Museums for America Grants

Sample Application MA-245234-OMS-20
Project Category: Collections Stewardship and Public Access

American Museum of Natural History

Amount awarded by IMLS:	$248,118
Amount of cost share:	$252,170

The project description can be viewed in the IMLS Awarded Grants Search:
https://www.imls.gov/grants/awarded/ma-245234-oms-20

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion

Please note that the instructions for preparing applications for the FY2021 Museums for America grant program differ from those that guided the preparation of FY2020 applications. Be sure to use the instructions in the Notice of Funding Opportunity for the grant program and project category to which you are applying.

1. PROJECT JUSTIFICATION

Statement of need and project proposal: The American Museum of Natural History (AMNH) requests $248,117 over 32 months to significantly expand access to its Vertebrate Paleontology Archive (VP Archive). Currently, accessibility to the Archive is severely limited: no part of the VP Archive is searchable online, making it difficult for researchers to know what exists in the Archive and requiring VP Department staff to manually search through an index card catalog system to respond to requests for materials. Additionally, less than half of the vast Archive has been catalogued, rendering much of the material undiscoverable.

The AMNH VP Archive provides rich opportunities for supporting study and education across disciplines. The VP Department houses 500,000 fossil specimens and 820 linear feet of archives, contained in dozens of secured cabinets. These archives are essential to the scientific interpretation of the VP specimens and serve as vital records of the discovery, identification, condition, history, and exhibition of the specimens through correspondence, field notebooks, sketches, and photographs. For instance, preserved in the VP Archive are notes written in 1902 by Barnum Brown to Henry Fairfield Osborn, two giants of early 20th century paleontology. In them, Brown narrates the unearthing of the "bones of a large Carnivorous Dinosaur," describing the moment of discovery of one of the most famous dinosaurs: *Tyrannosaurus rex*. The VP Archive provides glimpses into social realities throughout AMNH's 150-year history, such as photographs of Elizabeth Fulda who worked in the 1920's as a full-time artist in the VP Department, where she photographed specimens, restored fossils, created models, and sketched illustrations for exhibitions. She represents one of few women in the early 20th century to work in a scientific field primarily occupied by men. The VP Archive also has value to the field of art history and includes a 1947 candid photograph of legendary artist Georgia O'Keeffe at her home in New Mexico, taken by AMNH paleontologist Edwin Colbert, while he explored the nearby desert. (See Supporting Document 1 for these examples and more.)

The irreplaceable historical information contained in the VP Archive materials is used alongside the VP specimen collections for research and publication in interdisciplinary studies relating to systematic paleontology, ecology, and history of science, and in exhibitions and education programs for AMNH's five million annual visitors. However, to fully realize the VP Archive's potential, AMNH must address the critical need to catalog the entire collection and broaden access to it. To achieve these goals, this project will create an online digital catalogue of the VP Archive that will make all materials in the Archive discoverable for AMNH VP Department staff, the 200 scientific researchers working within AMNH, scientific researchers globally, researchers and scholars in non-scientific disciplines, students, and the general public.

The proposed project represents a crucial step in a long-term Archive Program being undertaken by the VP Department. The ultimate goal of the Archive Program is to maximize access to the VP Archive by digitizing archival materials (including scanning photographs, field notebooks, and correspondence) and making them viewable online. These enhancements will enable staff to easily and comprehensively manage the VP Archive. Additionally, the Archive Program aims to thoroughly describe the materials in the VP Archive by creating detailed finding aids. These aids will reduce the amount of time a researcher spends looking for relevant material and may potentially reveal contents of the Archive that were unknown previously.

For the goals of the Archive Program to be realized, the online digital catalog of the VP Archive must first be developed. To that end, this project will undertake three tasks: **1) Processing all uncatalogued material (471 linear feet) in the VP Archive by creating "minimal-level catalog records."** These are the most basic records that can be assembled for archive collections (providing key information such as the author, artist, or date created) and that can be uploaded to a database. **2) Creating detailed finding aids.** These aids build off the minimal-level catalog records to provide a deeper description of the materials' content. The creation of detailed finding aids is time-consuming, and to prepare for the tremendous task of creating aids for the full VP Archive in the future, this project will create finding aids for six collections to serve as a template for future efforts. **3) Making the VP Archive accessible online.** All minimal-level catalog records and finding aids created under this project, and all previously developed records, will be uploaded to ArchivesSpace (an online archives management information system), making them searchable online.

This project builds on work initiated in 2011 by the AMNH Research Library (an independent department, separate from AMNH science departments, with its own staff and archive collections), through IMLS support (MA-05-10-0015-10) to conduct a risk assessment of all AMNH archival collections. The project included the VP Archive, which at the time was described only in hard-copy typed lists. The lists include basic information about the collections and were created by a volunteer archivist, Ruth Sternberg, hence they are referred to as the "Sternberg lists." Under the IMLS grant, collections on the list were assigned call numbers (permanent numbers analogous to a catalog number assigned to a specimen in scientific collections) and minimal-level catalog records were created for the material (see Supporting Documents 2a and 2b). Those records will be verified and updated to match ArchivesSpace data protocols during this project.

When this risk assessment was undertaken in 2011, many additional VP archival documents and collections were distributed across offices, an attic, and several collections spaces. In 2014, the VP Department allocated 1,600 square feet of storage space in a climate-controlled collections room for the consolidation of all archive materials in a single, secure location. This consolidation resulted in the addition of 471 linear feet of material to the existing 348 linear feet of the VP Archive – more than doubling its volume. The added material is entirely uncatalogued, is not included in the Sternberg lists, and was not part of the survey undertaken by the 2011 IMLS grant, making this part of the Archive unprocessed and unsearchable. These materials will be the target of this project's efforts to create minimal-level catalog records for the entire Archive. (See Supporting Document 3 for images of the processed (cataloged) and unprocessed portions of the VP Archive.)

Who else is addressing this need? Studies and best practices: The AMNH Research Library staff, who have a high level of expertise and experience with implementing best practices for archive collections, have committed to support the VP Department staff, who are less familiar with managing archive collections, to ensure that the work undertaken will be of the highest standards. The AMNH Research Library will create a designated category for the VP Archive for public access on ArchivesSpace. A user will be able to search within VP collections exclusively and across all repositories in the database, facilitating research across AMNH science departments. ArchivesSpace is one of the most commonly used systems for managing archives, and the open source community continues to develop and improve the system to support sharing. As active members and contributors to ArchivesSpace, Yale University Library hosts the Yale Archival Management Systems Committee (YAMS), which publishes documentation and best practices related to the system. The AMNH Research Library continues to refer to the YAMS website in developing standard practices. While Yale University's Peabody Museum of Natural History and other universities, including Princeton, have made catalog records for their archive collections available for searching online, no collection matches the size and scientific breadth of the AMNH VP Archive. The VP Archive as it relates to specimen collections and to the history of science stands alone as one of the greatest resources of its kind in North America.

Beneficiaries of the project: Those who depend heavily on the VP Archive's accessibility are the thousands of scholars from around the world and the post-graduate, graduate, and undergraduate students who use the VP fossil specimens for their research and rely on the supporting documentation in the VP Archive. VP Department staff have assisted with inquiries on subjects ranging from art history to museology to education, as well as inquiries about individual researchers associated with the Department. (See Supporting Document 4 for letters of support from scholars who have used the VP Archive; see Supporting Document 5 for a bibliography of recent publications resulting from research in the VP Archive.) By adding minimal-level catalog records for the full VP Archive online, researchers will be able to comprehensively search the Archive to make a more informed inquiry, and VP staff will be able to locate materials faster and be sure they are sharing the most relevant materials. By making the Archive contents available online and searchable for the first time, new users will be reached, including those in non-science disciplines, radically expanding the VP Archive audience.

Relation to AMNH Mission and Strategic Plan: Critical to AMNH's mission of scientific research and public education are the 33 million specimens and objects in the Museum's collections. The AMNH Strategic plan focuses on stewardship improvements in key collections to ensure preservation of the "irreplaceable legacy embodied in these collections, now and for generations to come," and to make the collections accessible for researchers and the public; both are goals which will be achieved for the VP Archive in this project.

Relation to goals of the Museums for America program and Collections Stewardship and Public Access: The project aims are consistent with the IMLS agency-level goals to support exemplary stewardship of museum collections and their associated documentation, to promote the use of technology to facilitate access to a broad audience, and to deepen and expand engagement with the VP Archive. The project is well-aligned with IMLS goals in implementing, for the first time, a long-term plan for the management and care of the VP Archive, beginning with the inventorying and cataloging of the ~57 percent of the Archive that is unprocessed and expanding the catalog records of some of the previously catalogued portion into detailed finding aids. Making the catalog records available online will open direct access to the Archive for the public and scholars and is aligned with the IMLS goal to create digital tools that enable expanded public access.

2. PROJECT WORK PLAN

Project activities, evaluation and performance measurements: The project goals are to 1) create minimal-level catalog records for the portion of the VP Archive that is currently unprocessed and update catalog records created during the 2011 IMLS project; 2) create detailed finding aids for six prioritized collections in the Archive; and 3) make all catalog records and the finding aids publicly available online on ArchivesSpace. The project team leaders developed time estimates for all three tasks based on prior similar projects and the size of the VP Archive and are confident this scope of work is realistic.

1) Creating minimal-level catalog records for unprocessed materials: Following the protocols developed and undertaken by the AMNH Research Library during the 2011 IMLS grant (see Supporting Document 6), the project team will gather data relating to the uncatalogued materials for information fields such as Call Number, Creator, Title, Summary, and Physical Description. Once this data is proofed, edited, and enhanced, each record will be uploaded to ArchivesSpace. Additionally, catalog records for the portion of the Archive included in the 2011 IMLS project will be updated to match ArchivesSpace protocols.

2) Creating detailed finding aids: The previously catalogued portion of the VP Archive comprises 43 percent of the Archive (348 linear feet). Because this portion has been relatively well-organized and described, it has seen the most use by AMNH researchers and visiting researchers. The project team has identified six high-priority collections that will benefit from the creation of detailed finding aids based on their research value, including 1) Henry Fairfield Osborn's papers, 2) Barnum Brown's papers, and 3) Barnum Brown's manuscripts, and based on their usefulness in answering common requests for information, including 4) AMNH purchases, gifts, and specimen lists 5) mounted photographs, and 6) Frick Lab records. Because finding aids increase the level of details recorded about a collection, they will greatly enhance these six collections' discoverability. A Project Archivist will be responsible for developing these finding aids; however, the more detailed the finding aid, the more time it will take to build. Therefore, the task will rely on the AMNH Special Collections Archivist's expertise in making decisions about the depth of detail for each finding aid to maximize its usefulness and balance against the project's timeline.

As part of tasks 1 and 2, the project team will flag items and collections for work in future projects, such as items that need re-housing or conservation work, images that should be digitized, and collections that should be prioritized for the creation of detailed finding aids. These tasks can only be addressed once the foundational work of cataloging and databasing the collection is completed in this project. The resulting work queue will be the foundation of future project proposals.

3) Making the VP Archive accessible: The AMNH Research Library uses ArchivesSpace to create, manage, and publish archive data. During this project, all data relating to the VP Archive will be ingested into

ArchivesSpace, including catalog records created during the 2011 IMLS grant and the new catalog records and detailed finding aids created during this project. All data will be standardized and enhanced by AMNH's Cataloging and Metadata Librarian to increase the discovery of related material across the database.

Evaluation and performance measurements are described in detail below in the section "Evaluation, progress assessment and tracking."

Project maturity level: With the creation of digital catalog records and detailed finding aids (building off work initiated in the 2011 IMLS project), this project is in the Scaling Phase. AMNH collections experts and archivists are combining their years of experience to create a searchable database for scholars and researchers around the world, as well as for students and the general public, since the interface will be user-friendly and open source. The combined impact of the project will expand the searchable collections from none to all.

Risks to the project: The project team is prepared for several potential risks, including failure to obtain funding, unforeseen delays during one or more project phases, or delays in hiring the Project Archivist or interns. Any of these scenarios would dictate a temporary shift in responsibilities to existing AMNH VP Department staff, who understand this risk and are committed to ensuring the project is completed on time. Failure to obtain funding would result in a readjustment of the project approach based on reviewer's comments and a re-submission of the proposal. Unforeseen delays or the departure of the Project Archivist would result in an increase in AMNH staff time spent on the project to keep tasks on schedule. Additionally, the time ranges for each project phase provide built-in flexibility for unexpected challenges or delays.

Project planning, implementation, and management: AMNH brings a highly experienced and expert team to this project. Project Director Ruth O'Leary (Director of Collections, Archives, and Preparation, Division of Paleontology) has worked in collections management for 19 years and is responsible for the management of all aspects of collection care in the VP Department. O'Leary will be responsible for overall project management: she will plan and schedule all project tasks, recruit and hire the Project Archivist and interns, manage and assist in training activities, manage the budget, track all data, quantify progress and activities, schedule and run progress meetings, and write all progress reports requested by IMLS.

Rebecca Morgan (Special Collections Archivist, Research Library) has worked in museum archives for 10 years. She manages the accessioning in the AMNH Research Library's archives and special collections, as well as ongoing efforts to identify, describe, and steward archival collections across AMNH. She managed the 2011 IMLS grant and will provide expertise on best practices for the organization and accessibility of Archive materials. She will train the Project Archivist and assist with training the interns and VP Department staff.

The Project Archivist will hold a master's degree and at least two years of professional experience in archive collections. S/he will supervise the interns and be responsible for quality control. S/he will work with the interns to catalog unprocessed archive material and will have primary responsibility for creating the detailed finding aids. S/he will meet with O'Leary and Morgan to quantify progress and discuss planning and strategy.

Iris Lee (Cataloging and Metadata Librarian, Research Library) has 10 years of experience cataloging and describing archival material, including 8 years at AMNH. She will conduct data analysis, establish normalization of data, and enhance minimal-level catalog records complete with contextual notes.

Allyson Mellone (Curatorial Assistant, VP Department) has 10 years of experience in collections and is responsible for database customization, loan and visitor support, and emergency preparedness. Mellone enrolled in the Archives Study Certificate course in Emporia State University (Kansas) in fall 2019, and she will work closely with the Project Archivist to learn all aspects of archive management and with the interns in creating catalog records. She will act as a bridge between this project and future efforts to manage the VP Archive.

Barbara J. Rhodes (Conservation Manager, Research Library) has served in her position since 1987. She is responsible for the well-being of books and materials and will serve as an advisor on conservation, preservation, and rehousing of physical records that arise during this project. She will also train the Project

Archivist, interns, and VP Department staff in recognizing and flagging materials for future conservation.

Alana Gishlick (Senior Museum Specialist, VP Department) has 12 years of experience in natural history collections management, including 9 years at AMNH, where she is responsible for loans, visitor support and inquiries, and database customization. Dr. Gishlisk has a PhD in geology and geophysics and considerable experience working with the VP Archive. She will assist the Project Archivist with interpreting scientific information in the Archive and with relating documentation in the Archive to specimen collections.

Susan Koelle Bell (AMNH Research Associate, retired Senior Museum Specialist) has been associated with the VP Department for over 50 years. She will act as Departmental Historian, explain the Archive's current organization, and share her deep knowledge of the VP Department as it relates to the Archive's content.

Student interns will work in teams of two to catalog the unprocessed portion of the Archive and enter and verify data. Leveraging the Research Library's existing relationships with local colleges and universities, interns will be recruited from Library and Archives programs to benefit from their academic training or from vertebrate paleontology programs and related fields that provide experience working in archives. Interns' work will be subject to strict quality control by the Project Archivist and will be reviewed by Morgan and O'Leary.

Project team: diverse perspectives, shared networks, best practices: The project team is made up of staff from the AMNH Research Library and VP Department, as well as a Project Archivist and interns. Library staff will advise on best practices and provide in-depth knowledge of how an archive collection should be organized and catalogued to maximize access. This will be complemented by the expertise of VP Department staff, who will provide an understanding of the Archive's material, its importance to scientific and historical research disciplines, and a familiarity with how the material relates to specimens in the collections. The Project Archivist will provide a fresh perspective, experience working on other archives, and knowledge of best practices.

Collaborations: This project involves the collaboration of two distinct Departments within AMNH. Specifically, the Research Library will provide support and expert guidance to the VP Department. The relationship is mutually beneficial in that the Research Library aims to track cross-departmental archive content to better serve AMNH as a whole, as well as public education and various research disciplines.

Sequence of activities: Time budgets for the project's key tasks have been determined based on the experience of the Special Collections Archivist and her work on prior projects with similar goals and components. See Schedule of Completion for details and time budgets for each task.

- Start up: Sept 1, 2020 – Oct 31, 2020. O'Leary and Morgan will hire the Project Archivist (start date 11/1/2020) and two intern positions (start date 1/1/2021). This period will also be reserved for workspace organization, detailed project planning, initial data analysis, training development, and scheduling work.
- Preparing catalog records from the 2011 IMLS grant for ArchivesSpace: Nov 1, 2020 – Dec 31, 2020. The Project Archivist will work with the VP Department staff to verify and edit the minimal-level catalog records created during the 2011 IMLS grant. Those records were created prior to AMNH adopting ArchivesSpace and prior to the physical move of the Archive to a new storage room; therefore, the records will need to be edited for some fields and updated to ArchivesSpace protocols. The Project Archivist will also review and prepare the collections selected for the creation of finding aids later in the project.
- Onboarding student interns: Jan 1, 2021 - Feb 28, 2021. The Conservation Manager will provide training on recognizing, handling, and flagging items for future conservation. The interns will assist the Project Archivist in completing the preparation of the 2011 records for ingestion into ArchivesSpace.
- Ingestion of 2011 catalog records into ArchivesSpace: Mar 1, 2021 - Mar 15, 2021. The Cataloging and Metadata Librarian will add descriptive metadata terms and names to enhance the data's searchability before ingestion to ArchivesSpace.
- Creating minimal-level catalog records for unprocessed material, Phase I: Mar 1, 2021 - June 30, 2021. The Project Archivist and interns will assign control numbers (a temporary number assigned to a collection to

track it and its descriptive data), create temporary shelf labels, and create basic descriptions for materials.
- Creating minimal-level catalog records for unprocessed material, Phase II: July 1, 2021 - Dec 31, 2022. At the completion of Phase I, the project team will restructure the basic inventory into collections, add call numbers, create permanent shelf and cabinet labels, and add descriptive information, such as Summary, Condition Notes, Subject, and Name data (for people and expeditions). This is the end of the intern term.
- Creating detailed finding aids for a portion of the previously catalogued Archive: Jan 1, 2022 - April 30, 2023. The Project Archivist will create finding aids relying heavily on the expertise of the Special Collections Archivist in determining the depth of granularity needed for each collection to maximize the usefulness to researchers and balance that against the time budget for each task.
- Ingestion of data into ArchivesSpace and preparation for future projects: April 1, 2023 - April 30, 2023. Data from the new catalog records and finding aids will be proofed by the Project Archivist and Special Collections Archivist and enhanced by the Metadata and Cataloging Librarian before being uploaded to ArchivesSpace. Additionally, the project team will review the work queue developed throughout this project to determine what priorities should be addressed in future projects.

Time, financial, personnel resources: From a financial perspective, the entire IMLS request will go toward the Project Archivist and intern salaries. Salaries will be competitive for the profession and will consider the high cost of living in New York City. Time and personal commitments from AMNH staff and staff hired on the grant have been calculated to match the project goals. AMNH will provide an approximate 1:1 cost share in the form of AMNH staff salary costs and fringe benefits. In total, O'Leary will contribute 15%, Morgan 10%, Lee 10%, Mellone 25%, Rhodes 10%, and Gishlick 20% effort throughout the project. AMNH will provide funding for the Director of Collections and one other team member to travel to annual conferences to promote and publicize the project efforts. Supplies such as computers for entering data will be provided by AMNH. AMNH will also waive indirect, or F&A, costs. The project team has vast experience in managing archive collections and large, time-sensitive projects and has a demonstrated record in achieving project goals on time and on budget.

Evaluation, progress assessment and tracking: Project progress and success will be measured in terms of reaching the goals of creating minimal-level catalog records for the unprocessed material in the Archive, creating detailed finding aids for six collections, and making all of those records accessible and searchable online. The first tool for assessing progress will be weekly meetings between the Director of Collections and Special Collections Archivist (and, when hired, the Project Archivist) in the initial stages of the project to review workflows created during the 2011 IMLS project (see Supporting Document 6) and adapt them to this project. Once the interns and Project Archivist are hired, their progress on creating catalog records and finding aids will be reviewed weekly by quantifying the number of catalog records and comparing it to the linear feet of the Archive. In that way, team leaders can react quickly if progress is slower than anticipated by deploying AMNH staff members to lend additional support on the project. Regular feedback from the interns on progress and insights into how the approach to tasks can be improved has proven essential in past projects and will be integral to tracking progress in this project. The process of continual evaluation throughout the project timeline and the input of all team members will permit adjustments and ensure the project remains on schedule.

Dissemination of project results: Dissemination will be active and diversified. The section of the AMNH VP Department website dedicated to the Archive (see Supporting Document 7) will be expanded and updated regularly. It will also link to the Research Library's webpage for ArchivesSpace. Additionally, the Project Archivist and interns will blog about their project contributions on the VP webpage, which has proven to be a successful way to communicate the importance of and passion for the work being done in past projects (see Supporting Document 7). Project progress and descriptions will be presented at professional meetings (e.g., Society for American Archivists, New England Archivists, Society for the Preservation of Natural History Collections). Finally, researchers will be notified about the Archive via notes published in journals (e.g.,

Collection Forum) and relevant listservs such as NHCOLL-L (Natural History Collections), VRTPALEO-L (Vertebrate Paleontology), and the Society of American Archivists email and discussion lists.

3. PROJECT RESULTS

Intended results: The proposed work will result in 1) the completion of minimal-level catalog records for the entire VP Archive, 2) the creation of detailed finding aids for six collections of the Archive, and 3) online availability of all records and aids. This will vastly improve the ability of VP Department staff to retrieve relevant items from the Archive at researchers' requests and will make the Archive discoverable to a much greater audience. Lastly, a work queue will be built as the project progresses, which will be the foundation for future projects and will include prioritizing the next sections of the Archive for detailed finding aids, conservation and rehousing, and digitization. These results will maximize accessibility and stewardship of the Archive.

Improved stewardship: This proposed project continues the work initiated during the 2011 IMLS grant and is foundational to a long-term Archive Program run by the VP Department. The Department envisions multiple 2-year grant funded projects to address all aspects of archive stewardship and will assign Department staff to the projects throughout the Program.

Barriers for others: To achieve a similar outcome in the same timeframe and budget, another organization would need access to in-house expertise (as this project does from the AMNH Research Library), support from an IT Department (which is in-house at AMNH), funds to purchase any necessary supplies that are not included in the project budget, and space to house the collections and accommodate the project team. These combined resources are limited (or absent) in many smaller and/or underfunded institutions. Those organizations would need additional funds, resulting in a smaller allocation for the activities of the project, and therefore less work would be achieved during the project timeframe.

Defining success, describing data to be collected: Prior to the commencement of the project, the team will re-run several searches requested by researchers in recent years and document the findings. At the project conclusion, the team will run database searches for the same topics, which will allow the team to quantify the results prior to and after the creation of digital records. The team will also quantify the number of minimal-level catalog records created during the project. More than 80 minimal-level catalog records were created during the 2011 IMLS project and, based on experience, the team is confident that minimal-level catalog records can be created for the unprocessed portion of the Archive during the proposed project. By making the Archive searchable online and publicizing the Archive database, the project team aims to increase the number of research visitors and inquiries to the Archive. The team will quantify increased visitors and inquiries as part of the existing system for tracking annual Archive usage by external researchers.

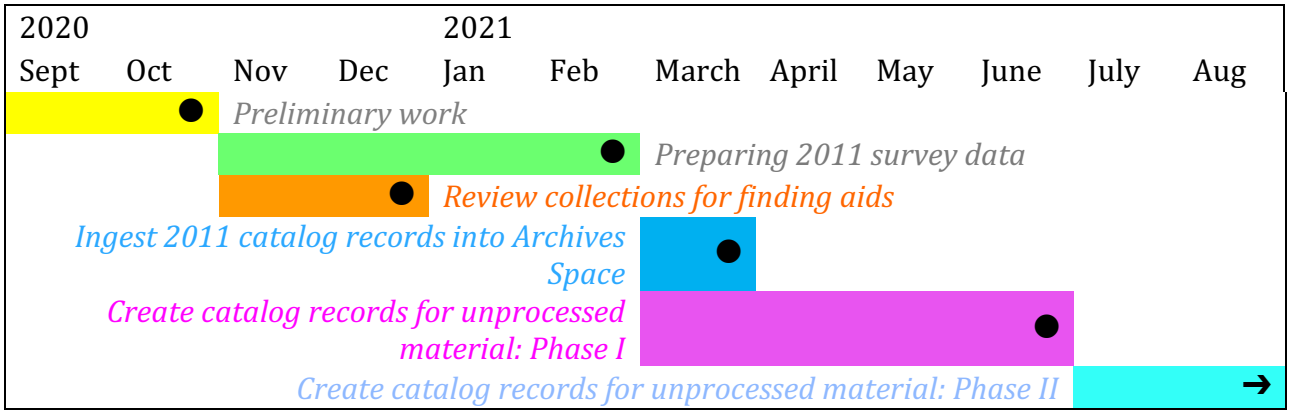
Tangible products: The primary products will be the minimal-level catalog records and finding aids, and the sharing of those records via ArchivesSpace. Dissemination efforts will also result in webpages, a blog, conference presentations, and published notifications, all designed to improve public awareness of the project.

Sustaining benefits: Through the Research Library, the VP Archive records will be uploaded and made available long-term. The AMNH Research Library fully supports and endorses endeavors by the VP Department to manage the VP Archive and has committed to support future projects to continue the work initiated in this project. Curatorial Assistant Allyson Mellone, recently enrolled in the Archives Study Certificate Course at Emporia State University, will work with the Special Collections Archivist to gain skills to complement her studies and will serve as a link between this project and future endeavors, an important factor in sustaining this project's benefits and extending them into the future.

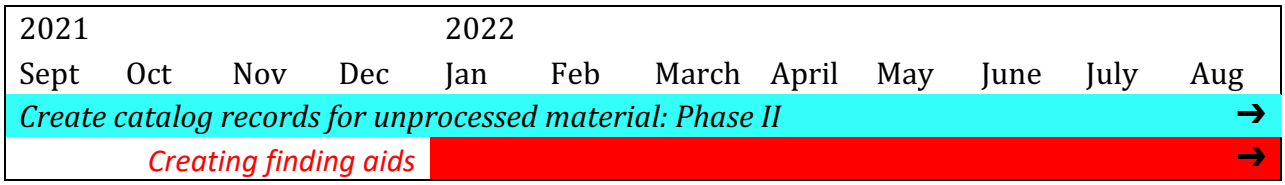
American Museum of Natural History

Schedule of Completion

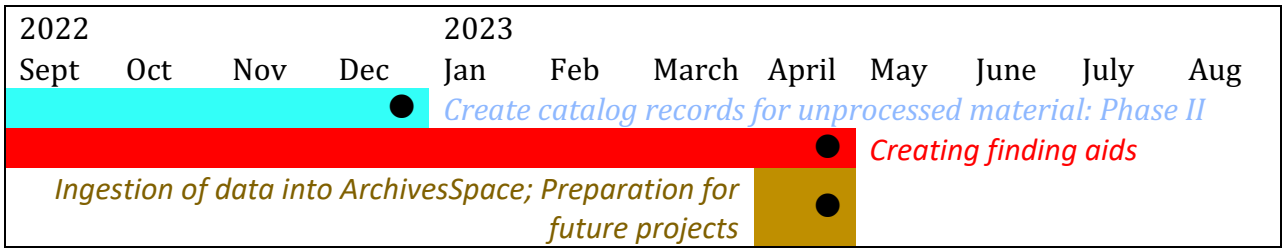
Year 1: September 2020 – August 2021



Year 2: September 2021– August 2022



Year 3: September 2022 – April 2023



Legend
➔ : task continues in following months/year
● : task completed

Notes
Schedule has been calculated for all project tasks based on prior projects carried out on similar collections by the AMNH Research Library. The AMNH Research Library has reliable time budgets for each task and we have built in additional time to account for unforeseen delays.

Year 1: September 2020 – August 2021

1. Preliminary work/Start up
    - Senior project team members will advertise for and interview candidates for the positions of Project Archivist and student interns. Work schedules, workspace organization, task list review, and detailed project planning will be undertaken in this period by AMNH project team members. Duration: 2 months
2. Preparing survey data from 2011 and review of collections selected for detailed finding aids
    - The Project Archivist will work with Vertebrate Paleontology collections staff to review the survey and catalog records of the previously processed material in the Archive, and prepare it for uploading into ArchivesSpace. The Project Archivist will work under the supervision of senior team members to review the material selected for detailed finding aids and prepare for that future work. Duration: 2 months for the latter task; the former task runs into the hire period for student interns
3. Continuation of preparation of 2011 survey data
    - Student interns will work with the Project Archivist and VP collections staff on this task. Duration: total of 4 months
4. Ingestion of prepared data into ArchivesSpace
    - The Cataloging and Metatdata Librarian will review work done by the Project Archivist and interns and will edit the data to upload it into the database. Duration: 2 weeks
5. Creation of minimal-level catalog records, Phase I
    - The Project Archivist, student interns and VP collections staff will carry out a number of tasks during a first pass of the unprocessed material in the Archive including an initial inventory and assigning control numbers, adding temporary labels to shelves, creating basic descriptions for contents, and determining if the unprocessed collections are linked to each other or to previously processed material. Duration: 4 months
6. Creation of minimal level catalog records, Phase II
    - During the remaining two months of Year 1, the project team will initiate the second pass of the unprocessed material in order to create catalog records. The basic inventory created during the first pass will serve as a foundation for a restructure of the material into collections, call numbers will be added to those collections, permanent shelf labels will be created, and the initial descriptions will be enhanced with additional data fields. Duration: 2 months of Year 1; 18 months in total

Year 2: September 2021– August 2022

1. Creation of minimal-level catalog records, Phase II
    - This task will continue as described above for the duration of Year 2. Duration: 12 months of Year 2; 18 months in total
2. Creation of detailed finding aids
    - The Project Archivist will dedicate two days a week to this task under the supervision of the Special Collections Archivist. The finding aids will be created for six collections of the previously processed and catalogued material and will provide a depth of description that will significantly enhance the “discoverability” of items in the Archive and increase accessibility. The task will continue into Year 3 of the project. Duration: 8 months of Year 2; 16 months in total

Year 3: September 2022 – April 2023

1. Creation of minimal-level catalog records, Phase II
    - This task will continue as described above into Year 3 and will be completed by December 31st, 2022 when the intern term ends. Duration: 4 months of Year 3; 18 months in total
2. Creation of detailed finding aids
    - This task will continue as described above into Year 3 and will be completed by April 30th, 2023. Duration: 8 months of Year 3; 16 months in total
3. Ingestion of data into ArchivesSpace; Preparation for future projects
    - Data from the new catalog records and the finding aids will be reviewed and enhanced for uploading into ArchivesSpace. The senior team members will review lists of materials created by the Project Archivist during the grant period to create priorities for the next and subsequent grant proposals. Duration: 1 month