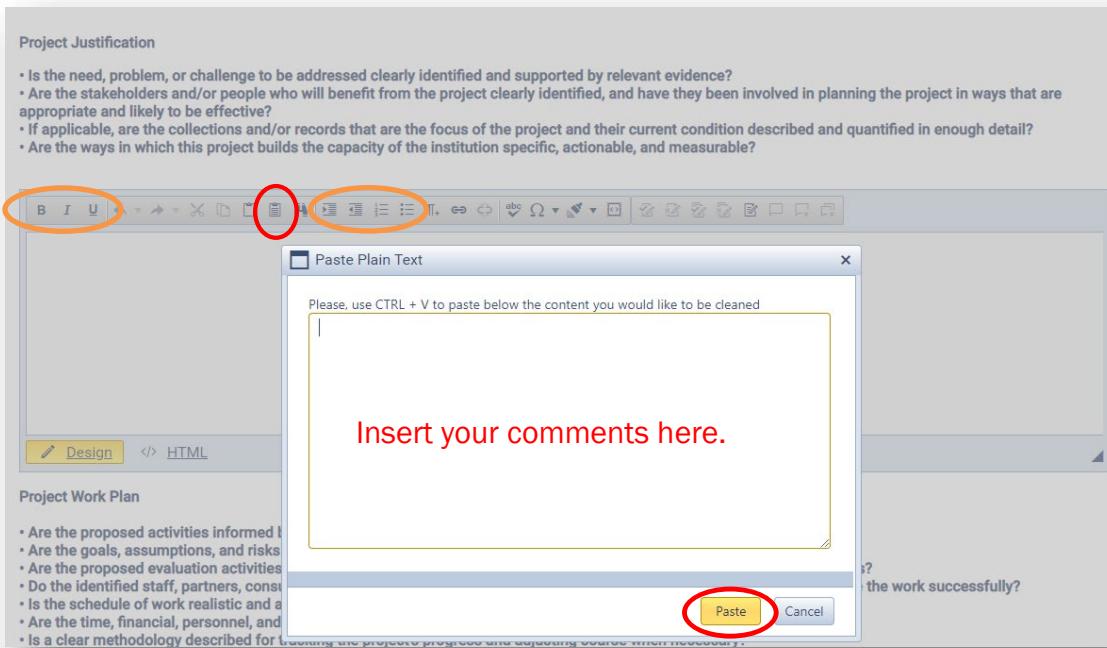
Insert your comments here.

Please, use CTRL + V to paste below the content you would like to be cleaned

Paste Plain Text

Paste Cancel

the work successfully?



Warning: Only open one instance of an evaluation screen at once. If you have two instances of an evaluation screen open on your computer and one of them is blank, the auto-save feature will overwrite any comments you have with the blank comment box.

Copy and paste your comments into the appropriate text blocks for each section of the narrative for each application. Once you have entered your comments, select a numeric score between 1 and 5 in the Overall Project Score section.

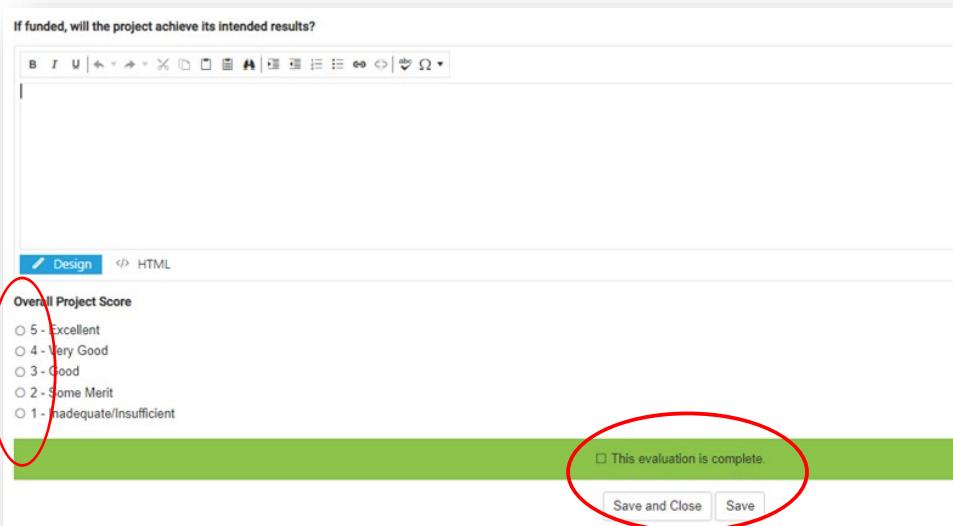
If funded, will the project achieve its intended results?

Overall Project Score

- 5 - Excellent
- 4 - Very Good
- 3 - Good
- 2 - Some Merit
- 1 - Inadequate/Insufficient

This evaluation is complete.

Save and Close Save





The evaluation form is built to autosave every five minutes. However, it is wise to click the **SAVE** button at the bottom of the form frequently.

When you have completed your comments and selected your score, check the box next to “This evaluation is complete,” and close the evaluation form.

You may return to the evaluation form as frequently as you wish. You can keep track of your progress by checking the “Status” column on the Applications Tab.

You may view your work at any time by clicking the **View All My Evaluations** button.

MA-OMS-22-17898: FY22 MFA Community PR 02

Date(s)	1/2/2022
Coordinator	
Chair	Mark Isaksen 202-653-4667 MIsaksen@imls.gov
Evaluation Due Date	4/19/2022

Thank you for agreeing to serve as an IMLS peer reviewer for the FY22 Museums for America grant cycle.
Guidance for reviewers is accessible under the Panel Files Tab below.

Before proceeding to the Application Tab, you must:

- Review the Conflicts of Interest Statement located under your Personal Files (to review the statement, click the paper icon); and
- Certify that you have reviewed the Conflicts of Interest Statement and that you have no conflicts with the applications that have been assigned to you (to certify that you have reviewed the statement and have no conflicts, click the pen icon to access the click-through signature function).

The deadline for completing your reviews is Friday, April 29 at 11:59:59 PM EST.

Selected Sort Order	Application Number
---------------------	--------------------

[Panel Files](#) [Applications](#) [Messages](#) [Readings](#)

Applications

[View All My Evaluations](#) [Download Applications](#) [Mark all Evaluations as Complete](#)

Applications are sorted by Application Number.

Actions	Application Number	Primary Person	Primary Institution	Title	Project Type	Status	Final Grades
					<input checked="" type="checkbox"/>	AJones: 4	
					<input type="checkbox"/>	AJones:	

REMINDER: Your reviews must be completed and entered into eGMS Reach by the **Evaluation Due Date in eGMS Reach**.

8. Manage your copies.

Keep your applications and copies of any notes until **August 31, 2022**, 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 August 31, 2022, destroy the applications and any notes.



Appendix A: Application and Review Process

The mission of the Institute of Museum and Library Services (IMLS) is to advance, support, and empower America's museums, libraries, and related organizations through grantmaking, research, and policy development. The success of IMLS grant programs depends upon the quality of its peer review process, through which hundreds of reviewers consider thousands of eligible applications fairly, candidly, and impartially in order to make recommendations for funding each year. Below is a summary of the process from application submission through award announcements.

1. Organizations submit their applications electronically using [Grants.gov](#), the central portal of the United States government for receipt of electronic applications.
2. IMLS receives the applications, and staff members check them for organizational eligibility and application completeness.
3. IMLS staff members identify a pool of available peer reviewers with appropriate expertise. Peer review takes place in one or two tiers, depending on the grant program: field review, panel review, or both. Each complete application submitted by an eligible organization typically receives between three and six reviews.
4. For the applications ranked most highly by peer reviewers, IMLS staff members carefully assess the budgets and past organizational performance.
5. IMLS staff members provide a list of applications recommended for funding to the IMLS Director.
6. The IMLS Director makes all final funding decisions.
7. IMLS notifies all applicants whether or not they have received an award. With their notifications, all applicants receive anonymous copies of the field and/or panel reviews. IMLS also sends notification of the awards to each participating reviewer.



APPENDIX B: PROTECTING SENSITIVE DATA AT IMLS

IMLS is committed to protecting your private, sensitive information and employs the following physical and technical safeguards when collecting museum program reviewer and panelist information:

1. **Email Security.** IMLS email is hosted on a cloud computing infrastructure which has been reviewed and approved as meeting the security requirements of the Federal Risk and Authorization Management Program (FedRAMP). FedRAMP is a government-wide standardized program for security assessment, authorization, and monitoring of cloud products and services. FedRAMP requirements are based on (and surpass) the Security and Privacy Controls for Federal Information Systems and Organizations developed by the National Institute of Standards and Technology. FedRAMP's additional security controls address the unique elements of cloud computing to ensure all federal data is secure in cloud environments.
2. **Secure File Transmission.** IMLS Secure File Upload uses Hypertext Transfer Protocol Secure (HTTPS), a transmission protocol that verifies the identity of a website or web service for a connecting client, and encrypts nearly all information sent between the website or service and the user. HTTPS is designed to prevent this information from being read or changed while in transit. HTTPS is a combination of HTTP and Transport Layer Security (TLS). TLS is a network protocol that establishes an encrypted connection to an authenticated peer over an untrusted network.
3. **Secure File Storage.** IMLS will only store secure files and any related passwords as long as necessary to complete the relevant transaction or process. A physical copy of personally identifiable information (PII) may be printed at IMLS for business use, after which the copy is secured in a locked location and destroyed after the business use ceases.
4. **Access Controls.** IMLS employs access controls to restrict access to sensitive information that is stored electronically. Access to IMLS files is restricted to authorized IMLS staff, and sensitive data is stored in folders that can only be accessed by a restricted set of authorized users. Files containing sensitive information are password-protected, providing an additional layer of security.
5. **Records Policies.** IMLS financial transaction records are subject to the agency's record retention policy and disposed of in accordance with the General Services Administration's General Records Schedule.

APPENDIX C: COMPLYING WITH ETHICAL OBLIGATIONS AND AVOIDING CONFLICTS OF INTEREST

As a Reviewer for IMLS, you perform a vital role in ensuring the integrity of the IMLS's peer review process and must carry out your duties in accordance with government ethics rules. Before you evaluate applications, we ask that you review the following *General Principles of Ethical Conduct* and *Summary of the Conflict of Interest Laws*. You will be asked to certify compliance with the IMLS Reviewer Conflict of Interest Statement and Certification. IMLS allocates up to one hour of your reviewer time for you to consider these materials.

If, at any time in the course of performing your duties at IMLS, you believe you may have a conflict of interest, please contact the IMLS program officer coordinating your review process. Other questions about the ethics rules and responsibilities may be directed to IMLS's Designated Agency Ethics Official at ethics@imls.gov; (202) 653-4787; 955 L'Enfant Plaza North, SW, Suite 4000, Washington, DC 20024-2135.

General Principles of Ethical Conduct

1. Public service is a public trust, requiring you to place loyalty to the Constitution, the laws, and ethical principles above private gain.
2. You shall not hold financial interests that conflict with the conscientious performance of duty.
3. You shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
4. You shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by IMLS, or whose interests may be substantially affected by the performance or nonperformance of your duties.
5. You shall put forth honest effort in the performance of your duties.
6. You shall make no unauthorized commitments or promises of any kind purporting to bind the Government.
7. You shall not use public office for private gain.
8. You shall act impartially and not give preferential treatment to any private organization or individual.
9. You shall protect and conserve Federal property and shall not use it for other than authorized activities.
10. You shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.
11. You shall disclose waste, fraud, abuse, and corruption to appropriate authorities.
12. You shall satisfy in good faith your obligations as citizens, including all just financial obligations, especially those – such as Federal, State, or local taxes – that are imposed by law.
13. You shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.
14. You shall endeavor to avoid any actions creating the appearance that you are violating the law or the ethical standards.



Summary of Conflict of Interest Laws

- 18 U.S.C. § 201** – Prohibits you from acceptance of bribes or gratuities to influence Government actions.
- 18 U.S.C. § 203** – Prohibits you from accepting compensation for representational activities involving certain matters in which the United States is a party or has a direct and substantial interest.
- 18 U.S.C. § 205** – Prohibits you from certain involvement in claims against the United States or representing another before the Government in matters in which the United States is a party or has a direct and substantial interest.
- 18 U.S.C. § 207** – Imposes certain restrictions on you related to your activities after Government service.
- 18 U.S.C. § 208** – Prohibits you from participating in certain Government matters affecting your own financial interests or the interests of your spouse, minor child, general partner, or organization in which you are serving as an officer, director, trustee, general partner, or employee.
- 18 U.S.C. § 209** – Prohibits you from being paid by someone other than the United States for doing their official Government duties.

Sample Reviewer Conflict of Interest Statement

As a Reviewer or panelist for the Institute of Museum and Library Services (IMLS), you may receive a grant application for review that could present a conflict of interest. Such a conflict could arise if you are involved with the applicant institution, or in the project described in the application, as a paid consultant or through other financial involvement. The same restrictions apply if your spouse or minor child is involved with the applicant institution or if the application is presented on behalf of an institution with which you, your spouse or minor child is negotiating for future employment.

A present financial interest is not the only basis for conflict of interest. Through prior association as an employee or officer, you may have gained knowledge of the applicant that would preclude objective review of its application. Past employment (generally more than five years prior to submission of the application) does not by itself disqualify a Reviewer so long as the circumstances of your association permit you to perform an objective review of the application. If you believe you may have a conflict of interest with any application assigned to you for review, please notify us immediately.

You may still serve as a Reviewer even if your institution is an applicant in this grant cycle or you were involved in an application submitted in this grant cycle, as long as you do not review any application submitted by your own institution or any application in which you were involved.

However, if you believe that these or any other existing circumstances may compromise your objectivity as a Reviewer, please notify us immediately.

If an application presents no conflict of interest at the time you review it, a conflict of interest may still develop later on. Once you have reviewed an application, you should never represent the applicant in dealings with IMLS or another Federal agency concerning the application, or any grant that may result from it.

Pending applications are confidential. It is not appropriate, for your purposes or for the purposes of the institutions or organizations you represent, for you to make specific use of confidential information derived from individual applications that you read while you were serving as an IMLS Reviewer. Accordingly, you must obtain approval from IMLS before sharing any proposal information



with anyone, whether for the purpose of obtaining expert advice on technical aspects of an application or for any other reason.

If you have any questions regarding conflict of interest, either in relation to a specific application or in general, please contact the IMLS program officer who is coordinating the review process.

Certification

I acknowledge that I have reviewed the ethics training materials and the Conflict of Interest Statement above. To the best of my knowledge, I have no conflict of interest that would preclude my service to the Institute of Museum and Library Services.

Note: Once you have reviewed this document, return to eGMS
Reach to affirm that you have approved its contents.



APPENDIX D: REVIEW CRITERIA FOR NATIVE AMERICAN/NATIVE HAWAIIAN MUSEUM SERVICES PROGRAM

Project Justification: Does the project meet the goals of the grant program to support Indian tribes and organizations that primarily serve and represent Native Hawaiians in sustaining heritage, culture, and knowledge through exhibitions, educational services and programming, workforce professional development, organizational capacity building, and collections stewardship?

- Has the applicant selected an appropriate program goal and one or more associated objectives of the Native American/Native Hawaiian Museum Services grant program described in Section A2 of the Notice of Funding Opportunity?
- Are the ways in which this project strengthens museum services specific and measurable?
- How well has the applicant used relevant data and best practices to describe the need, problem, or challenge to be addressed?
- If applicable, are the collections and/or records that are the focus of the project and their current condition described and quantified in enough detail?
- Has the applicant appropriately defined the target group(s) and beneficiaries, as applicable, for this work?
- Have the target group and other project stakeholders been involved appropriately in planning the project?

Project Work Plan: Is the project poised for successful implementation?

- Are the proposed activities informed by relevant theory and practice?
- Are the goals, assumptions, and risks clearly stated?
- Do the identified staff, partners, consultants, and service providers possess the experience and skills necessary to complete the work successfully?
- Are the time, financial, personnel, and other resources identified realistic for the scope and scale of the project?
- Is the proposed Performance Measurement Plan likely to generate the required measures of Effectiveness, Efficiency, Quality, and Timeliness?
- If present, does the Digital Products Plan reflect appropriate practices and standards for creating and managing the types of digital products proposed?
- Will the proposed methods for tracking the project's progress toward achieving the intended results allow course adjustments when necessary, and result in reliable and measurable information about the results of the project?

Project Results: If funded, will the project achieve its intended results?

- Are the project's intended results clearly articulated, realistic, meaningful and linked to the need, problem, or challenge addressed by the project?
- Is the plan to effect meaningful change in knowledge, skills, behaviors, and/or attitudes solidly grounded and appropriately structured?
- If applicable, will the care, condition, management, access to, or use of the museum collections and/or records improve as a result of the project?
- Is it clear that the federal investment made through this grant will generate identifiable benefits to society?



- Will the products created by the project be made available and accessible to the target group?
- Is the plan to sustain the benefits of the project beyond the conclusion of the period of performance reasonable and practical?