The Foundations of Discovery

A Report on the Assessment of the Impacts of the Cataloging Hidden Collections Program, 2008–2019

September 2019
Joy M. Banks

Council on Library and
Information Resources

Published by:
Council on Library and Information Resources
2221 South Clark Street
Arlington, VA 22202
https://www.clir.org

Contents

Tables

Figures

Program Summary

In 2008, with support from The Andrew W. Mellon Foundation, the Council on Library and Information Resources launched a regranting program to address a pervasive and growing problem: the inaccessibility of special collections and archival materials due to increased accession rates and outdated practices for cataloging and processing. CLIR announced the first group of projects funded through the Cataloging Hidden Special Collections and Archives competition later that year. By the time of the program's final annual competition in 2014, CLIR and Mellon had distributed more than $27.4 million to academic, cultural heritage, and other collecting institutions for the purpose of revealing previously hidden materials.[1] This investment has stimulated the development, documentation, and promulgation of efficient practices for describing collections as well as innovative approaches to connecting those collections with researchers, faculty, students, and broader communities of interest. Through the time and efforts of project participants, an impressive volume of valuable scholarly resources is now available for discovery.[2]

Methods and Challenges

To assess the impact of the Cataloging Hidden Special Collections and Archives program, CLIR conducted a comprehensive analysis of project reports from all 128 projects funded through the program. The analysis drew primarily from final reports but also incorporated information from interim reports as necessary. The initial phase of CLIR's analysis began in January 2018 and concluded in June 2018; a secondary phase of analysis was conducted in the first quarter of 2019 as the last projects funded through the program concluded. Additionally, CLIR devised and distributed an online survey to current employees of all recipient institutions to evaluate the continued impact of the program.[3]

---

[1] A more thorough background and history of the Hidden Collections program, including development of the current Digitizing Hidden Special Collections and Archives program, is available on the Hidden Collections Program History section of CLIR's website. A full list of funded projects is provided in Appendix 1.

[2] See the Assessment of Individual Projects section of this report for detailed analysis.

[3] The survey was constructed in March 2018 and distributed April 13, 2018. The survey closed on May 22, 2018.

Two notable challenges arose during this assessment.

1. CLIR's reporting guidelines and recipients' interpretations of those guidelines changed over the course of the program, shifting how recipients shared information about their progress with CLIR. For example, a recipient may have proposed to process 1,000 linear feet of materials but ultimately reported processing 200,000 individual items, making it difficult to discern whether the originally proposed goal had been met. Early reporting guidelines for the program solicited primarily narrative content and did not provide clear directions for quantitative accounting of progress. The numbers presented in this report are the most accurate available based upon the reports received.
2. In some cases, nearly eight years had passed between submission of a project's final report and CLIR's attempt to collect data through the follow-up survey. Understandably, many staffing changes occurred during this time. Every attempt was made to reach at least one individual in every recipient institution, preferably one who was involved in the funded project. More than 200 individuals were contacted. CLIR received 123 valid responses to the survey. These responses represented 65.6% of projects funded through the program.

In addition to these challenges, CLIR staff also wrestled with more abstract questions when interpreting the data gathered for the assessment. From the beginning of the program, the term *cataloging* invited criticism from individuals working in archives and museums, since cataloging as a practice is most closely connected with libraries. While the documentation and processing activities in gallery, library, archive, and museum (GLAM) environments share many of the same foundational principles, the application of these principles has led to different standards, systems, terms of art, and general approaches. In compiling this report, CLIR staff attempted to acknowledge and respect these differences while also recognizing the similarities that increase the potential for collaboration and interoperability among GLAM organizations. While the differences among GLAM organizations complicate one-to-one comparisons between projects, CLIR staff strived for a consistent assessment of project outputs.

The analysis of the program's impact came with the additional challenge of quantifying the cataloging and processing returns for the dollars invested in the 128 projects funded through the program.[4] GLAMs have long had difficulties addressing the basic question: how much does it cost to generate descriptive information

[4] The 2011 report by Melanie Wisner from the 2009 project Uncovering California's Environmental Collections: A Collaborative Approach (led by the California Digital Library) addresses challenges of quantifying processing rates in archives, including a general lack of agreement on a standard unit of measurement to compare processing rates: https://www.clir.org/wp-content/uploads/sites/6/UCECfinalRev.pdf.

for collections sufficient to give users access?[5] Many factors affect responses to this question, not least of which is who is asking: librarians, archivists, and museum employees have different expectations about what descriptions look like, what level of access is sufficient, how descriptions are created, and by whom. Cataloging, processing, and metadata creation costs will also vary depending on the type of materials (works of popular fiction versus unique archival documents), the level of cataloging (minimal versus full), the level of processing (low-touch versus high intervention), the availability of access to model records, the languages or cultural content of the materials, the software system or systems being used (freeware versus proprietary options; self-hosted versus hosted), the person doing the work (student versus full employee), and many other factors.[6]

The challenge of determining reliable processing costs can be illustrated by comparing the funded projects of two institutions referred to here as Institution A and Institution B. On the surface, the projects seem similar. Both were funded in the same award cycle, receiving just over $200,000 each. Both were collaborative projects involving geographically distributed teams; these teams processed a similar mix of archival materials and dealt with complex legal issues during the projects. Institution A's project lasted about eighteen months and involved seven employees including one graduate assistant; Institution B's project lasted about thirty months and involved eight employees and no reported student workers.

The team working on the project led by Institution A processed just over 372 cubic feet of archival materials, exceeding an initial goal of 335 cubic feet; this team also created nine finding aids with nine accompanying MARC records. The team working on the project led by Institution B processed 834 linear feet of archival materials, meeting their initial goal, and created 111 finding aids and 530 MARC records. While both projects met their goals, the outputs varied significantly. The nature of the collections at the center of these initiatives and the strategies the recipients chose to mitigate associated legal risks are the most obvious differences that determined these outcomes. While the team at Institution A undertook a detailed legal analysis for each collection, staff working at Institution B opted to withdraw materials from the project posing the most significant risks

[5] To cite just a few examples from a library's perspective on the longstanding debate: Charles A. Cutter, "Dr. Hagen's Letter on Cataloguing," *American Library Journal* 1:6 (February 28, 1877), 216-220, http://www.archive.org/stream/libraryjournal06assogoog#page/n239/mode/2up; James L. Whitney, "On the Cost of Catalogues," *The Library Journal* 10:9-10 (Sept.-Oct. 1885), 214-216 https://archive.org/stream/libraryjournal19assogoog#page/n221/mode/2up; and Felix Reichmann,"Costs of Cataloging," *Library Trends* II (1953), 290-317, https://www.ideals.illinois.edu/bitstream/handle/2142/5514/librarytrendsv2i2k_opt.pdf.

[6] To create an exhaustive list of factors, especially when considering all circumstances affecting work in libraries, archives, and museums, would be difficult. Some additional factors may include, but are not limited to, market salary rates and institutional benefit packages that can vary by geographic region and by institution types; space allocation or needs for the temporary relocation of collections for processing; integration of additional processing (e.g., preservation, conservation, or digitization) into the cataloging or metadata creation workflow; need for quality control of outputs; specialized training for processing of unfamiliar item types; and differences between handling of physical items versus born-digital objects.

in favor of spending time on materials they could make broadly accessible. Outcomes were also affected by differing degrees of institutional investment and other aspects of project design. A one-to-one comparison of project deliverables is unfair without a full consideration of all of these factors. Dividing the amounts awarded for these projects by the counts of materials processed and records created would not support a full and accurate comparison.

Assessment of Individual Projects

The findings of this report are divided into four sections: an overview of project demographics, a summary of project outputs, a discussion of other outcomes, and an examination of the lasting impact of the program.

Overview

The following illustrations and accompanying analysis describe the distribution of funds by cohort, geographic area, and institution type over the seven cycles of the program. Table 1 summarizes the number of projects and funding totals awarded over seven years.[7]

Cohort	Number of Projects	Funds Awarded
2008	15	$4,018,042
2009	14	$3,999,858
2010	17	$3,968,500
2011	19	$3,887,300
2012	22	$3,730,800
2013	22	$3,920,300
2014	19	$3,985,391
Total	128	$27,510,191

Table 1. Grant cycles by number of projects and funds awarded

Of the 128 projects, 25% (n=32) were collaborative projects, of which 59% (n=19) involved more than two collaborating partner organizations. Of the collaborative projects, 37.5% (n=12) involved collaborations with organizations outside the state of the lead applicant, and 9.3% (n=3) of collaborative projects involved Canadian partners.[8] Those projects that engaged in international collaborations, sometimes with informal partnerships outside the United States and

[7] CLIR's records reflect some small differences between amounts requested by recipients and amounts awarded to them because practices varied for rounding up award amounts over the history of the program. Small amounts were occasionally returned when they were unspent; these figures do not account for all rounded amounts or returned funds.

[8] Canadian collaboration was introduced in the 2013 cycle. Previous collaborations were limited to US organizations only.

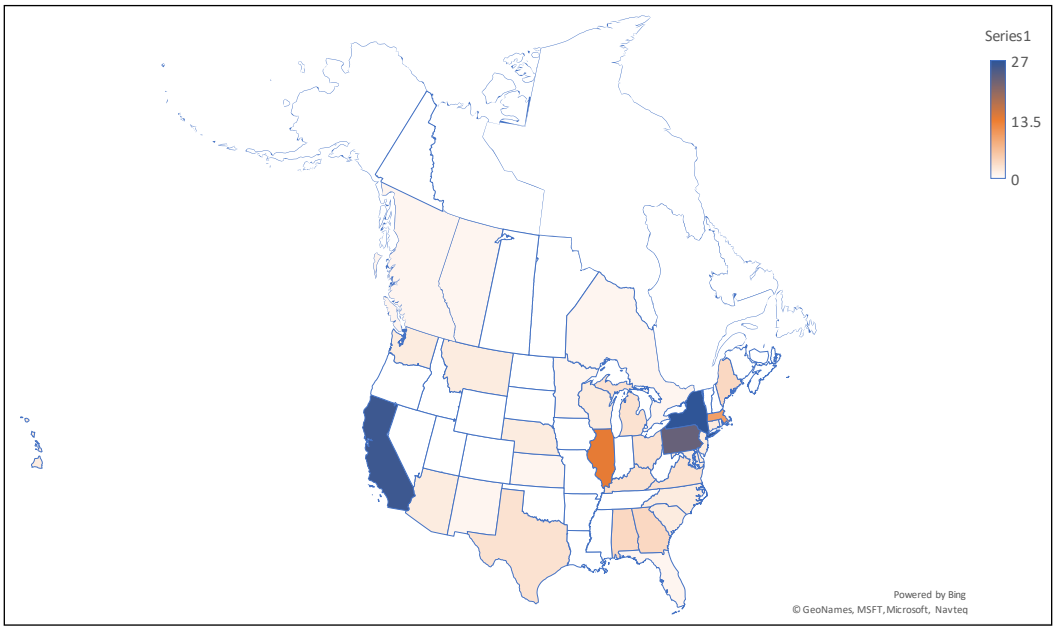

Fig. 1. Geographic distribution of unique organizations

Canada, reported challenges that might be expected in such dynamic collaborations, including issues with exchange rates and travel visas, but they also described the many rewards of working across international borders, such as broad access to knowledgeable subject and language specialists.

More than 170 unique institutions and consortia were involved with the 128 projects.[9] The institutions were geographically dispersed, representing 31 states, including Washington, DC, and 3 Canadian provinces (fig. 1).

To place geographic distribution of funds into a larger context, the proportion of awards and funds given to lead institutions[10] was compared to estimated numbers of libraries and museums located in the United States.[11] This comparison in figure 2 suggests that while

[9] For the purposes of this statistic, university campuses were counted as one entity regardless of the department or unit performing the project (e.g., Yale University and the Yale Peabody Museum of Natural History were counted once), though campuses of the same university system were counted separately. The total number of participating institutions is an estimate because consortia-led projects typically involved some, but not all, consortial members; recipient reports did not clearly detail the differing degrees of involvement in a project for member organizations, so CLIR chose not to count consortial member organizations as individual collaborating partners in cases where participation could not be verified. Appendix 2 provides additional detail on the geographic distribution of recipient institutions.

[10] Collaborating institutions were removed from this analysis since we have no certain way of determining how much of each award was distributed to each collaborating institution. Program guidelines prohibited Canadian institutions from leading projects.

[11] Estimated total numbers were obtained through the following: for libraries – Global Library Statistics (OCLC) (the legacy Excel file is retrievable through the Wayback Machine and includes library counts, predominantly from 2015 statistics, compiled from a number of sources; counts of academic, public, and special libraries were used for this report); for museums—IMLS Museum Universe Data File (compiled in 2014 and comprising data for museums and related foundations). Similar data for US archives that would serve the purposes of this report were not found in the course

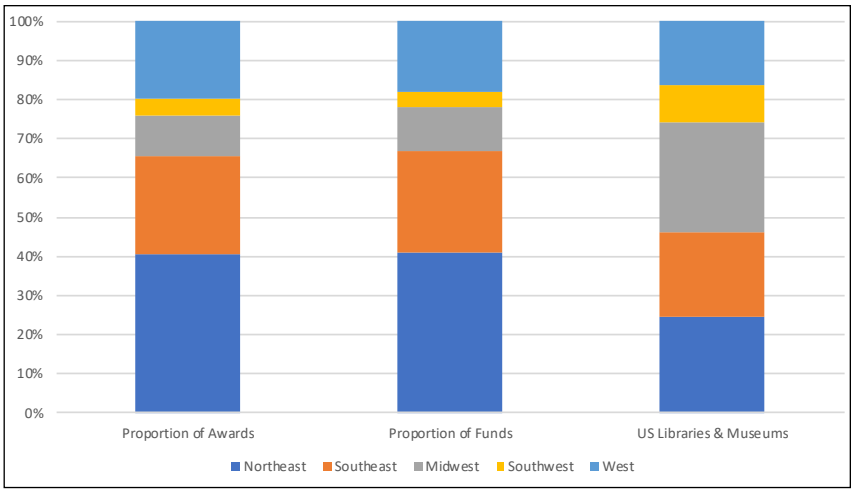

Fig.2. Distribution of awards and funds compared with estimated number of US libraries and museums by US region

the proportion of awards and funds by geographic region[12] was balanced, their distribution did not reflect the overall geographic distribution of collecting institutions in the United States.

A closer look at the distribution of funds within each region shows that some states received a much larger proportion of funding than others in their regions (table 2). Within the designated regions,

Region	Amount Awarded to Region	State with Largest Proportion of Funding in Region	Amount Awarded to State	Amount Awarded to State as % of Total Awarded to Region
Northeast	$11,322,683	New York	$4,733,674	42%
Southeast	$7,127,455	Washington, DC	$2,219,879	31%
Midwest	$2,980,213	Illinois	$1,792,454	60%
Southwest	$1,070,200	Arizona	$505,600	47%
West	$5,009,640	California	$4,628,740	92%

Table 2. States in each US geographic region that received the highest proportion of funding for that region

New York, Illinois, and California also have the largest proportion of collecting institutions according to the available statistics, so the allocation of the highest proportion of funding to those states is unsurprising. The picture is different for the Southeast and Southwest,

of the assessment, but the creators of the RepoData project funded by the Society of American Archivists—Ben Goldman, Eira Tansey, and Whitney Ray—have recently assembled a wealth of information that could strengthen this analysis further (https://repositorydata.wordpress.com/). CLIR's estimates include many institutions that would have been ineligible for the program because they lack special collections and archives, but given a margin of error, up to an estimated 10% in the case of the IMLS data, for every institution counted that may not have been eligible, there was likely an eligible institution that was left uncounted.

[12] Geographic division designations for this assessment were based on those established by the National Geographic Society. The data used in this assessment is available as an Excel file at https://www.clir.org/pubs-reports-pub177/.

however. Washington, DC is home to 6% of collecting institutions in the Southeast but received 31% of the funding awarded to the region. By contrast, Florida, with 12% of the region's collecting institutions, received just 3% of the funding. Arizona is home to 15% of collecting institutions in the Southwest but received 47% of the funding awarded to the region, while Texas, with 59% of the region's collecting institutions, received 36% of the funding.

With more investment in outreach to underrepresented regions, CLIR might have been able to improve the program's geographic reach. The higher representation in the Washington, DC, area may be attributed to the high concentration of national libraries, museums, archives, and university libraries, which often have more resources to devote to seeking outside sources of funding and to pursue collections of broad scholarly significance. The concentration of well-resourced institutions may also have contributed to the healthy representation of projects in the entire northeast region, where only Vermont and New Hampshire did not receive awards. These numbers are also reflected in the numbers of applications CLIR received across regions, with the highest proportion of applicants consistently coming from the Northeast. In comparison, seven states in the West region received no funding,[13] and representation of recipients in the Midwest and Southwest was comparatively weaker than in other regions. In response to the noticeable geographic gaps in funding coverage, subsequent CLIR regranting programs, such as Digitizing Hidden Special Collections and Archives and Recordings at Risk, have devoted additional staff time to support more meaningful and diverse outreach efforts directed at filling some of these geographic gaps. CLIR continues to seek new kinds of opportunities to reach potential applicants in underrepresented areas, following the recommendations of review panelists and other colleagues.

Through the history of the program, the ways CLIR classified participating institutions varied as program staff sought an increasingly nuanced understanding of constituents. Table 3 shows a breakdown of unique participating institutions, including collaborating partners.[14] The designations assigned are based on the information supplied in the applications as well as what could be determined through online research about participating organizations.[15]

Academic institutions and libraries served as the main beneficiaries of this program, but independent organizations were also well represented. CLIR continues to concentrate outreach efforts on more diverse institutional constituencies, but successfully engaging and supporting institutions with fewer resources and without a culture of

[13] Alaska, Colorado, Idaho, Nevada, Oregon, Utah, and Wyoming

[14] See footnote 9 for desription of issues with arriving at an exact count of these institutions.

[15] The designators of *Government* and *Public* were included in some form on the application, and adjustments were not made to change how an institution self-identified. *Government* described both federal and state libraries and agencies. *Public* included public libraries (which may or may not actually be government agencies) and public media outlets.

	Academic	Independent	Government	Public	Totals
Library	61	0	0	7	68
Library/Archive	10	7	3	1	21
Library/Archive/Museum	1	8	3	0	12
Library/Museum	2	1	0	0	3
Archive	0	4	4	0	8
Museum	0	16	0	0	16
Historical Society	0	15	2	0	17
Consortium	0	4	0	0	4
Media Organization	0	0	0	2	2
Other	0	17	2	0	19
Totals	74	72	14	10	170

Table 3. Unique recipient instituations by organizational type

grant writing presents unique challenges. One effort to reach this group was the creation of the Strategies for Advancing Hidden Collections (SAHC) six-part webinar series to share the lessons learned and best practices of the program with others who had not received funding.[16]

Project Outputs

The numbers reported in this section are based on the data that grant recipients supplied in their project reports to CLIR. When applicable, data gathered through the post-project survey conducted by CLIR was also included and is noted as such. Every effort was made to include accurate counts of project outputs, but in some instances when totals were not reported, educated estimates were supplied or the data were omitted. Numbers reported in tables 4 and 5 are the lowest possible estimates for the outputs of the 128 projects.

Reported Descriptive Outputs

Many projects (80.5%, n=103) involved the creation of finding aids for collections; in most instances, when project staff created finding aids as the primary descriptive output, a matching MARC record was created and added to a related database. Twenty institutions reported the creation of authority records, but only ten of them supplied counts of those records. Recipients also created item-level descriptions other than MARC records in cases when this degree of detail was warranted for discovery.

CLIR program staff would have liked to have seen a broader adoption of practices that enabled linking between related materials across internal systems and between discovery systems managed by different organizations or consortia. For example, museums located within universities but separately administered from university libraries would ideally have an efficient process to add collection-level

[16] Additional discussion of this project can be found in the Assessment of the Overall Program, below.

Cycle	Finding Aids	MARC Records	Authority Records	Item-Level Metadata
2008	975	9,375	0	2,701
2009	2,318	30,663	940	65,072
2010	2,361	41,850	2,643	62,776
2011	22,071	24,769	0	34,767
2012	698	28,342	4,717	57,690
2013	1,298	32,503	3,298	66,409
2014	1,064	167,459	33,109	68,535
Totals	30,785	335,361	44,707	357,950

Table 4. Descriptive outputs by grant cycle

records to institutional library catalog systems in order to increase the visibility of resources held across the campus. In the same way, a greater number of small organizations could have explored services such as OCLC's WorldCat Digital Collection Gateway, used by several funded projects, which mines OAI-PMH compliant repositories for metadata and allows any collecting organization to contribute that metadata to WorldCat for global discovery. Similarly, more organizations that exist in regions supporting shared discovery portals (e.g., the New York Digital Collections or MaineCat)[17] could have investigated whether they might contribute finding aids and compatible catalog or metadata records to those portals.

The more interoperable databases and descriptive standards of libraries, archives, and museums become, the more accessible all materials—physical or digital—will be.

As GLAM collections become increasingly digital, it remains important to help users recognize and connect digital content to related physical items that may never be digitized. The more interoperable databases and descriptive standards of libraries, archives, and museums become, the more accessible all materials—physical or digital—will be. When possible, links to digitized objects should be added to finding aids or inventories that place those digital files within the context of the collections from which they are derived, where other related items may be found. For the same reasons, databases of digital objects should include links to or information about related physical objects or collections to increase discoverability. The more collecting organizations place their records in broader contexts, the greater the chance previously hidden collections will be discoverable.

Reported Number of Items Exposed

Recipients exposed more than six million individual items for use, not counting the full volume of materials exposed at the folder, series, or collection level (table 5).[18] Reports also included evidence of

[17] Throughout this report, examples such as those included in this section are pulled from the tools used by recipients of grant funds between 2008 and 2014. The inclusion of these examples is not intended as an endorsement of these platforms over other options available to collecting institutions. Institutional needs and resources vary widely, and technical solutions for one set of circumstances may not suit others.

[18] Many projects employed the tenets of "More Product, Less Process" (MPLP), a processing approach described in the 2005 article "More Product, Less Process:

Item Type	2008	2009	2010	2011	2012	2013	2014	Totals
Photographic images (including slides, negatives, etc.)	26,000	4,607,700	140,000	27,031	12,305	62,983	93,475	4,969,494
Ephemera/mixed archives	380,000	6,972	0	3,254	9,274	71,789	5,335	476,624
A/V recordings	5,600	10,332	23,111	5,235	21,412	97	170,385	236,172
Born digital materials (MB)*	0	116,000	0	0	0	11,730	14,490	142,220
Maps	96,128	888	0	6,028	1,112	325	0	104,481
Books	5,985	2,061	49,863	10,380	6,326	14,921	12,688	102,224
Pamphlets	15,000	27,125	6,500	612	0	5,323	0	54,560
Architectural drawings	0	2,479	0	28,500	0	6,306	0	37,285
Textile artifacts	0	0	0	2,735	34,000	0	0	36,735
Manuscripts	893	15	784	0	0	0	21,098	22,790
Artifacts	1,106	27	1,386	0	0	10,927	0	13,446
Artwork/prints	3,721	75	0	5,537	1,589	0	0	10,922
Postcards	0	0	0	0	3,829	4,200	0	8,029
Field Notes/books	577	7,200	0	0	0	0	0	7,777
Archaeological site records	0	0	0	0	0	7,287	0	7,287
Oral histories	193	0	6	0	0	0	750	949
Sheet music	800	0	0	0	0	1	0	801
Other (contract reports, research studies, 3-D house model)	0	1	0	0	0	660	38	699
Serial titles	431	0	0	0	167	73	0	671
Totals	536,434	4,664,875	221,650	89,312	90,014	184,892	303,769	6,090,946

*Born Digital Materials have been excluded from the item totals since they were typically measured in megabytes rather than by a count of individual files.

Table 5. Number of items made newly accessible by type and program cycle

at least 4,191 distinct collections processed over the history of the program. What counted as a "collection" did vary considerably from institution to institution. Collections ranged in size from very small (a few items) to very large (more than 600 archival boxes); some approaches to describing collections were cursory and brief, while others were rich and verbose. Item types ranged from books and archival materials to 3-D objects and archaeological records. Project staff developed and employed innovative methods, working towards the goal of finding efficient ways to process large quantities of materials to provide access.[19]

Revamping Traditional Archival Processing" written by Mark A. Greene and Dennis Meissner. This piece first appeared in the Fall/Winter 2005 issue of *The American Archivist*. MPLP encourages "low touch" processing methods in order to provide access to collections more efficiently.

[19] Additional discussion on processing efficiencies and the usage of newly discoverable materials can be found in the Policies & Procedures and Research & Outreach sections discussed under Other Outcomes.

Goal Attainment

Determining the success of projects involved evaluation of a number of elements, chief among which was a determination of which projects met, exceeded, or did not meet the primary cataloging and processing goals set forth in project proposals (table 6). Since some project staff refined these goals substantially after projects began, CLIR adjusted the targets against which project outputs were measured when such changes were well justified and in keeping with normal experience of processing hidden collections in GLAMs. For example, CLIR determined that some projects met their primary goals when project outputs were plus or minus a small percentage of the original targets. In a few cases when recipients provided a sufficient explanation for projects that fell short of original goals for reasons consistent with normal good practice, CLIR determined that in those instances recipients had met their goals. While projects often included goals for the completion of other secondary outcomes (e.g., exhibits or presentations), the achievement of those goals was not considered in this particular aspect of the assessment.[20]

Cycle	Exceeded	Met	Not Met
2008	5	9	1
2009	9	4	1
2010	10	5	2
2011	11	5	3
2012	6	12	4
2013	13	9	0
2014	13	5	1
Totals	67	49	12
	52.3%	38.3%	9.4%

Table 6. Success of attaining project cataloging and processing goals, by grant cycle

According to project reports, of the 128 projects funded through this program, more than 90% (n=116) exceeded or met their original goals. In many instances, recipients included little additional interpretation or explanation of these outcomes. More than 48% of all final project reports provided no clear insights concerning the factors that contributed to production outcomes; cataloging and processing achievements reported simply exceeded (35), met (21), or did not meet (5) the goals enumerated in project applications.

Closer review of CLIR's documentation for the five projects in the grouping that did not meet original cataloging and processing targets reveal possible explanations for their shortfalls in productivity. In four instances, lower reported outcomes seem to have been the result of "rightsizing" of collections—saving space by rehousing

[20] A full discussion of the findings of other outcomes reported can be found in the section of the same name.

materials appropriately—or deaccessioning duplicate or out-of-scope materials, even though reports did not explicitly address the specific reasons for the discrepancies between original project targets and project outputs. In the fifth instance, other issues may have contributed. While these recipients reported the processing of 12,350 cubic feet of materials out of their original goal of 15,000 cubic feet (over 80% of their original target), other portions of the report and subsequent feedback solicited through CLIR's follow-up survey suggested that far fewer materials were actually processed and ultimately made discoverable through online records. In this case, CLIR staff hypothesized that the recipients may have proposed and reported on individual item counts and mistakenly selected the extent of "cubic feet" in the proposal and reporting forms. While the originally stated goals were certainly "Not Met" in this case, project staff remained in regular contact with CLIR staff throughout their work and did make meaningful progress.

The existence of dead links is an example of one challenge to maintaining access to descriptive records in digital form over time.

Among the 128 projects, there were a number for which recipients reported processing outcomes that CLIR staff were unable to confirm. Within this grouping, ten projects reported exceeding their goals, three met their goals, and four did not meet their goals. Reasons for CLIR's failure to confirm these outputs varied but included references to dead hyperlinks that could not be relocated on new websites, databases and catalogs protected with passwords, local databases or access solutions unavailable through the open Web, or omission of reliable data that could be used to perform searches for project deliverables online. In the follow-up survey, respondents were asked to include up to ten links that would show evidence of their cataloging and processing outputs. This feedback did allow CLIR staff to confirm outputs for several projects and move them to the appropriate category for this assessment. The existence of dead links, in particular, is an example of one challenge to maintaining access to descriptive records in digital form over time. When access depends on maintaining subscriptions to costly databases or providing continued support for locally built platforms, institutions may be faced with challenges, such as budget cuts that disrupt or indefinitely impede access to information about collections.

The reports that provided clear explanations for why recipients exceeded original goals (n=22) fell into two categories: those in which participants were able to add items because of processing efficiencies (n=11) and those in which recipients underestimated the original amount of material to be processed in the collections they nominated for description (n=11). For most of those who were able to add materials, other related collections or items were selected from existing holdings and added to processing queues. Those who underestimated collection sizes and item counts reported a variety of reasons for meeting higher targets than originally anticipated: these included the unexpected discovery of related items as processing progressed; the acquisition of related materials after public announcements of processing; and the development of a more complete understanding of project collections (e.g., encountering custom-bound volumes of

multiple manuscript works that ultimately needed to be described as separate titles).

In both the "Exceeded" and "Met" categories, project staff reported on rightsizing activities (n=20), using processing methodologies that consolidated project materials into proper storage containers and removed unrelated or duplicate materials from collections. In many cases, especially for those recipients designated as meeting project goals, this meant that reported amounts of processed materials were less than anticipated amounts. For example, staff at one institution estimated their project would process 355 boxes of mixed materials, an estimated 433 linear feet. As staff began processing, they discovered that many of the boxes were not full, and some contained books and other printed materials that were transferred to the library. Though all proposed materials were processed, this "rightsizing" activity meant that the reported size of the collection at the end of the project was 300 linear feet, a 32% reduction from the original estimate. In CLIR's assessment, this is still considered a project that met its processing goals as all nominated materials were arranged, described, and made discoverable during the course of the project.

Some recipients meeting project goals (n=10) originally overestimated collection size, modified project goals in the course of their work, or did some combination of both. Close assessment of reports still provided evidence that original goals had been met, even when reported outputs were lower than original projections. In these cases, project staff maintained contact with CLIR program staff as goals shifted and changed. In one such instance, project staff initially proposed processing 155 linear feet of mixed materials, including 12 collections containing 1,091 audiovisual objects. After project work was completed, staff reported that 138 linear feet of materials were processed, including 12 collections containing 1,163 audiovisual objects. The exchange of one original collection for another related collection was responsible for this discrepancy between estimated and actual outcomes. In a second example, recipients proposed processing 1,652 collections from a number of institutions, encompassing an estimated 24,580 linear feet. After the grant was awarded, project staff revised their estimate to 114 collections encompassing a mere 4,000 linear feet. In the end, the project exposed 133 collections occupying 4,000 linear feet. In another collaborative project, initial processing estimates were set at 150 collections encompassing an estimated 10,000 linear feet. Some institutions included in the initial application chose not to participate once the grant was awarded, while others joined the initiative. Following these changes, project staff proposed a new target of 92 collections encompassing an estimated 5,462 linear feet. The final processing output included 109 collections of just 3,361 linear feet. All three examples illustrate the complexities of measuring successful progress toward exposing hidden collections.

The remaining three projects not meeting original goals yet providing clear explanation for this result were affected by significant internal and external factors. Participants in one collaborative project

reported lower processing outputs seemingly connected to a lower rate of participation of a partner institution; in this case, no adjustments to goals or additions of other materials were made through a grant modification. Recipients at another institution reported significant staffing issues that created insurmountable delays but committed to cataloging the remainder of items to the level established during the CLIR project beyond the conclusion of the grant. In the final case, project staff provided processing estimates based on an arrangement with a donor who passed away before the project began. In working with the surviving family, project staff needed to adjust the way materials were transferred to the institution for processing, which resulted in a significant delay and limited the institution's ability to process the anticipated amount in the grant period. All three examples illustrate the unpredictable nature of large projects, and all three teams managed the challenges responsibly.

Other Outcomes

To track outcomes other than cataloging and processing achievements, in 2013 CLIR introduced a section of the report to quantify these activities. Earlier reporting instructions asked recipients to identify unforeseen outcomes but did not prescribe a uniform approach to tracking results or prompt them to consider specific kinds of outcomes other than cataloging and processing progress. For this report, eight categories of repeatedly reported outcomes were identified and traced across the narrative portions of all project reports. In CLIR's follow-up survey for the program, many respondents provided related feedback that was also incorporated into this analysis.

Hiring

For institutions with processing backlogs, adequate staffing can be a challenge. One goal set by CLIR in the initial proposal for the program was to encourage collecting institutions to hire new project staff, especially students. More than 60% (n=77) of projects reported hiring students, including undergraduates and graduates (table 7). Recipients that supplied detailed information on staffing reported hiring more than 478 student employees. In a few instances, recipients promoted students to positions of greater responsibility to fill staffing vacancies during projects. Recipients employing students often reported challenges including the high cost of training, revolving

	2008	2009	2010	2011	2012	2013	2014	Total
New professional hire at participating institution(s)	2	2	3	6	14	17	11	55
New paraprofessional hire at participating institution(s)	1	1	1	5	6	7	4	25
Hiring and training new student workers	8	9	8	9	15	15	13	77
Increasing Volunteer base	2	1	0	1	1	1	1	7

Table 7. Number of projects reporting hiring activities, by grant cycle

staffing due to students' schedules and eventual matriculation, and issues of reliability; however, a handful of recipients also singled out successful employment of students as a significant project outcome, some even publishing or presenting on successful student hiring practices with external audiences. Of particular note, staff from Lehigh University presented and published about their "dedicated and often innovative use of student staff" for their two projects: The Moravian Community in the New World: The First 100 Years (2009) and Bridge and Building Forensics: Civil Engineering Archives at Lehigh University (2013). By engaging faculty and staff at the university, they were able to have a viable pool of well-qualified students to support the highly specialized work of the projects and to develop training methods that led to increased efficiencies throughout the projects.[21]

Some recipients found ways to engage volunteers in the projects' work. Seventeen institutions collectively reported employing at least seventy-six volunteers to support project goals, with a much higher number likely involved. Perhaps the most unique use of volunteers was by the Yellowstone Park Foundation (2013). There, project staff led one-week "blitz" sessions engaging five volunteers from a variety of backgrounds. The teams of volunteers focused on a particular area of the collection and received unique access to the park, lectures, and other activities in recognition of their contributions.[22] Staff from Yellowstone Park Foundation reported in the follow-up survey that the model developed during the grant project continues to be used to process collections.

In addition to the students and volunteers, 948 individuals were reported as being involved in the 128 Hidden Collections projects. While some individuals were existing permanent staff, 62.5% of projects involved the hiring of new professional (n=55) or paraprofessional (n=25) staff. The hiring of new staff was often transformative for institutions. In some instances, CLIR funds allowed for the hiring of the first-ever archival professional, which changed institutional policy requiring similar expertise for all subsequent hires. Numerous reports and survey responses indicated that, after CLIR funds were expended, institutions invested in new, permanent positions.

Institutions often chose to hire new graduates of library science, archival science, humanities, or other relevant degree programs as project workers. In responses to CLIR's follow-up survey, 84 respondents provided examples of professional development or career

[21] More information on these projects is in "Engaging Students in Complex Description: Two CLIR Hidden Collections Projects" by Lois Fischer Black, Ilhan Citak, Gregory A. Edwards, and Andrew Stahlhut (the latter two were student employees) included in *Innovation, Collaboration and Models: Proceedings of the CLIR Cataloging Hidden Special Collections and Archives Symposium*, March 2015.

[22] More information on *Using a Team Approach to Expose Yellowstone's Hidden Collections* is available in the 2015 poster presentation, "Yellowstone's Archives Blitz," presented by Anne L. Foster and Francis Shawn Bawden at the CLIR 2015 Unconference & Symposium: https://www.clir.org/wp-content/uploads/sites/6/YellowstoneEPoster2015.pdf or by visiting the Yellowstone National Park's blog, *In the Shadow of the Arch,* and viewing posts by program staff and volunteers on blitz processing.

outcomes for those individuals involved in project work. All of those responses included examples of the dedication of these employees and celebrated their successes, either in finding full employment at the project institution, going on to successful careers at other organizations, or continuing their education. In some instances, the hiring of project employees at other institutions encouraged an increase in communication and reference referrals between organizations with related collections. Other survey respondents commented on how project work increased staff's interest in the subject matter of the project, which in one case led to the successful receipt of a scholarship for further study. The numerous examples of professional success and research activities of those who participated in the Cataloging Hidden Special Collections and Archives projects show that the program's short-term investments in individuals has increased exposure to model practices in cataloging and processing. This exposure has in turn affected work at other libraries, archives, and museums, increasing the overall impact of the program.

Policies and Procedures

For many institutions, receiving funding for a Hidden Collections project meant the opportunity to overhaul processing practices. Nearly 83% (n=106) of projects reported the implementation of new cataloging/processing standards or procedures (table 8). The interpretation of this outcome was left to the reporting organization, so this could mean anything from reevaluating existing procedures to the creation of procedures where none existed. Reports emphasized the importance of keeping the end user in mind at all stages of cataloging and processing projects, especially when considering decisions that influence the ways that users access materials. In comments from the follow-up survey, multiple respondents reported applying processing practices developed through CLIR funding to additional collections, sharing these practices with internal and external colleagues, or benefiting from the processing efficiencies developed through the work of the grant to avoid the development of new backlogs. In some cases, project work inspired the creation of full-scale collection and preservation management programs where there were none prior to grant funding.

One common theme emerged across project reports: staff involved in any project needed to remain flexible as new standards, workflows, training, and assessment were implemented to address

	2008	2009	2010	2011	2012	2013	2014	Total
New cataloging/processing standards or procedures for participating institution(s)	14	13	17	14	15	19	14	106
New training methods or materials for participating institution(s)	8	7	11	11	14	19	12	82
New method for project management (i.e., tracking productivity, facilitating communications, keeping metrics, etc.)	3	4	2	9	9	13	10	50

Table 8. Number of projects reporting participation in the development of policies and procedures, by grant cycle

backlogs of unprocessed collections. This may best be reflected in the fact that 75% (n=96) of Cataloging Hidden Special Collections and Archives projects received no-cost extensions to complete their work.

Those working with collections were forced to address updates and changes [to standards and tools], along with any other unexpected challenges, while also managing daily work. The reality of all of these changes emphasized the point that policies and procedures adopted for processing materials should always be implemented with an eye to the future and potential migrations.

In addition to the adoption of new internal practices, institutions involved in this program also faced changes to many GLAM standards and tools through the program's ten-year history. Many projects documented their migrations into and then from Archon[23] or Archivists' Toolkit[24] to ArchivesSpace.[25] Some mentioned the issues of migrating cataloging practices from the revised second edition of the Anglo American Cataloging Rules (AACR2r) to the Resource Description and Access (RDA) standard,[26] a shift that required extensive retraining for staff and administrators in addition to acquiring the new subscription-based standard. Trends in generating linked data and in managing controlled vocabularies encompassed a more global perspective, challenging institutions to bring descriptive data out of institutionally siloed databases.[27] Encoded Archival Description (EAD),[28] the XML encoding standard most often used to create finding aids, also saw significant updates to its structure during this time. Those working with collections were forced to address these updates and changes, along with any other unexpected challenges, while also managing daily work. The reality of all of these changes emphasized the point that policies and procedures adopted for processing materials should always be implemented with an eye to the future and potential migrations.

[23] Archon is an open-source software tool for archivists and manuscript curators that was supported by the University of Illinois until January 2014. It was designed to simplify the creation of encoded descriptive metadata (e.g., EAD finding aids and MARC catalog records).

[24] Archivists' Toolkit was an open-source software tool for archival data management that was superseded by ArchivesSpace in 2013.

[25] Planning for ArchivesSpace to replace Archon and Archivists' Toolkit began in 2009 with initial development funded by The Andrew W. Mellon Foundation. Its initial release was in September of 2013. The software is an open-source web application for managing archives information.

[26] For a general discussion of this change, see Shawne D. Miksa's "Resource description and access (RDA) and new research potentials" originally published in the *Bulletin of the American Society for Information Science and Technology* 35:5 (Jun/Jul 2009), 47-50, https://doi.org/10.1002/bult.2009.1720350511. Initial work to update AACR2r began in 2004. In 2008, a full draft of RDA was issued for review and testing with initial publication in June 2010. More background on the transition can be found on the archived site of the Joint Steering Committee for Development of RDA. The transition to RDA followed the tenets of the Functional Requirements for Bibliographic Records (FRBR) and is intended to prepare descriptive information for a linked data environment.

[27] One example of this is the continued development of BIBFRAME by the Library of Congress, an encoding standard intended to replace MARC21. Project staff from the American Museum of Natural History (2012) also noted their participation in the SNAC cooperative program, now hosted by the University of Virginia Library and the National Archives and Records Administration (NARA). SNAC (Social Networks and Archival Context) has the joint aim of providing access to dispersed historical records while also maintaining information about people, families, and organizations documented in collections.

[28] Originally released as a standard in 1998 by the Society of American Archivists and the Library of Congress, Encoded Archival Description (EAD) has been significantly updated with the releases of EAD 2002 and again in 2015 through EAD3.

	2008	2009	2010	2011	2012	2013	2014	Total
New website	7	5	7	7	6	8	7	47
New blog	5	7	9	5	8	10	5	49
New use of social media for participating institution(s)	3	4	6	4	7	9	8	41
Software development	0	1	0	0	0	4	1	6

Table 9. Number of projects reporting participation in innovative communication models, by grant cycle

Communication Tools

The most frequently reported tools used for public communication about projects were Facebook, Twitter, Tumblr, and institutional web pages or blogs (table 9). The adoption of blogs in particular gave project employees the ability to share not only the interesting finds in collections with a wider audience but also the processing efficiencies that were tested or put into practice. More than 288 individuals were reported contributors to project-related blogs or other social media. For collaborative projects, blogs were often used as a way to amplify and share voices and perspectives from partner institutions.

As means of communication continue to change rapidly in online and mobile environments, collecting institutions will need to remain nimble in order to communicate the value and relevance of their collections as well as to provide links to collections where potential users may already be looking.

In conducting the recent analysis of project reports, a noticeable number of project blogs that were reported had been deleted, archived, or migrated to new institutional web spaces since the conclusion of projects. On occasion, staff did continue to build on the content created during the project period, taking advantage of the audience established during focused project activities to continue to grow interest in the general work of the institution or organization. In an effort to direct new audiences to matierals, one institution set a goal to create a Wikipedia page for each processed collection, boosting visibility of the institution's collections and pointing users back to the institutional repository. As means of communication continue to change rapidly in online and mobile environments, collecting institutions will need to remain nimble in order to communicate the value and relevance of their collections as well as to provide links to collections where potential users may already be looking.

Research and Outreach

CLIR strongly encouraged recipients to share their projects with wider audiences, and most (73.4%, n=94) reported giving a presentation at a library, archive, or museum conference (table 10). Perhaps more significant was the participation of representatives of more than 37% (n=48) of projects at subject-related academic events. Those who shared updates on newly available collections with scholars working in areas related to the content often saw an immediate increase in use of and interest in the collections.

Additionally, nearly 30% of recipients (n=37) reported hosting a new lecture, conference, symposium, or workshop related to the content of project collections. These activities ranged from casual brown bag lunch presentations to more formal day-long symposia, bringing in scholars from the field. The audiences for the activities were varied, including the general public, scholars with interest in

	2008	2009	2010	2011	2012	2013	2014	Total
New guide for researchers	6	3	4	8	14	17	12	64
New course at an academic institution	3	0	1	1	1	6	0	12
New assignment for a course at an academic institution	1	2	3	3	2	5	4	20
New exhibit (online or in person)	7	7	7	7	8	12	10	58
Increased visibility brought increased use and reference requests	9	5	2	8	2	6	5	37
Presentation at a professional (library, archive, museum, or information technology) conference	14	12	11	11	14	17	15	94
Presentation at an academic (i.e. subject-themed) conference	5	6	6	4	6	11	10	48
News article about the project for an outlet based at my institution	6	11	10	6	12	18	12	75
News article about the project for an external outlet	6	9	8	11	14	13	9	70
New conference, symposium, or workshop related to the project	4	3	7	3	6	7	7	37
New publication arising from research using the project collection(s) (such as a book or book chapter, peer-reviewed journal article, magazine essay)	6	7	4	6	8	6	7	44

Table 10. Number of projects reporting participation in research and outreach activities, by grant cycle

the materials, and other collections workers interested in learning about processing efficiencies. Some institutions were able to create new courses (9.3%, n=12) or inspire new assignments (15.6%, n=20) at academic institutions. Most of these were created by collecting units within a college or university; however, some recipients facilitated primary or secondary school learning. One successful program gathered local secondary school teachers for a day-long seminar led by local scholars to introduce the teachers to analog and digital primary source materials that could be integrated into curricula. Another institution shared a curriculum guide to help teachers of Grades 5-8 introduce historic maps into classroom instruction.

In interim and final reports, CLIR requested a listing of presentations and publications. While not all projects included this information in their accounts, table 11 shows consistent efforts of the Hidden Collections recipients in communicating publicly about their work during the active years of the program.

	2008	2009	2010	2011	2012	2013	2014	Total
Presentations	72	63	44	30	56	60	60	385
Poster presentations	4	3	0	4	1	8	7	27
Exhibits curated (online or in-person)	9	15	8	8	4	7	16	67
Interviews (audio, video, or print)	1	2	1	0	5	1	6	16
Articles or other print publications	12	18	4	13	13	9	12	81

Table 11. Number and types of presentations and publications reported by recipients, by grant cycle

Of particular note was the way recipients used the medium of poster presentations. Often seen as a more accessible means of presenting research, poster presentations allowed students involved on project teams the opportunity to present at a wide variety of conferences for library, archive, museum, and academic disciplinary communities. Of the 27 poster sessions reported, 39 individuals were involved in creating and presenting the posters. In comparison, 385 presentations were reported, but only 227 individuals were involved in the presentations, showing that in many instances, the same individual presented multiple times.

Outreach can often consume valuable time for those involved in processing collections; however, the benefit of such activity is increased exposure of the materials. Nearly 29% (n=37) of reports included examples of how exposing previously hidden collections increased usage. In the follow-up survey, respondents were asked directly if recipients had observed an increase in usage of processed collections; 97.6% (n=120) of respondents reported such an increase. The most common evidence cited for these increases included reference queries (92.4%, n=110), visitor counts (64.4%, n=77), and usage in exhibits (51.3%, n=61).

New Initiatives

CLIR staff hoped to see that funded projects would promulgate improved processing procedures and that funded institutions would see an increase in both funding through additional grants and in digitization projects focused on newly processed collections.

More than 48% (n=62) of projects reported new digitization of project collections (table 12).[29] Reported digitization activities ranged

	2008	2009	2010	2011	2012	2013	2014	Total
New grant application(s)	2	3	4	9	8	7	9	42
New digitization project involving project collection(s)	9	6	5	9	11	11	11	62
Processing encouraged additional transfer and/or purchase of materials	7	1	3	4	4	4	3	26
Processing allowed for identification of preservation, conservation, and digitization priorities in the collection	6	2	2	1	2	3	5	21
Relationship building with individuals and organizations (internal and external)	6	2	4	5	2	11	12	42
Processing allowed rightsizing in the collections	5	1	2	2	6	5	4	25
Improvements to the physical space or equipment used for processing materials	0	1	1	1	3	1	1	8

Table 12. Numbers of projects reporting participation in collection-building activities and general improvements, by grant cycle

[29] CLIR did not fund digitization activities through the Cataloging Hidden Special Collections and Archives initiative. Digitization that occurred concurrent to CLIR-funded cataloging projects was supported through other funding sources.

from concurrent digitization of collections while descriptive processing occurred to enacting digitization-on-demand policies as usage of processed collections increased. For many of those reporting new grant applications (32.8%, n=42), new grant funds went to digitizing items processed through the cataloging program. Several recipients went on to apply successfully to the Digitizing Hidden Special Collections and Archives program that began in 2015.

GLAM organizations continue to come to terms with the complexities of describing digital materials; the development of manageable and sustainable solutions will be critical to the continued preservation of cultural history.

In regular reports to The Andrew W. Mellon Foundation, CLIR program staff noted the challenges recipients faced in distinguishing the cataloging and processing activities funded by the program from the digitization efforts funded through institutional or other resources. For those engaged in item-level processing, the most efficient models often involved digitization during the processing workflow. One institution adopted a creative division of labor between student assistants and regular employees to more accurately track labor for reporting purposes. The ability to combine the two activities—metadata creation and digitization—allowed project staff to engage users before collections were fully processed and to build an audience over time for those materials.

A minority of projects undertook the challenge of describing born-digital items. Only three instances of the inclusion of born-digital objects in projects were reported: Changing the Landscape: Exposing the Legacy of Modernist Architects and Landscape Architects (2009); The David Sarnoff Collection Processing Project (2013); and Bridging the Research Data Divide: Rethinking Long-Term Value and Access for Historical and Contemporary Maternal, Infant and Child Research (2014). In each case, the born-digital materials comprised a small portion of the collections being processed. Unlike organizational records of previous decades, which can be stored in boxes and filing cabinets, the documents recording the history of organizations since the early 1990s are now mostly digital. GLAM organizations continue to come to terms with the complexities of describing digital materials; the development of manageable and sustainable solutions will be critical to the continued preservation of cultural history.[30]

New grant applications were reported for 32.8% (n=42) of projects, and these applications were often the direct result of processing activities completed with CLIR funding. From reports and the follow-up survey, CLIR learned these subsequent grants were received from a variety of funders including government agencies, foundations, related institutions, and private donors.[31] Following a public outreach activity hosted by one recipient, a representative of a private foundation approached project staff to offer funding to continue

[30] Just one example citing the many challenges for preserving and describing born-digital objects can be found in Bernadette Houghton's "Preservation Challenges in the Digital Age." *D-Lib Magazine*, 22:7,8 (July/August 2016), http://www.dlib.org/dlib/july16/houghton/07houghton.html.

[31] Additional funding sources included the National Endowment for the Humanities (NEH), the Institute for Museum and Library Services (IMLS), the National Historical Publications and Records Commission (NHPRC), the National Park Service (NPS), Keller Family Foundation, Patrick F. Taylor Foundation, The Andrew W. Mellon Foundation, Gladys Krieble Delmas Foundation, Google, Taiwan National Central Library, Guild of Carillonneurs in North America, and local businesses and individuals.

cataloging and to digitize glass plate and film negatives, demonstrating how fruitful outreach activities can be. Some project staff reported an increased investment from institutions reflected in the hiring of permanent staff, improvements to facilities, and approval to purchase additional collections. In feedback from the follow-up survey, staff at one institution reported that increases in the use of materials processed through the program motivated institutional support and investment in an online platform to improve accessibility.

In interim and final reporting, at least 20% (n=26) of project staff included information on the transfer or purchase of new materials. Examples included past donors giving additional items for existing collections, new donors sharing collections of related items, and institutions providing funding to purchase items that filled important gaps in collections. Such donations and purchases allowed institutions to build on project momentum, growing collections in intentional ways and providing increased access to materials to diverse user groups.

The importance of relationship building was also reflected in reports to CLIR; nearly 33% (n=42) of reports included examples of how project staff worked to improve access to collections through networking. The most-commonly reported activities included reaching out to other departmental or institutional colleagues (especially within academic settings), establishing relationships with related collecting organizations, and building connections with scholars and communities with interests in the content of the collections. Through these relationships, project staff often found the support needed to design enhancements to curricula, provide additional background and context for the collections being processed, and advocate for the collections, which often led to growing financial support. One survey respondent shared that their project's most meaningful outcome "was the cohesion it helped bring to . . . a dynamic group of professionally engaged archivists, who participated in open knowledge-sharing with one another."

Lasting Impact

Since CLIR was concerned with not only creating new access to hidden collections but also sustaining and growing that access through the program, in 2018 CLIR undertook a survey of recipient institutions to better understand the longer-term impacts of funded projects on those institutions and the communities they serve. Generally, survey respondents recalled positive experiences working on the projects and expressed enthusiasm about the continued results. Responses represented 65.6% (n=84) of funded projects and included 123 valid responses from staff at both lead and partner institutions. For all seven funding cycles, we received responses from more than 50% of projects with 2013 having the best response rate, representing 90.9% (n=20) of those 22 projects.

To create a lasting impact for cataloging and metadata, CLIR urged recipients to create records using standards and vocabularies that would be interoperable with existing data sets. While sharing of records outside of institutional databases was not required, it was

strongly encouraged. In several cases, records were shared with state or regional databases and discovery systems.[32] Not all recipients had access to such aggregated databases, which often limit participation based on geographic region or require institutional participation in a consortial membership. Additionally, most collaborative databases have been built to support digital objects, so those who are processing physical objects without related digital copies often cannot participate in such efforts. The continued development of shared systems that would support the metadata of both physical and digital objects is important. CLIR would like to see more support of such initiatives to encourage more interlinking between collections, increasing the ability of institutions to connect descriptions of geographically dispersed but related items through digital methods.

Of the 123 responses, 98 (79.7%) reported the output of their project to be openly and freely accessible online, 8.9% (n=11) reported partial availability owing to a number of institutional factors (platform migrations, continued work on finding aids and catalog records, and staffing limitations). One institution reported that, while their finding aids were available through a local instance of ArchivesSpace, budget limitations caused them to cancel their subscription and lose the online availability of their records. Their challenge is indicative of a larger issue with many collecting institutions: the ability to sustain access to collections through budget cuts and shifts in institutional priorities.

The feedback from the survey alerted CLIR to several recipient institutions that experienced issues after their projects concluded. Perhaps most distressing was the discovery that at least one library at a participating institution was forced to close, at least temporarily, because of budget cuts. CLIR staff also found other evidence of how institutions can neglect to sustain outcomes of projects as they move forward with new tasks. For example, CLIR's analysis revealed that a number of links had been broken without redirection, a concerning reality of online access. Greater access to union catalogs and aggregated metadata services for digital repositories could help some recipients continue to provide access regardless of institutional funding.

Assessment of the Overall Program

When CLIR initially proposed the Cataloging Hidden Special Collections and Archives program to The Andrew W. Mellon Foundation, several broad goals were enumerated. CLIR wished to organize and instantiate a program

- that would identify and catalog currently hidden special collections and archives;
- that was national in scope (later expanded to include Canada); and

[32] Examples of such shared systems to which project outputs were contributed include, but are not limited to, California Digital Library, New York Heritage Digital Collections, Philadelphia Area Consortium of Special Collections Libraries (PACSCL) finding aid database, Lowcountry Digital Library, and MaineCat shared catalog.

- that aimed significantly to improve access to materials of fundamental importance for research and teaching.

The projects accepted to the program should

- adopt methodologies that were broadly applicable and could be subsequently built upon over time using a standardized, interoperable approach; and
- use cost-effective and efficient means of data creation, assuring that a critical mass of trusted and authoritative information would be achieved quickly.

Additionally, CLIR included discussion of two related outputs of the program:

- a basic registry of hidden collections and archives, populated from data gathered from applications, that can be found through a web-based platform and used to stimulate research and provide opportunities for additional funding and collaboration; and
- a federated digital catalog that would evolve as the funded proposals reached completion.

The first three goals were attained by the activities of the program. Over 4,000 collections were brought to light in more than 160 unique institutions across the United States and Canada. From those who responded to CLIR's recent post-project survey, nearly 98% (n=120) reported an increase in the use of the materials cataloged or processed as part of a Hidden Collections project. Nearly 65% (n=77) reported increased visitors/users to the collections, and 92% (n=110) reported an increase in reference queries. Because of these projects, nearly 44% (n=52) were able to report that materials cataloged were used in publications and other projects. Several institutions reported a move from no access to collections to a new, accessible environment.

The dedicated efforts of project staff helped ensure the attainment of the next two goals: adoption of replicable methodologies and use of cost-effective, efficient data creation techniques. Following are a few projects that embraced the goal of sharing methodologies and models:

- Project staff at the Litchfield Historical Society (Litchfield Historical Society's Revolutionary Era and Early Republic Holdings, 2008) modeled their project to help other small, volunteer-based organizations process collections.
- Many institutions created project websites that include documentation, manuals, and worksheets developed through grant work. One such example is from the Exposing Unknown Boston Local TV News Collections (2010) led by WGBH. Staff worked to create a project-branded web portal that not only presents the collections of each collaborator but also features numerous resources for archivists, scholars, and teachers.
- The innovative practices developed by staff at the University of Virginia for describing marginalia in the volumes cataloged for

their project, Hidden in Plain Sight: Book Traces @ UVA (2014), have been shared with several other institutions interested in documenting items within their collections that have been modified with handwritten annotations or other markups.
- Project efficiencies also improved internal operations. Staff involved in the Princeton University Library's Latin American Ephemera Project (2013) developed a system for processing large ephemera collections that has already been successfully replicated on another collection, and there are plans to apply the process to even more collections.
- The success of An American Mirror: Early Photograph Collections at the Maine State Museum (2013) inspired the signing of a memorandum of understanding by the directors of the involved state agencies, pledging that both institutions will work to sustain the high standards of collection processing instituted during the grant and to work together on such projects in the future.

The final two goals proposed by CLIR involved the creation of a registry and a federated catalog. The former has evolved through several iterations since its initial creation in 2008, with the most recent version launched in August 2017. The registry provides access to relevant collection data for interested audiences, though development goals remain. One such goal is to create a way to share the documentation and resources of funded projects through registry entries,[33] a task that is complicated by the unreliability of links and the transient nature of online resources previously discussed in this report as well as the limitations on CLIR staff to dedicate time to maintaining access to the additional resources. Program staff have determined that additional funding would be required to achieve the desired user experience improvements for the Registry.

Early in the history of the Cataloging Hidden Special Collections and Archives program, staff realized that the creation of a federated digital catalog was outside the capacity of CLIR at current staffing levels. Rather, program staff and review panel members continued to suggest and favor projects that incorporated existing union catalogs and digital repositories in their plans. The variety of materials and the ever-shifting nature of collections technologies would make the development and maintenance of a universal federated digital catalog a vast undertaking requiring unprecedented levels of international cooperation among information organizations. Nevertheless, CLIR continues to investigate new models so staff are better able to provide guidance to constituents.[34]

---

[33] See the entry for Hidden Collections in the Philadelphia Area, at http://registry.clir.org/projects/259.

[34] The difficulties of this endeavor include challenges that were discussed in relation to GLAM standards and practices and the systems used in the Methods and Challenges, Policies and Procedures, and Lasting Impact sections of this report. The pursuit of better federated systems is nevertheless a dream worth pursuing in the 21st century; as an example, CLIR's President Charles Henry describes recent conversations among national digital libraries about working together toward a global platform for discovery in "Pangia: A Global Interoperable Affiliation of Digital Libraries," *CLIR Issues* 128 (March/April 2019), at https://www.clir.org/2019/04/clir-issues-128/.

The program had two key unexpected outcomes. The first was the hosting of two symposia allowing recipients to gather and share lessons and best practices. The meetings were held in 2010 in Washington, DC, and in 2015 in Philadelphia, Pennsylvania. The former hosted 72 participants representing 25 of the 29 funded proposals of the first 2 cycles of the program. The latter, marking the program's transition from cataloging to digitization, involved 180 symposium attendees representing 60 unique projects from all 7 cycles of the program. After the second symposium, CLIR published *Innovation, Collaboration and Models: Proceedings of the CLIR Cataloging Hidden Special Collections and Archives Symposium*, March 2015. Feedback from both events communicated to CLIR that participants valued the opportunity to join with others involved in similar processing projects to learn and discuss issues face-to-face. Often, the most valuable conversations happened through the unstructured activities of the events, allowing participants to discuss those issues of highest immediate importance. To this end, CLIR has secured funding to hold a similar symposium in 2020 for recipients of the Digitizing Hidden Special Collections and Archives program.

The second unexpected outcome of Mellon Foundation funding was the reallocation of funds to create the *Strategies for Advancing Hidden Collections* six-part webinar series. The goal of this project was to present techniques and best practices for increasing the visibility, usability, and sustainability of collections in the GLAM community through a practical educational experience and environment focusing especially on those organizations with limited funding and resources. CLIR has committed to providing access to the outputs of this webinar series, including the webinar recordings and associated wiki resources, to continue building a culture of improving collection access.

Conclusions and Questions for Further Investigation

Pulling together the threads of CLIR's retrospective analysis of the Cataloging Hidden Special Collections and Archives program, four general points seem evident:

- The investment made in cataloging materials across the United States and Canada made a significant impact on the culture of collecting institutions and the attitudes held about the importance of historic collections and the people that work with them.
- Recipient institutions represented a diversity of types and sizes of GLAM organizations which also allowed for an impressive breadth and depth of item types made accessible through the program.
- Long-term sustainability of online catalogs is challenging for many of these institutions. Library support organizations like CLIR must determine what, if any, resources or advice they can offer to constituents facing difficult financial decisions affecting the availability of collection descriptions over time.

- In an increasingly digital research environment, there is a pressing need for search and discovery systems that bring together descriptions of both physical and digital artifacts so that researchers can learn about them alongside one another.

Related to these general conclusions about the projects funded through the program are three areas for further study:

- Integrating Description with Digitization: How can workflows be optimized to enable both appropriate levels of description and quality digitization for diverse material types?
- Sustaining Access: What work needs to be done to assure sustainability of infrastructures for discovery and access to special collections and archives when institutions are faced with difficult financial choices? What percentage of descriptive data is lost over time?
- Ethical Staffing: What are the career outcomes of those who work on grant-funded projects on short-term contracts? How can funders support career development in ethical ways?

For many, CLIR's cataloging grants encouraged permanent hiring of new staff, upgrades in the physical spaces available for processing materials, and an investment by institutions in the continued cataloging and metadata creation for materials previously hidden. As project staff went on to pursue advanced degrees or employment in other organizations, they took the lessons learned during their involvement with the Hidden Collections program and spread them both within the GLAM field and across other fields of study and employment environments. The high level of engagement reported by project staff through presentations and publications shows that they are not only sharing their own lessons from project work but are also contributing to larger conversations concerning collections' processing and care.

Unusual for a large national funding program, Cataloging Hidden Special Collections and Archives did not require cost sharing of its applicants, making the opportunity more accessible for a wider variety of institutions. This inclusivity allowed for an impressive breadth and depth of item types made accessible through the program. Staff members at one natural history museum shared how their project not only influenced processing efforts of other similar materials but also prompted a larger "paradigm shift" in their overall processing standards: "We hope that similar initiatives will continue to be available, especially to small institutions where they can have outsized effects." Similarly, an archivist overseeing a small, specialized collection shared the following in their survey response:

> I really want to commend CLIR in its foresight and commitment to supporting a somewhat unconventional archival institution in its efforts to expand access to its collections. The effect of CLIR's support for [our archive] has been enormous. Please continue to support small institutions, community-based institutions, and other non-conventional projects! There are many valuable collections held by such institutions, collections that promise to diversify and enrich the historical record, and serve scholars, teachers, and learners in critically important ways.

While management of grants to institutions that lack experience with grant funding can be more labor intensive, the feedback received in reports and survey results highlights the continuing need to facilitate funding for these groups.

Temporary grant funding can help advance an organization's mission and deepen its impact over the longer term, but not all funded project outcomes have proved to be sustainable. Finding that former recipients have lost funding, forcing the closure of a library or archive or the discontinuation of a critical database or online service, is concerning to CLIR. Similarly challenging was the discovery of broken links, deleted project blogs, and processing outputs that were reported but unable to be confirmed because they could not be accessed online. As a small nonprofit, CLIR must continually re-evaluate what it can offer to constituents, engaging in conversations with other professional organizations and with other funders of culture and education about the struggle to keep rare and unique materials accessible over time.

The lasting impact of this program may best be summed up by these words from representatives of one small, highly specialized collection:

> Cataloging is the backbone of collections, the doorway to access to materials. Although we are excited by the prospect of a new focus on grants for digitization, the Hidden Collections Cataloging Grant was a rare and extraordinary gift for small institutions like ours simply because "digitization" sounds so much more appealing and interesting to Board members than "cataloging." And yet, cataloging plays such a fundamental role in access to materials.

These recipients shared the catalog records created through their project with a local, large research university, disseminating information about their collections directly to students and scholars likely to benefit from having access.

Staff of another very large institution emphasized the many returns that devoting resources to describing GLAM collections can yield:

> Funding for cataloging efforts such as these are foundational to so much of the good work being done in archives today. I would say that on a day to day level almost everything that I work on can in some way be traced back to this first cataloging grant from CLIR.

As CLIR continues to monitor the GLAM environment for new ways to support collecting institutions, the "foundational" aspect of describing collections cannot be ignored. The difficulties of maintaining this focus on discoverability in an increasingly complex digital environment need to be addressed; overcoming the challenges of identifying, describing, and preserving the full breadth of rare and unique materials that will fuel the creation of knowledge into the future will remain high priorities for CLIR and for the people it serves.

Appendix 1: Funded Projects, 2008–2014

Cycle	Institution	Project Title	Amount	Collaborators
2008	Amistad Research Center	Working for Freedom: Documenting Civil Rights Organizations	$250,000	Loose collaboration with Emory University and the Robert W. Woodruff Library, Atlanta University Center
2008	Avery Research Center for African American History and Culture at the College of Charleston	Providing Access to African American Collections at the Avery Research Center	$236,920	
2008	California Historical Society	California Ephemera Project	$247,738	Gay, Lesbian, Bisexual, Transgender Historical Society; San Francisco Public Library; Society of California Pioneers
2008	Center for the History of Medicine, Countway Library, Harvard Medical School	Foundations of Public Health Policy	$217,933	
2008	Emory University	Archives from Atlanta, Cradle of the Civil Rights Movement: The Papers of Andrew Young, SCLC, and NAACP-Atlanta Chapter	$399,172	Auburn Avenue Research Library on African American Culture and History / loose collaboration also with the Robert W. Woodruff Library, Atlanta University Center and Amistad Research Center, Tulane University
2008	Getty Research Institute	Uncovering Archives and Rare Photographs: Two Models for Creating Accession-level Finding Aids Using Archivists' Toolkit	$274,889	
2008	Goucher College	Mapping Special Collections for Research and Teaching at Goucher College	$198,121	
2008	Library of Congress	Library of Congress Multi-Sheet Map Series Collection: Africa	$240,240	
2008	Litchfield Historical Society	Litchfield Historical Society's Revolutionary Era and Early Republic Holdings	$141,209	
2008	New York University	The Records of the Communist Party, USA: A Preservation and Access Project	$492,901	
2008	Northwestern University Library	The Africana Posters: Hidden Collections of Northwestern University and Michigan State University Libraries	$89,733	Michigan State University Libraries
2008	Robert W. Woodruff Library, Atlanta University Center	Processing Voter Education Project Collection	$249,461	Loose collaboration with the Amistad Research Center, Tulane University and Emory University
2008	University and Jepson Herbaria, University of California, Berkeley	Cataloging Hidden Archives of Western Botany and Beyond	$253,794	
2008	University of Michigan Library	Collaboration in Cataloging: Islamic Manuscripts at Michigan	$225,931	
2008	University of Pennsylvania Libraries	Hidden Collections in the Philadelphia Area: A Consortial Processing and Cataloging Initiative	$500,000	Philadelphia Area Consortium of Special Collections Libraries (PACSCL)
2009	Brooklyn Historical Society	Uncovering the Secrets of Brooklyn's 19th Century Past: Creation to Consolidation	$440,491	
2009	California Digital Library	Uncovering California's Environmental Collections: A Collaborative Approach	$446,817	California State University Chico; California State University Fresno; Humboldt State University; UC Berkeley, Davis, Irvine, Los Angeles, and Riverside; University of Southern California
2009	College of Charleston	Jewish Heritage Collection	$184,000	

Cycle	Institution	Project Title	Amount	Collaborators
2009	Free Library of Philadelphia	Milestones in 20th Century American Children's Literature at the Free Library of Philadelphia	$264,945	
2009	George Mason University	Uncovering a Forbidden World: Providing Access to East German Art, Culture, and Politics	$76,800	
2009	Lehigh University	The Moravian Community in the New World: The First 100 Years	$90,552	Moravian Archives
2009	Marquette University Libraries	Catholic Social Action Access Project (CSAAP)	$149,964	Catholic University of America; St. Catherine University
2009	Newberry Library	French Pamphlet Collections at the Newberry Library	$488,179	
2009	North Carolina State University Libraries	Changing the Landscape: Exposing the legacy of Modernist Architects and Landscape Architects	$221,023	
2009	Northeast Historic Film	Intellectual Access to Moving Images of Work Life, 1916-1950	$214,626	
2009	Smithsonian Institution	Exposing Biodiversity Fieldbooks and Original Expedition Journals at the Smithsonian Institution	$498,239	
2009	University of California, Berkeley	San Francisco Examiner Photograph Archive Project	$306,446	
2009	University of Southern California Libraries	Excavating L.A.: USC's Hidden Southern California Historical Collections	$160,000	
2009	Yale University	Song, Speech, and Dance: Special Collections from the Recorded Sound Archives at Yale and Stanford Universities	$457,776	Stanford University Recorded Sound Archives
2010	American Museum of Natural History	For the People, for Education, for Science: Web Access to the American Museum of Natural History Archives	$117,600	
2010	Arizona State University Libraries	Labor Rights are Civil Rights/Los Derechos de Trabajo Son Derechos Civiles	$155,600	
2010	Black Metropolis Research Consortium	The 'Color Curtain' Processing Project: Unveiling the University of Chicago's Black Metropolis	$499,500	
2010	Freer Gallery of Art and Sackler Gallery	Islamic Arts of the Book at the Smithsonian: Providing for Research Across Disciplines	$82,500	
2010	Getty Research Institute	Open Plan, Open Access: Increasing Researcher Access to Modern Architectural Records	$154,600	
2010	Hagley Museum and Library	Z. Taylor Vinson Transportation Collection Processing Project	$246,100	
2010	Northeast Historic Film	Moving Images 1938-1940: Amateur Filmakers Record the New York World's Fair and Its Period	$186,900	George Eastman House International Museum of Photography and Film; Queens Museum of Art
2010	San Diego Historical Society	Enhancing Access to the History of San Diego and the Border Region	$162,100	
2010	Stanford University	Documenting Mexican American & Latino Civil Rights: Records of the Mexican American Legal Defense and Educational Fund & CA Rural Legal Assistance	$349,300	
2010	Syracuse University	Grove Press and a New American Morality	$143,100	
2010	The University of Texas at Austin	Revealing Texas Collections of Comedias Sueltas	$137,100	Texas A&M University Libraries
2010	University of California, Berkeley	Cataloging Hidden Archives of the University of California Museum of Paleontology	$236,200	
2010	University of Nebraska-Lincoln Libraries	Major Railroad Archival Collections	$208,500	Nebraska State Historical Society
2010	University of North Carolina at Chapel Hill	The Pruitt and Shanks Photographic Collection: The Life of a Southern Region in 140,000 Images	$78,400	
2010	University of Pennsylvania	Promoting Research Through Rare Book Cataloging Partnerships	$490,700	
2010	WGBH Educational Foundation	Exposing Unknown Boston Local TV News Collections	$311,000	Boston Public Library; Cambridge Community Television; Northeast Historic Film
2010	Yale Peabody Museum of Natural History	From DNA to Dinosaurs: The Globalization of Science in America and the Development of a University Natural History Museum	$409,300	
2011	American Geographical Society Library, University of Wisconsin at Milwaukee	Providing Access to the Archives of the American Geographical Society	$259,900	

Cycle	Institution	Project Title	Amount	Collaborators
2011	Amistad Research Center	Increasing Access to Africana Collections: The American Committee on Africa and The Africa Fund Records	$238,200	
2011	Brown University Library	The Gordon Hall and Grace Hoag Collection of Dissenting and Extremist Printed Propaganda, Part II	$376,100	
2011	Center for Jewish History	Illuminating Hidden Collections at the Center for Jewish History	$229,600	American Jewish Historical Society; Leo Baeck Institute; YIVO Institute for Jewish Research
2011	Dance Heritage Coalition	Foundations of Dance Research	$350,000	Arizona State University; Dance Notation Bureau; Library of Congress; Museum of Performance and Design; Ohio State University; Jacob's Pillow Dance Festival; University of California, Los Angeles
2011	Fray Angélico Chávez History Library (Museum of New Mexico Foundation)	Mapas históricos de Nuevo México = Historic New Mexico Maps	$179,600	
2011	Georgetown University, Lauinger Library	Undiscovered Printmakers: Hidden Treasures in Georgetown University's Library	$95,200	
2011	History San Jose	Documenting Technology Innovation: Perham Collection of Early Electronics	$86,600	
2011	Maine Maritime Museum	Merchant Mariners Muster: Cataloging Crew Manuscripts	$125,600	
2011	Mennonite Heritage Center (Mennonite Historians of Eastern Pennsylvania, Inc.)	The Pennsylvania German Textiles of the Goshenhoppen Historians, the Mennonite Heritage Center and the Schwenkfelder Library & Heritage Center	$98,500	Schwenkfelder Library and Heritage Center; Goshenhoppen Historians
2011	Museum of Vertebrate Zoology, University of California, Berkeley	Cataloging Hidden Archives of the Museum of Vertebrate Zoology: Increasing Integration and Accessibility for Interdisciplinary Research	$481,800	
2011	New York Archival Society	Cataloging Artifacts and Related Records of the World Trade Center Attack on September 11, 2001	$120,000	
2011	New York Historical Society	The New-York Historical Society American Almanac Collection	$255,700	
2011	North Carolina State University Libraries	Acting for Animals: Revealing the Records of Animal Rights and Animal Welfare Movements	$219,600	
2011	Rutgers, The State University of New Jersey	Cataloging Women in Jazz Collections at the Institute of Jazz Studies	$165,000	
2011	San Diego Museum of Man	Capturing History: Cataloging the San Diego Museum of Man's Photographic Collection	$115,200	
2011	Smithsonian Institution, Archives of American Art	Uncovering Hidden Audio Visual Media Documenting Post-Modern Art at the Archives of American Art	$222,700	
2011	Texas A&M University, Cushing Memorial Library & Archives	Discovering a New World: Cataloging Old and Rare Imprints from Colonial and Early Independent Mexico	$84,500	
2011	University of California, Santa Barbara University Art Museum	Cataloguing Southern California's architectural history	$183,500	
2012	Alabama Folklife Association, Inc.	Sacred, Secular and Sewn with Soul: Discovering Alabama's Folk Culture	$165,900	Alabama Department of Archives and History (ADAH); Alabama Center for Traditional Culture (ACTC); Archive of Alabama Folk Culture (AAFC)
2012	American Museum of Natural History	Expeditionary Field Work at the American Museum of Natural History	$320,400	
2012	Brooklyn Historical Society	City, Borough, Neighborhood, Home: Mapping Brooklyn's Twentieth-Century Urban Identity	$170,400	
2012	Caffè Lena	Uncovering the American Folksong Revival: Coffeehouse Culture and The Caffè Lena Collection	$86,900	
2012	College of Charleston	The William A. Rosenthall Judaica Collection	$192,300	
2012	Columbia University	American View Books	$75,500	

Cycle	Institution	Project Title	Amount	Collaborators
2012	Columbia University	Documenting Advocacy: Human Rights Collections in the Center for Human Rights Documentation and Research, Columbia University	$242,500	
2012	David C. Driskell Center, University of Maryland	David C. Driskell Archive Project	$251,700	
2012	Detroit Public Library Friends Foundation	Coleman A. Young Mayoral Papers	$87,400	
2012	Harvard University	Private Practices, Public Health: Privacy-Aware Processing to Maximize Access to Health Collections	$202,900	Center for the History of Medicine, Francis A. Countway Library of Medicine; Alan Mason Chesney Medical Archives of the Johns Hopkins Medical Institutions
2012	Jewish Theological Seminary of America	Jewish Ethnomusicology from the East: The Archives of Johanna Spector	$175,300	
2012	Johns Hopkins University	The Roland Park Company Archives and the Martin L. Millspaugh Archives	$71,900	
2012	Kentucky Historical Society	The Churchill Weaver's Collection - 40,000 Textiles Uncovered	$142,700	
2012	Martha's Vineyard Museum	Martha's Vineyard Archives Project	$293,900	
2012	Montana Historical Society	Lee Metcalf Photograph and Film Collections	$91,400	
2012	Museum of the City of New York	Discovering the Future: The New York World's Fairs Collections of 1939 and 1964 at the Museum of the City of New York and the Queens Museum of Art	$129,700	Queens Museum of Art
2012	ONE National Gay and Lesbian Archives of USC	Out West: The LGBTQ Community Archive Cataloging Project	$203,200	GLBT Historical Society
2012	San Diego Air & Space Museum	Increasing Access to Our Aerospace Heritage	$119,700	
2012	Stanford University	Documenting Climate Change: The Papers of Stephen H. Schneider	$114,400	
2012	United States Holocaust Memorial Museum	Oral History Cataloging Project	$103,300	
2012	University of California, Santa Barbara Library	Foreign and Ethnic 78s in the UC Santa Barbara Sound Archives	$239,600	
2012	University of Pennsylvania	Uncovering Philadelphia's Past: A Regional Solution for Revealing Hidden Collections	$249,800	Philadelphia Area Consortium of Special Collections Libraries (PACSCL)
2013	Amherst College	Samuel French Theatre Archives	$144,300	
2013	Bok Tower Gardens	Cataloging the Vertical Files of the Anton Brees Carillon Library	$219,700	
2013	California Academy of Sciences	Frontier Science: Providing Access to the Early Scientific History of the American West in the Collections of the California Academy of Sciences	$50,600	
2013	Columbia University	Makino Collection Film Ephemera and Rare Book Project	$380,500	
2013	Dayton Society of Natural History	The Lichliter Site Project: A Model for Revealing Hidden Archaeological Collections	$91,000	
2013	Erie Canal Museum	Canal Society of New York State Collection	$71,100	Canal Society of New York State (CSNYS); Canadian Canal Society (CCS)
2013	George Eastman House	Documenting Their Films: Hidden Collections of Four Independent Filmmakers	$155,900	
2013	Hagley Museum and Library	The David Sarnoff Collection Processing Project	$291,500	
2013	Kansas City Public Library	The Kansas City Stockyards Collection	$101,000	
2013	La MaMa Experimental Theatre Club, Inc.	Cataloging La MaMa's Pushcart Years: A Unique History of the Off-Off Broadway Theatre Movement	$135,100	
2013	Lehigh University	Bridge and Building Forensics: Civil Engineering Archives at Lehigh University	$93,700	
2013	Maine State Museum	An American Mirror: Early Photograph Collections at the Maine State Museum	$145,600	Maine Historic Preservation Commission
2013	Newberry Library	Printing Specimens (1605-present)	$216,100	
2013	Princeton University	Princeton University Library's Latin American Ephemera Project	$199,800	

Cycle	Institution	Project Title	Amount	Collaborators
2013	San Diego Museum of Man	Cataloging Hidden Collections: San Diego Museum of Man's Archaeology, Archival and Photographic Collections	$240,500	
2013	The George Washington University	DC Africana Archives Project (DCAAP)	$495,900	District of Columbia Archives; Howard University Moorland-Spingarn Research Center; Historical Society of Washington, DC; National Museum of American History Archives Center; Martin Luther King Jr. Memorial Library
2013	Union College	Grass Roots Activism and the American Wilderness: Pioneers in the Twentieth Century Adirondack Park Conservation Movement	$164,600	
2013	University at Albany, SUNY	Building New Access Tools for the National Death Penalty Archive	$119,900	
2013	University of Buffalo, SUNY	Processing the Editorial and Business Records of Eleven Little Literary Magazine Archives in the Poetry Collection	$150,600	
2013	University of North Texas	Post-War Industry and Development of the Southwest Metroplex	$163,400	
2013	University of Washington Libraries	Discovering Modern China: University of Washington & University of British Columbia Collections	$183,500	University of British Columbia Libraries
2013	Yellowstone Park Foundation	Using a Team Approach to Expose Yellowstone's Hidden Collections	$106,000	
2014	Adirondack Historical Association	Living with Wilderness: Enhancing Access to the Adirondack Museum Historic Photograph Collection	$157,685	
2014	Appalshop Inc.	We Still Scream: The Mountain Eagle/Tom and Pat Gish Archives	$90,605	The Mountain Eagle
2014	Bowling Green State University	Getting to the Core: Cataloging 45-RPM Records	$64,064	
2014	Computer History Museum	Computer History Museum Archives Processing Project (CHM APP)	$274,560	
2014	Go for Broke National Education Center	Segregated Japanese-American Military Units of World War II: A Collaborative Online Repository of Oral Histories, Photos, and Documents	$260,975	Japanese American Service Center; Seattle Nisei Veterans Committee Foundation; Nisei Veterans Memorial Center; Military Intelligence Service Veterans Club
2014	Harvard University	Bridging the Research Data Divide: Rethinking Long-Term Value and Access for Historical and Contemporary Material, Infant and Child Research	$367,602	University of Alberta Libraries
2014	Haverford College	Quaker Diaries, Journals, Commonplace Books, and Small Manuscript Collection	$59,328	
2014	Johns Hopkins University	Processing the Globe Collection and Press	$180,156	Maryland Institute College of Art
2014	Solomon R. Guggenheim Foundation	Illuminating New York's Art and Performance Heritage from the 1960s to the Present: Solomon R. Guggenheim Museum Archives Audiovisual Collection	$122,208	
2014	Storefront for Art and Architecture	Arranging and Describing Storefront's Archive	$115,600	
2014	The Mariners' Museum Library	The Maritime World in Photographs: Cataloging the Photo Negatives of the Mariners' Museum	$325,500	
2014	Trace Foundation/Latse Library	Tibetan Audio-Visual Collections at Trace Foundation's Latse Library	$160,389	
2014	University of California, Los Angeles	La Raza Newspaper & Magazine Records: Providing Access to the Mexican American Civil Rights Movement	$148,021	
2014	University of Illinois	Cataloging Cavagna: Italian Imprints from the Sixteenth through Nineteenth Century	$498,942	
2014	University of Kentucky Research Foundation	Action in Appalachia: Revealing Public Health, Housing, and Community Development Records in the UK Libraries Special Collections Research Center	$156,439	
2014	University of Virginia	Book Traces @ UVA	$221,379	
2014	Wellesley College	The Wellesley Centers for Women Records 1974-	$68,550	
2014	WGBH Educational Foundation	National Educational Television Collection Catalog	$458,619	Library of Congress
2014	WHYY Inc.	Fresh Air in the Sunlight: Opening Access to Forty Years of WHYY's Fresh Air with Terry Gross	$254,769	Drexel University
			$27,510,191	

Appendix 2: Geographic Distribution of Unique Organizations

	State	# of unique organizations
Northeast	CT	2
	ME	4
	MA	10
	NH	0
	NJ	2
	NY	27
	PA	23
	RI	1
	VT	0
Southeast	DC	11
	AL	4
	AR	0
	DE	2
	FL	1
	GA	4
	KY	3
	LA	0
	MD	2
	MS	0
	NC	2
	SC	2
	TN	0
	VA	3
	WV	0

	State	# of unique organizations
Midwest	IL	14
	IN	0
	IA	0
	KS	1
	MI	3
	MN	1
	MO	0
	NE	2
	ND	0
	OH	3
	SD	0
	WI	2
Southwest	AZ	2
	NM	1
	OK	0
	TX	3
West	AK	0
	CA	26
	CO	0
	HI	2
	ID	0
	MT	2
	NV	0
	OR	0
	UT	0
	WA	2
	WY	0

	Province	# of unique organizations
Canada	AB	1
	BC	1
	MB	0
	NB	0
	NL	0
	NS	0
	NT	0
	NU	0
	ON	1
	PE	0
	QC	0
	SK	0
	YT	0

About the Author

Joy M. Banks, MSLS, is a program officer at CLIR who helps administer the Digitizing Hidden Special Collections and Archives and Recordings at Risk regranting programs. She has worked professionally with libraries, archives, and museums, and has experience in cataloging/metadata creation, digitization, and project management in the academic, nonprofit, and independent consulting sectors.