Abstract

The George A. Smathers Libraries (the Libraries) at the University of Florida (UF) requests $499,994 in Institute of Museum and Library Services (IMLS) National Leadership Grant (NLG) resources for the period of October 1, 2012 through September 30, 2015 to: 1) actualize, integrate, evaluate, and disseminate museum materials from the Panama Canal Museum (PCM), a 501c3 museum facility located in Seminole, Florida with plans to close and terminate services as of March 31, 2012; 2) lead and facilitate a multi-institutional centennial celebration of the opening Panama Canal in 2014-2015 to promote public understanding of the achievement and the heritage resources available for scholarly, educational, and civic purposes; and 3) initiate a national dialog about the potential for best practices in library-museum collaborations, strategic alliances, and partnerships.

Formal partners include the Panama Canal Museum, the Florida Museum of Natural History, and the Samuel P. Harn Museum of Art. Also participating are the Samuel Proctor Oral History Program, Center for Latin American Studies, Center for the Humanities and the Public Sphere, College of Business, College of Fine Arts, College of Engineering, Health Science Center and Legal Information Center, all at UF. Non-UF collaborating institutions include the Museum of Science and Industry (Tampa), Nationaal Baggermuseum in Sliedrecht (the Netherlands), the Natural History Museum of San Diego, Museo del Canal Interoceánico de Panamá, National Archives and Records Administration, and the Association of Southeast Research Libraries, with other participants in development.

The ongoing economic downturn has created significant, long-term financial pressures for the nonprofit sector, and museums have suffered as government funding and contributed income has decreased. Institutions have more actively explored options ranging from strategic alliances to joint operations to mergers. This project will develop and document the first known example of a full closure of a small museum and the transfer of its community and collections to an academic library within a large public research university. Capturing the strategies, challenges, milestones, and lessons of this collaboration will create a demonstration model for the field (libraries, archives, and museums). This case goes beyond the important transfer and integration of collection assets: it includes integration and “stewardship” of a unique community of some 800 PCM members and 3,000 Panama Canal Society (PCS) members. Many are already active and all are seen as potential leaders, volunteers, legacy ambassadors, and collection donors.

Project activities related to the integration process include asset mapping and community cultivation; ongoing documentation and evaluation of the merger process; museum stewardship and internships; collection development, organization, preservation, and digitization; K-12 educational assets, and convening two national virtual dialogs related to mergers and deep collaboration between museums and libraries. The celebration of the centennial of the opening of the Panama Canal (in August 2014) provides a powerful focus and accelerant to collection integration and broad collaboration to support development of physical and online exhibits, guest lectures, and development/dissemination of K-12 curriculum materials. These will serve the immediate university community of 60,000 students and 25,000 faculty and staff from UF and Santa Fe College, as well as families, communities, and tourists within the region, and beyond. Outcomes from the project focus on a successful merger and PCM collection integration, and its documentation and articulation as a fulsome demonstration model. Outcomes will also include and be measured by the continuing vibrancy of the PCM member community, and the facets and impact of the centennial celebration. Deliverables also include a project white paper, IMLS evaluation report, Association of Research Libraries (ARL) Spec Kit (survey results and documentation from member institutions to provide resource guides), journal articles, conference presentations, two national dialogs on library/museum mergers, and a collection that will serve scholars, researchers, and the public for generations to come.
1. Applicant Information
   a. Legal Name (5a from Face Sheet): University of Florida
   b. Organizational unit (if different from Legal Name): George A. Smathers Libraries
   c. Organizational Unit Address
      Street1: 219 Grinter Hall
      City: Gainesville
      County: Alachua
      State: Florida
      Zip+4/Postal Code: 32611
   d. Web Address: http://www.uflib.ufl.edu
   e. Type of Institution (Check one):
      ☒ Academic Library
      ☐ Aquarium
      ☐ Arboretum/Botanical Garden
      ☐ Art Museum
      ☐ Children’s/Youth Museum
      ☐ Community College
      ☐ Four-year College
      ☐ General Museum*
      ☐ Graduate School of Library and Information Science
      ☐ Historic House/Site
      ☐ Historically Black College or University
      ☐ History Museum
      ☐ Library Association
      ☐ Library Consortium
      ☐ Museum Library
      ☐ Museum Services Organization/Association
      ☐ Native American Tribe/Native Hawaiian Organization
      ☐ Natural History/Anthropology Museum
      ☐ Nature Center
      ☐ Planetarium
      ☐ Public Library
      ☐ Research Library/Archives
      ☐ School Library or School District applying on behalf of a School Library or Libraries
      ☐ Science/Technology Museum
      ☐ Special Library
      ☐ Specialized Museum **
      ☐ State Library
      ☐ State Museum Agency
      ☐ State Museum Library
      ☐ Zoo
      ☐ Institution of higher education other than listed above
      ☐ Other, please specify:

* A museum with collections representing two or more disciplines equally (e.g., art and history)
** A museum with collections limited to one narrowly defined discipline (e.g., textiles, maritime, ethnic group)

2. Grant Program or Grant Category
   a. 21st Century Museum Professionals
   b. Congressionally Directed Grants
   c. Connecting to Collections: Statewide Grants
   d. Conservation Project Support
      General Conservation Survey
      Detailed Conservation Survey
      Environmental Survey
      Environmental Improvements
      Treatment
      Training
   e. Grants for Learning Labs in Libraries and Museums
      Select Museum or Library:
      ☐ Museum
      ☐ Library
   f. Laura Bush 21st Century Librarian Program
      Select Funding Category:
      ☐ Project Grant
      ☐ Collaborative Planning Grant
      ☐ National Forum Planning Grant
   g. Museum Grants for African American History and Culture
   h. Museums for America
      Engaging Communities
      Building Institutional Capacity
      Collections Stewardship
   i. National Leadership Grants
      Select Museum or Library:
      ☐ Museum
      ☐ Library
      Select Funding Category:
      ☐ Project Grant
      ☐ Planning Grant
      ☐ National Forum Grant
   j. Native American/Native Hawaiian Library Services
      Basic Grant only
      Basic Grant with Education/Assessment Option
      Enhancement Grant
      Native Hawaiian Library Services

continued on next page...
2. Grant Program or Grant Category (cont’d)

k. Native American/Native Hawaiian Museum Services

I. Sparks! Ignition Grants

Select Museum or Library:

☐ Museum
☐ Library

3. Request Information

a. IMLS funds requested: $499,994.00
b. Cost share amount: $559,038.00

4. Museum Profile (Museum Applicants only)

a. Is the institution either a unit of state or local government or a private not-for-profit organization that has tax-exempt status under the Internal Revenue Code and that is organized on a permanent basis for essentially educational or aesthetic purposes? ☐ Yes ☐ No

b. Does the institution own or use tangible objects, whether animate or inanimate? ☐ Yes ☐ No

c. Does the institution care for tangible objects whether animate or inanimate? ☐ Yes ☐ No

d. Are these objects exhibited by the institution to the general public on a regular basis through facilities the institution owns or operates? ☐ Yes ☐ No

e. Is the institution open and exhibiting tangible objects to the general public at least 120 days a year through facilities the institution owns or operates? ☐ Yes ☐ No

Institution’s attendance for the 12-month period prior to the application: Onsite: ________ Offsite: ________

Year the institution was first open and exhibiting to the public:

Total number of days the institution was open to the public for the 12-month period prior to application:

t. Does the institution employ at least one professional staff member, or the fulltime equivalent, whether paid or unpaid, who is primarily engaged in the acquisition, care, or exhibition to the public of tangible objects owned or used by the institution? ☐ Yes ☐ No

Number of full-time paid institution staff: ________ Number of full-time unpaid institution staff: ________

Number of part-time paid institution staff: ________ Number of part-time unpaid institution staff: ________

g. | Fiscal year | Revenue/ Support Income | Expenses/ Outlays | Budget deficit (if applicable)* | Budget surplus (if applicable)* |
--- | --- | --- | --- | --- |
Most recently completed FY | | | | |
Second most recently completed FY | | | | |

*If Institution has a budget deficit or surplus for either of the two most recently completed fiscal years, please explain the circumstances of this deficit or surplus in the Text Responses section of the application.

5. Project Partners

In the space below, please list the names of any organizations that are official partners in the project. All official partners must include a completed Partnership Statement Form in this package.

Panama Canal Museum; Florida Museum of Natural History; Samuel P. Harn Museum of Art

6. Native Hawaiian Organization Eligibility (Native American/Native Hawaiian Programs only)

Is the institution an eligible not-for-profit organization that primarily serves and represents Native Hawaiians (as defined in Title 20 U.S.C. Section 7517; if yes, see Proof of Eligibility requirements)? ☐ Yes ☐ No
7. Institutional Profile (Native American Library Services Grants only)
   a. Number of hours per week the library collection is accessible to patrons:
   b. Number of staff dedicated full-time to library operations:
   c. Number of staff with part-time library duties:
   d. Number of items in the collection (books, journals, media):
   e. Number of items checked out per year:
   f. Does library staff have access to the Internet? □ Yes □ No
   g. Does the library provide public access to the Internet? □ Yes □ No
   h. Amount of operating budget for library services in most recently completed fiscal year:
   i. Identify which of the following activities will be supported by grant funds (check all that apply):
      □ Expand services for learning and access to information and educational resources.
      □ Develop library services that provide all users with access to information.
      □ Provide electronic and other linkages between and among all types of libraries.
      □ Develop public and private partnerships with other agencies and community-based organizations.
      □ Target library services to help increase the access and the ability to use information resources for individuals of
diverse backgrounds, with disabilities, or with limited functional literacy or information skills.
      □ Target library and information services to help increase the access and the ability to use information resources for
persons having difficulty using a library, and for underserved urban and rural communities.
   j. Maintenance of Effort (check the appropriate response):
      □ This year’s expenditures will equal or exceed previous 12 month grant period. Maintenance of effort is assured.
      □ This year’s expenditures will not equal or exceed previous 12 month expenditure. Maintenance of effort is not
assured.
      □ Maintenance of effort does not apply.

8. Collection and Material Information (Conservation Project Support Grants only)
   a. Type of Collection
      □ Art
      □ Natural History
      □ Living Plants
      □ History
      □ Anthropology
      □ Living Animals
   b. Types of Materials. Use a scale from 1 (primarily affected) to 4 (minimally affected) to show which collection types are
      primarily affected by the project:
      | aeronautics, space/airplanes | horological (clocks) | photography, negatives |
      | animals, live | landscape features, constructed | photography, prints |
      | animals, preserved | machinery | physical science projects |
      | anthropologic, ethnographic | maritime, historic ships | plants, live |
      | archaeological | medals | plants, preserved |
      | books | medical, dental, health, pharmacological | sculpture, indoor |
      | Ceramics, glass, metals, plastics | sculpture, outdoor |
      | documents, manuscripts | military, including weapons | textiles and costumes |
      | furniture/wooden objects | motion picture, audiovisual | tools |
      | geological, mineral, paleontological | musical instruments | toys and dolls |
      | numismatics (money) | transportation, excluding airplanes |
      | historic building | paintings | works of art on paper |
      | historic sites | philatelic (stamps) | |
Organizational Profile
(Smathers Libraries and partners: Panama Canal Museum, Florida Museum of Natural History, Harm Museum of Art)

The George A. Smathers Libraries at the University of Florida (UF) in Gainesville, Florida form the largest public library service and information resource system in the state of Florida -- serving 4 million onsite visitors annually -- with more than 5.6 million volumes, 7.9 million microfilms, 453,000 e-books, 158,695 full-text electronic journals, and 1,162 electronic databases. The Libraries’ mission is to support teaching, research, and service. The extensive collections are distributed in eight libraries across campus, the Legal Information Center and an off-site book storage facility. (Borland?) Faculty/staff include 96 library faculty, 189 staff and a large contingent of student workers. Public programs, at no cost to patrons, include lectures, exhibits, and events that are vital to the Libraries’ mission and serve over 17,000 participants annually. Since its inception in 1997, the Digital Library Center (DLC) has grown into one of the largest capacity digitization facilities in the southeastern U.S. The DLC manages 300 digital collections containing over seven million pages of content within the UF Digital Collections (UFDC). Collaborative projects with local, national, and international partners transcend institutional boundaries creating virtual treasure troves for researchers worldwide. These include unique manuscripts, antique maps, rare children’s literature books, theses and dissertations, Florida and Caribbean newspapers, oral histories, and online exhibits. In 2011, item views to UFDC totaled nearly 26 million. The academic community served by the Libraries includes some 60,000 students and 25,000 faculty and staff at UF and nearby Santa Fe College.

The Panama Canal Museum (PCM) in Seminole, Florida, is the only museum in the world founded to preserve the history of the U.S. in Panama with a focus on the Panama Canal (1904-1999). The PCM recognizes the contributions of all nations in this 20th century engineering marvel, focusing on the construction, operation, maintenance, and defense of the canal during its formative years. Activities developed from efforts associated with a Museum Assessment Program grant awarded by the American Association of Museums (AAM) in 2003 include: a Speaker’s Bureau, educational outreach programs (e.g., “Panama Canal Museum in a Trunk”) and conserving and preserving the museum’s collections. Its professional affiliations include American Association of Museums (AAM), the Florida Association of Museums (FAM), the American Association for State and Local History, and the Panama Canal Society (PCS) among others.

The Florida Museum of Natural History (FLMNH) was chartered by the Florida Legislature in 1917 and is the state’s official natural history museum. Each year 185,000 guests visit the museum; outreach programs serve an additional 130,000 people, and more than 4.5 million users visit the museum website. With more than 34 million specimens of amphibians, birds, butterflies, fish, mammals, mollusks, reptiles, vertebrate and invertebrate fossils, recent and fossil plants, and associated databases and libraries, the Florida Museum is the largest natural history museum in the southeastern U.S. The museum has 100 full-time and 120 part-time faculty and staff members and 600 volunteers. The museum’s annual operating budget is $16 million. It is accredited by the AAM, and is an institutional member of the Association of Science-Technology Centers, the Natural Science Collections Alliance, FAM and the Southeastern Museums Conference.

The Samuel P. Harn Museum of Art (Harn), one of the largest university-affiliated art museums in the U.S., serves an average annual audience of 84,000. The museum’s collections of nearly 7,000 works of art reflect the breadth of UF’s areas of academic scholarship. With African, Asian, modern and contemporary art and photography collections, the museum contributes to the intellectual vitality of the institution through collaborations with faculty, staff, and students in exhibitions, publications, and programming. The Harn occupies 86,800 sq. ft. including 32,800 in exhibition space and a 250-seat auditorium. A new 26,000 sq. ft. addition dedicated to the exhibition, storage, and conservation of the museum’s extensive collection of Asian art will open in March 2012.
The Panama Canal – Preserving a Legacy, Celebrating a Centennial, Leveraging an Extraordinary Human Achievement: *Building new models of stewardship, public engagement, and governance for academic libraries*

“...you will have earned the right to say, ‘that man did his full duty’ because he was connected honorably with the greatest feat of the kind ever performed by America, the greatest feat ever performed by any nation in the history of the entire world.” (Theodore Roosevelt, 1906)

The University of Florida (UF) Smathers Libraries (the Libraries) respectfully request $499,994 in IMLS NLG Program funding to: 1) actualize, document, and evaluate the Libraries’ merger with, formalization of governance and common mission for (Dornseif, 2001), and full integration of operations, programs, and collections of the Panama Canal Museum (PCM), currently an independent 501c3 organization with a facility located in Seminole, Florida, which will close in July 2012; 2) lead and participate in a multi-institutional centennial celebration of the Panama Canal opening in 2014-2015 to promote public understanding of the achievement and the heritage resources available for scholarly, educational, and civic purposes; and 3) initiate a national dialog about the potential for and best practices in library-museum mergers, strategic alliances and partnerships, and other forms of collaboration.

This public academic library-museum merger integration is understood to be the first example of such a combination at this scale. Capturing the strategies, challenges, milestones, and lessons of this merger will create a demonstration model for the field. Equally, this project will explore the potential for expanded roles for public academic libraries in preserving critical heritage of global significance. Beyond the project’s goal to successfully integrate and preserve the PCM’s collections – ensuring public and scholarly access – it will create a new stewardship model involving the broad community of PCM museum members, volunteers, and constituents already contributing to collection integration and metadata strategies, and forge new collaborations with a rich ecology of aligned institutions holding relevant collections or otherwise involved in Panama Canal heritage.

This ecology currently includes as major partners the Florida Museum of Natural History (FLMNH) and the Samuel P. Harn Museum of Art (Harn Museum). Also participating at UF are the Samuel Proctor Oral History Program (SPOHP), Center for Latin American Studies, Center for the Humanities and the Public Sphere, College of Business, College of Fine Arts, College of Engineering, Health Science Center, and Legal Information Center, with other collaborators in review. Non-UF collaborating institutions include the Museum of Science and Industry (Tampa), Nationaal Baggermuseum in Sliedrecht (the Netherlands), Historical Museum of San Diego, Museo del Canal Interoceánico de Panamá, National Archives and Records Administration (NARA), and Association of Southeast Research Libraries (ASERL), with others in development.

The PCM collection involved in this merger captures not only one of world’s greatest civil engineering achievements, but as historian Julie Greene (2009) has emphasized, one of world’s extraordinary social engineering achievements. Building and maintaining the Panama Canal project depended on building and nurturing a “human infrastructure” and culture that is a foundational asset in this heritage. This project has the potential to articulate and highlight the Panama Canal heritage such that it becomes a vibrant source of inspiration for world-changing achievement; a human story of audacious dreams, political will, and personal sacrifice, and an exemplar of engineering innovation and the soft boundaries of scale (Ferrari, 2010). Realizing this “advocacy” will add a powerful dimension to this demonstration model for academic libraries.

**Background**

The Libraries leadership has forged a unique partnership with the board of directors of the [Panama Canal Museum](https://www.pcmuseum.org) (PCM) – “the only museum in the world solely to preserve the history of the American Era of the Panama Canal (1904-1999)” (PCM Board of Directors). In 2009, the PCM board met with leaders of the [UF Center for Latin American Studies](https://las.ufl.edu) and the Libraries to discuss a possible merger and transfer of assets. After further exploration, PCM board members approved an integration plan, to take effect some 12 years after the museum’s opening (1998) in a strip-mall facility in Seminole, Florida. (Supporting Document: 3)
The museum’s founders, primarily a group of retired Panama Canal Zone employees, intended to establish and grow a permanent collection of items related to the construction and management of the Panama Canal, capturing a unique period in U.S., Panamanian, and world history. The PCM amassed a permanent collection of more than 12,000 items, largely through the efforts of dedicated volunteers, many of whom are former residents of the Canal Zone now in their 70s and 80s. Formation of the museum arose from the impending return of Canal ownership to the Panamanian people in 1999, and the potential degradation or loss of the Panama Canal heritage for future generations, especially the culture that evolved among some 44,000 residents at the point of transfer. The plan was to begin operations in its temporary location, then conduct fundraising toward construction of a major museum facility. This goal, however, was not achieved. According to PCM President Joe Wood, “...eight years ago, we were told by a museum professional from the American Association of Museums (AAM) that the best way to preserve our unique history would be to partner with an established museum or educational institution...especially in view of a foreseeable and inevitable decline in our membership base” (Wood, 2011). The PCM has operated with a paid executive director and administrative assistance; with the pending closure, the PCM is now volunteer-operated. (Supporting Document: 4)

In January 2012, an agreement between the PCM and the Libraries to establish the Friends of the Panama Canal Collection at UF was completed, detailing the disposition of assets and joint mission “to document, interpret and articulate the role played by the United States in the history of Panama, with emphasis on the construction, operation, maintenance and defense of the Panama Canal and contributions to its success by people of all nationalities who contributed to its success.” The agreement continues, “the mission is of mutual interest to the PCM and the University of Florida and will continue to guide preservation of and access to the collection, as well as support for related research and scholarship.” (Supporting Document: 5)

The Libraries will complete accessioning the PCM’s collection prior to closure and subsequent dissolution of PCM’s 501c3 status. PCM collections transferred to date include: 7,000 photos and picture postcards (58%); 2,500 assorted non-paper objects, from paintings to pennants, badges to bottles and caps to cups, and objects of daily life in the Zone community (21%); 1,200 memos, letters, reports, scrapbooks, and booklets (10%); 400 maps, posters, and blueprints (3%); 1,100 molás (indigenous Panamanian textile art) (9%); plus 1,677 monographs, 81 serials, 192 yearbooks, and 9 linear feet of unprocessed documents. Also, 475 government documents were sent to the Internet Archive (IA) for digitization.

I. Statement of Need

This project aligns closely with IMLS Strategic Plan Goal 2 and its objectives: “Promote museums and libraries as strong community anchors that enhance civic engagement, cultural opportunities, and economic vitality.” It also aligns with IMLS goals related to placing learners at the center through facilitating library and museum partnerships, practicing exemplary stewardship, and using technology for discovery of the nation’s collections.

Factors accelerating action on this project include: The impending closing of the PCM in July 2012 and the need to transfer and integrate its collections, preparation for and celebration of the 100th anniversary of the opening of the Panama Canal in 2014, and the age demographic of the extended PCM community of laypersons/constituents who are primary sources for this cultural heritage.

With regard to this community dimension, it is important to note that the “membership” of the PCM and its affiliate, the Panama Canal Society (PCS), is restricted to those persons and families who lived, worked or were educated in the Panama Canal Zone area and their descendants. As these “Zonians” age, their ability to contribute directly to stewardship of the collections and the heritage will be increasingly compromised.

Two formal needs assessments have been completed for this project. The first, prepared by philanthropy consultant James Donovan (2011), validates the Panama Canal Museum’s continued interest and willingness to participate and invest in a full integration process with the Libraries and UF, and outlines needs and strategies for supporting full integration activities. The second is a study by UF graduate student in Museum Studies Kim Tinnell (2011): A Guide to Processing, Handling, Condition Reporting, Photographing, Storing, Allowing Access to, Exhibiting, and Inventoriking the Museum Collection in a Library Setting. This guide was
developed to help define stewardship needs of PCM’s collections and the challenges posed by accessioning museum objects into a library setting (Supporting Documents: 6 and 7).

Identified audiences and corresponding needs fulfilled by the project: (Supporting Document: 2)

Libraries/ Archives/Museums and LAM professionals in the US:

The ongoing economic recession has created significant, long-term financial pressures for the nonprofit sector overall, and museums have suffered as government funding and contributed income has decreased. More than 70% of museums surveyed by AAM (2011) reported moderate (39%) to severe (14%) or very severe (18%) economic challenges. In 2010, government support decreased in 52% of museums, and investment income decreased in 37% of museums (AAM, 2011). In cases where economic pressures endanger a museum’s ability to sustain operations, the option of merging, whether with a museum or a different type of knowledge/heritage stewardship institution, is becoming a viable alternative to closing, particularly as more knowledge, experience, and best practices emerge from the field. AAM’s 2008 re-issued document Considerations for AAM Accredited Museums Facing Retrenchment or Downsizing foresaw the need to support the field as the economy shifted to recession. At the same time, leaders of healthy organizations are recognizing that such combinations can also proceed from strength, seeking merger opportunities to leverage financial stability and solid organizational assets to meet current and devise more ambitious missions (Cortez et al., 2009).

But overall, “...information is lacking on merger frequency, (and) outcomes...” (Russell, 2008) even though there is a critical need to stimulate dialogue and inform library leadership about current museum/library mergers and other forms of deep collaboration. AAM collects only anecdotal information on museum closings and on institutions who have communicated that they are engaged in or planning mergers. AAM’s media relations department provided a list of 26 museum closings during 2009 (Dobrzyński, 2009), with a more recent list provided by AAM’s information center summarizing nine museum mergers since the start of the recession in 2008. Further, exploratory merger discussions between institutions are typically confidential, making documentation of this kind of activity almost impossible.

As a result, we do not have a helpful inventory or analysis of merger activity, or what due diligence approaches and action strategies have succeeded. There also is evidence that some mergers have failed, and that the institutions involved have parted ways after a period of joint operations. Altogether, these factors contribute to a perception that mergers are a “last resort,” while making it difficult for leaders to learn the inner workings of and be inspired by this business strategy (Jacobs, 2008).

Academic Libraries:

The field would benefit greatly from well-documented merger case studies involving libraries, museums, and archives, especially if they provide transparency and ongoing formal assessment of the merger process itself and the integration of assets, talent, operations, and processes which follows. Equally, examples of public academic libraries accepting collections that may be disbursed due to museum downsizing or closures need documentation. In the known universe of approximately 17,500 U.S. museums (AAM, 2012), the number of these merger events is relatively small, making the current sample size an unreliable source for dialog, research, and planning.

The Libraries-PCM integration presents an opportunity to develop an in-depth case study. In particular, the UF-PCM case goes beyond the important transfer and integration of collection assets: It includes integration of the ephemeral but critical asset of the people whose life experiences, culture, skills, expertise, and passion for the Panama Canal are central to this heritage. Managing (and supporting) a large corps of active and potential volunteers (potentially some 800 PCM and 3,000 Panama Canal Society members) is certainly atypical for academic libraries. But the member-volunteer energies involved, for the interpretation of collection materials and for providing educational outreach programs to communities, are critical to project success.

Therefore, the project will strive to preserve and extend relationships with PCM’s current stakeholders and constituents, who are now geographically dispersed around the U.S. as well as in Panama. To fully integrate PCM within the Libraries and the greater UF community, project leaders will pursue an asset-based
community development model as codified by Kretzmann and McKnight (1993). This model outlines a multitude of benefits and increased capacities for actualizing organizational missions through asset identification, mapping, and leveraging for all participating institutions. The result will help assure continuity and a sense of ownership for PCM and PCS members by their participation in oral histories, collaborative metadata creation, tagging of collection materials, fund development activities, and educational outreach opportunities.

Separately, there is a need to inform the broader public about the project, the import of its goals, and the solid stewardship of UF in order to sustain the collection and its programming for the benefit of future generations. It is critical to build credibility with current and future donors of funds, and, as important, donors of new collections through the Friends of the Panama Canal Collection (FPCC) at UF. “Donors worry about the financial health of ‘rescuers’ (and) want to ensure collections are maintained, kept intact and used for their original intent” (Banjo, 2010). The presence of the Panama Canal Collection at UF has already begun to attract additional financial support (over $100,000 in 2011). In some cases these new funds came from donors who were long-term supporters of the PCM and want to continue to see the PCM collections grow. In other cases, donors are individuals who see the PCM’s selection of UF as an integration partner as a source of long-term confidence that this heritage will be preserved and accessible, helping them consider the deposit of their private Panama Canal collections.

**Scholars, researchers, teachers, students, and general audiences seeking to have access to primary resources about Panama Canal history:**

Historically, the PCM attracted, on average, only about 30 research inquiries per year and its collection was largely inaccessible except for items that had been exhibited since 2002 at the museum site in Seminole, Florida. As the accessioning body, the Libraries have committed to expanding access to and interpreting this collection to engage new generations in understanding the significance and lessons of the Panama Canal. The Libraries are noted for the extraordinary Latin American Collection (LAC), which contains over 551,000 items (including monographs, volumes, microfilm, historical documents, maps/atlas, and digital materials) and receives some 9,000 visitors per annum. The LAC supports UF’s Title VI Center for Latin American Studies, the second largest program in the country, which draws on the expertise of over 150 distinguished faculty affiliates from across UF. The LAC is a major contributor to the Digital Library of the Caribbean (dLOC), which is hosted by the Libraries, and features the Caribbean Newspaper Digital Library. As part of its traditional focus on Latin America, the Libraries had long given special attention to Panama, including over 2,200 titles related specifically to Panama in the LAC, and two relatively smaller historical collections related to the period of the construction of the Panama Canal: the Leonard Carpenter Panama Canal Collection and the Laura Mabel Brooking Collection. These materials with those from the PCM (2,245 items) make up dLOC’s Panama and the Canal digital collection which received 714,674 item views during 2011.

The inclusion of the PCM collection will expand the LAC’s Panama materials to over 12,000 assets, and enable the LAC to document the entire period of U.S. involvement in the Canal (1904-1999). Over the course of two years, 20 graduate students in UF’s Museum Studies program will intern with the PCM and support preparation exhibits for the centennial celebration in 2014.

Anticipated users of the PCM collection at UF and related materials include faculty, students, and outside scholars from a number of fields, including Anthropology, Art, Business, Economics, Engineering, International Relations, Sociology, and History. In addition, the finding aids and dissemination activities included in this project will address the need for other extant Panama Canal historical archives to be aware of and access these materials (Supporting Document: 8). Three quarters of the collection consists of photographs or artifacts with minimal documentation or metadata as they were assembled by former Zone residents and their descendants from their own private holdings. This makes participation by the PCM’s expert-volunteers in the processing of the collection especially critical. As discussed by Dilevko and Gottlieb (2004), linking the acquisition of objects from community members to a related event (here, the collections integration and processing and the centennial celebration) is a key strategy by which, "the library is also establishing a
meaningful relationship with its user community that reflects community interests and connects these interests to the library collection."

The centennial celebration of the Panama Canal opening has standing well beyond being a milestone in the integration of the PCM at the Libraries: it should act as an important catalyst for the contribution of new stewardship energies by the PCM community.

2. Impact

As noted earlier, this project represents the first known effort to fully integrate a small museum’s collections and programming within a public academic library context, with the unique dimension of integrating the extended PCM community and its stewardship energies directly into the effort. The demonstration model, disseminated through a white paper and Association for Research Libraries (ARL) “Spec Kit” (survey results and documentation from member institutions to provide resource guides), among other outlets resulting from this project, will document the strategies employed, the expertise convened, and the networks of institutional collaboration utilized in this merger and centennial celebration (International Federation of Library Associations and Institutions, 2008). The project’s evaluation process will document not only the organizational issues of merging, and asset and systems management strategies and challenges, but also the more intimate social, cultural, and human dimensions of the integration experience. (Supporting Document: 9)

The white paper also will inform two national virtual dialogues, journal articles, presentations at conferences, the first ARL Spec Kit on the topic of mergers, a project final report, and other deliverables.

As described by Reed and Dowd (2009), the community-driven nature of nonprofit organizations makes traditional quantitative and impact-based measurements difficult. To address this scenario and ensure full accountability in the demonstration model, the evaluation designed for this project draws widely on the principles of Fourth-Generation Evaluation (Lincoln and Guba, 1989), which takes into account the multiple and complex voices in any organizational environment. The evaluator will take the role of trusted messenger, and will act independently of the project team leaders and advisory board to collect critical feedback from all involved parties (PCM, volunteers, curatorial team, project partners, and other participants).

This evaluation feedback will be used to inform and strengthen the ongoing implementation of the project, as well as provide evidence of impact and accountability in final reporting. In this ‘interactive’ evaluation model (Owen, 2007), the evaluator will determine questions and information relevancy in a collaborative fashion in conversation with project participants, and work with Libraries staff as needed to support larger-scale evaluation activities (e.g., surveys). All formal interview and survey instruments will be piloted, and all resulting data and interpretations will be verified with respondents. The evaluation will be conducted under the auspices of UF’s Institutional Review Board, maintaining required confidentiality protocols.

Evaluation activities include the following:

- **The integration of museum/library entities.** Through observation of meetings and activities and interviews with team leaders, the evaluator will analyze the nature of integration of merged collections and programs, the benefits and liabilities associated with the merger from the standpoint of UF and PCM, and the satisfaction of involved participants.

- **Leveraging of lay expertise within an academic library setting.** Through interviews and focus groups with PCM members, and observations of key meetings and activities, the evaluator will examine their level of engagement in the pre- and post-merger process and the PCM members’ sense of ownership.

- **Funding, governance structures, and branding for project success and sustainability.** The evaluator will verify deliverables and outputs (including financial accounts, meeting minutes, and digital objects) to ensure project projections of funding, governance structures, and communication tools. These outputs will be used to elicit precise, grounded feedback during focus groups with various participant groups to determine whether these retain the vision different parties intend for the project as a whole.

- **Significant scholarly and public interest and awareness in the history of the Panama Canal Zone.** During the grant period, the evaluator will quantify attendance at centennial and educational events (using gate
counts), online use of digital materials (using automated UF collection visitation software), press and other coverage of the centennial celebration and museum collection re-launch (using Google alerts and internet search tools), related scholarly publications (through citation search tools), and complimentary educational and program materials produced for local audiences, schools, and community groups. During centennial activities, a randomized survey will be used to collect audience feedback, to be complemented by ongoing textual analysis of related correspondence received (in any form).

3. Project Design  
The project will bring librarians, museum experts and curators, scholars, collaborating institutions, Zonians, and broader community members together on a range of activities from collection development to community programming to education and curriculum support. (Supporting Document: 11)

Pre-Grant Period Inventory, Accessioning and Planning  
The 24-month planning phase now underway and funded jointly by the Libraries and PCM has completed the following: negotiation of integration and loan agreements, collection transfer and inventory, initiation of examination and conservation of items, review of potential exhibit materials, establishment of advisory and Friends boards, and initiation of fundraising activities and networks established with program partners. The Library of Congress, National Archives and Record Administration, Nationaal Baggermuseum in Sliedrecht (the Netherlands), and Museo del Canal Interoceánico de Panamá began an international dialogue to discuss collaborative and mutually beneficial steps. (see Schedule of Completion)

Pre-grant period planning goals included establishment of permanent endowments to support processing and digitization of Panama Canal collections; utilization of a panel of international experts to advise concerning the centennial celebration; creation of the Friends of the Panama Canal Collection and cultivation of knowledgeable PCM members to add metadata to digital records and share experiences through presentations and information dissemination; continuance of the PCM’s “Museum in a Trunk” program to K-12 schools; solicitation of new collection items; and support of all fundraising activities. (Supporting Document: 10)

IMLS Grant Period Project Activities (tracked in the Schedule of Completion by alphabetic identifier)  
(A) Governance, Advisory Board, Library Leadership Board, project team planning and review meetings: A regular review cycle will assure oversight and continuity of project elements across activities below.

(B) Asset inventory/mapping and community cultivation: An ongoing asset inventory will become a core activity for capturing and using the full complement of resources available to support increased discovery and knowledge about Panama Canal history, and involve the newly-formed Friends of the PCM Collection, the Panama Canal Society (PCS), other UF participating entities, many of the 26 national and international partners in dLOC, and many others. Cultivation of the PCM and PCM memberships will utilize a broad range of strategies from governance roles to volunteer recognition, to visitation programs, and to centennial programming and speaker bureaus.

(C) Oral histories: Oral History Program students will continue to capture, process, and transcribe oral histories of former Zonians (example at: http://ufdc.ufl.edu/UF00100381/00001/). Some portions of these oral histories will be used within a variety of the centennial and online exhibits.

(D) Professional development - internships: Twenty UF Museum Studies students/interns (10 each in 2012-2013 and 2013-14) will process and organize PCM collection items and assist with database inventory. Spring classes of graduate students will help to plan exhibits beginning two years prior to the centennial – reviewing items for display, working on the flow and logic for the exhibits, physically creating signage, labels, and brochures, and assisting in the design of digital and online content presentation.

(E) Collection integration and stewardship: Processing of the collection will be coordinated through utilization of existing staff from library departments including Gifts and Exchange, Conservation and Preservation, Cataloging and Metadata, Government Documents, and Digital Services in conjunction with the Latin
American subject specialists. The Libraries will draw upon expertise from all advisors to build the collection, including the National Archives and Record Administration and the Library of Congress.

(E1) Preservation and digitization of materials: Materials in brittle physical condition or which require special handling will be digitized at the Digital Library Center (DLC). Books, government documents, and text items that are generally in good condition will be outsourced through the Internet Archive and other service bureaus. As the transfer of collections and materials continues, many items from the Panama Canal Museum will, in the future, find their way to new users online.

(E2) Digital resources and exhibits: As exhibit content is digitized and historical information is recorded for web presentation, partnerships with other libraries and museums will increase online access to historical resources. dLOC will continue to acquire and make globally accessible new resources related to Panama and the Canal. Materials will be digitized in libraries and museums, both for preservation purposes and to enable remote access to patrons in place of or in addition to in-person visits.

(E3) Center of Excellence for government documents: The Libraries have signed a Memorandum of Understanding with the Association of Southeast Research Libraries (ASERL) to serve as the Center of Excellence for federal documents related to the Panama Canal that will benefit the Federal Depository Library Program, its participants, and the global community. Efforts will continue to collect, organize, and provide broad public access to legacy government documents related to the Panama Canal, including technical reports, maps, and engineering plans from 1856 through 1999, many of which will be full-text searchable. The partnership agreement outlines responsibilities for maintaining public access to the digital collection. Included in the project is access to the Panama Canal Commission (PCC) and its predecessor, the Isthmian Canal Commission (ICC), as well as all Federal and officially related publications from the Canal.

(F) Centennial events, exhibits and lectures: Joint exhibits of information and artifacts are planned for the 100th anniversary celebration. 1) Exhibits will be presented at FLMNH displaying paleontological specimens excavated from the current expansion of the Canal (prior to its expected flooding for maritime passage in late 2014). The FLMNH received a $3.2 million award from the National Science Foundation for students and faculty to “advance knowledge of the extinct faunas and floras of the ancient Neotropics based on the new fossil discoveries along the Canal” through biological, paleontological, and geological outreach and research (Florida Museum of Natural History, 2010). A companion exhibit highlighting natural history objects from the PCM collections will complement these fossil discoveries. 2) An exhibit of Kuna Indian molas is planned with the Harn Museum, accompanied by a lecture from renowned expert and author, Edith Crouch. There are over 1,500 molas in the transferred collection, many of which were collected during the years from 1940-1980. 3) Other exhibits coinciding with the centennial year will be presented in the College of Engineering (construction of the Canal), the School of Business (world trade), the School of Health Science (history of medicine), and the Libraries (diversity in work and life). A number of seminars and panel discussions will populate campus during the centennial year, with the Center for Latin American Studies annual seminar highlighting Panama.

(G) K-12 curriculum support: The College of Education Library will coordinate the writing of lesson plans to supplement and support centennial exhibits, coordinating with the requirements of the Florida comprehensive assessment test. These lesson plans will focus on arts, history, geography, science, and engineering. The PCM created a “Museum in a Trunk” program incorporating music, art (molas), history, and lesson plans; the new Friends body will focus on continuing the program and augmenting the information in the trunks with school presentations (already available on campus for school use within Alachua County). The Center for Latin American Studies currently coordinates the trunk loan program.

(H) Professional/scholarly communications: PIs, UF staff, advisory group members, and experts will pursue opportunities to speak, participate on panels, present posters, etc. at a range of professional meeting in the libraries, archives, public humanities, and museum fields, as well as publish, blog, etc. in areas of museum stewardship. With the counsel of the museum experts team, the UF Director of the Graduate Program in Museum Studies, and the FLMNH and Harn Museum, publications will document best practices in collection
stewardship, programming, and digitization (e.g., Master’s Thesis by Kim Tinnell); nonprofit merger and governance; and multi-type institution collaboration strategies.

**(H1) Two national virtual dialogs:** Using a web conferencing system (e.g., Go To Meeting), the Libraries will convene and facilitate two sessions related to mergers and deep collaboration between museums and libraries. In preparation, participants will receive a preliminary draft of the project’s white paper. The agenda will be developed by the museum/library experts team and focus on challenges and solutions during the project, incorporating other examples from the library/museum fields.

4. **Project Resources: Personnel, Time, and Budget/Management**

The Libraries requests $499,994 in IMLS funding to support: three temporary positions; PT Communications Assistant, PT Project Assistant, and partial funding for the FPCMC Liaison ($196,141); library/museum expert consultant fees ($40,500), external evaluation ($18,782), and exhibit coordination and digitization staff ($57,577). Additionally, IMLS funds will support Advisory Board convening, honoraria for museum experts/speakers, student workers for digitization and exhibition preparation, travel for related conferences and indirect costs ($186,994). Total UF cost share contribution ($559,038), includes cash contribution from the Office of Research and effort contributions by 22 Libraries’ staff members. Key leadership and human capital resources include the following. (Supporting Documents: 2, 12, 14, 15)

**Panama Canal Centennial Advisory Board:** This board will continue planning activities related to programs and events presented by the Libraries, partners, and participants in 2014-15. Board members will serve additional roles as guest lecturers, exhibit researchers, and conduits to FPCMC, PCS, and museum groups. Members include:

- **Patrice Brown,** senior archivist in Transportation and Panama Canal records with the Evaluation and Special Projects Division of the National Declassification Center at National Archives and Records Administration.
- **Ronald de Heer,** guest-conservator for the Naatidag Baggermuseum in Sliedrecht (the Netherlands), worked on the design and construction of the museum’s major Panama Canal exhibition.
- **Julie Greene, Ph.D.** Professor of History at the University of Maryland is the author most recently of *The Canal Builders: Making America’s Empire at the Panama Canal.*
- **Douglas S. Jones, Ph.D.**, director, professor, and paleontologist at FLMNH, has been working on understanding fossils resulting from the current Canal Expansion Project.
- **Aims McGuinness, Ph.D.**, author of *Path of Empire: Panama and the California Gold Rush,* and curator of the 2010 Smithsonian exhibition, "Panamanian Passages/Pasajos Panameños."
- **Paul W. Morgan, Ph.D.**, historian, completed his dissertation, *The Role of North American Women in U.S. Cultural Chauvinism in the Panama Canal Zone. 1904-1945,* at Florida State University, and trustee of the PCM.
- **Paul S. Sutter, Ph.D.**, historian, published articles/book chapters on the subject — e.g., “Nature’s Agents or Agents of Empire? Entomological Workers and Environmental Change during the Construction of the Panama Canal."
- **Frank Townsend, Ph.D.**, UF professor emeritus, Civil Engineering, and “Zonian” was born and raised in the Zone; both grandfathers received Roosevelt Medals.
- **Joseph J. Wood,** the PCM president and founding member; former director, Office of Executive Administration and Chief, Administrative Services Division; deputy executive secretary of the Canal Zone, Panama Canal Commission.

**Other Speakers:**

Keynote Speaker (TBD) has been invited to take part in the centennial celebration. The anticipated speaker has performed extensive research on the Canal and is a widely-respected author (pending formal confirmation).

- **Edith Read Barkowitz Crouch,** author and Zonian has published *The Mola: Traditional Kuna Textile Art. Role:* Harn Museum; book signing and reception host.

**Museum Experts Team and Evaluator:**

- **David R. Curry, MSLS,** Managing Principal, davidrcurryAssociates; Advisory Board, Center for the Future of
Museums, AAM. **Role:** Strategy consultant.

**Wit Ostrenko,** president, Museum of Science and Industry in Tampa (5th largest science center and largest children’s science center in the US). **Role:** Museum advisor.

**Glenn Williamson, Ph.D.,** director of UF’s Museums Studies Graduate Program. **Role:** Museum advisor.

**Sophia Krzys Acord, Ph.D.,** sociologist and associate director of UF’s Center for the Humanities and the Public Sphere. **Role:** External evaluator.

**Samuel Proctor Oral History Program:**

**Paul Ortiz, Ph.D.,** director of the Samuel Proctor Oral History Program, has overseen completion of some 50 oral history interviews; and each summer, leads a team of students to conduct interviews with PCS members.

**Smathers Libraries:**

**Judith C. Russell,** Principal Investigator, is Dean of University Libraries at UF, a position she has held since 2007, leading eight university libraries, with a $27 million budget and 225 staff. **Role:** Leader and resource allocator.

**Rachel A. Schipper, Ph.D.,** Co-Principal Investigator, holds graduate degrees in librarianship, museum studies, education, and computer science. During her years as dean, Schipper designed and coordinated the building of libraries with museum and gallery spaces, often working with donor groups for exhibitions and collections. **Role:** Coordinator for collection transfer and processing, personnel supervision, and centennial event initiator.

**Bess de Farber,** grants manager, and facilitator. **Role:** Organizer and facilitator of two virtual national dialogs.

**Chelsea Dinsmore,** international documents librarian, leads the Panama Canal Center of Excellence. **Role:** Digitization and processing of exhibit materials.

**John Freund,** book and paper conservator. **Role:** Receive/inventory deliveries, ensure proper storage and document condition, supervise students and volunteers to correct and complete the inventory database.

**Samuel T. Huang,** associate dean of advancement. **Role:** Corporate and private fund initiation and support.

**Paul S. Losch,** subject specialist in Latin American Studies for the Latin American Collection. **Role:** Research, event and exhibit support; student supervision.

**Randall Renner,** DLC operation and digital projects manager. **Role:** Digitization and student supervision.

**Lourdes Santamaria-Wheeler,** exhibits coordinator (new position as of January 2012), previously the museum and special projects coordinator in the DLC. **Role:** Exhibit preparation/fabrication/digitization; liaison with Museum partners; Museum Studies student coordinator.

**Nina Stoyan-Rosenzweig,** Health Science Center Libraries archivist and historian. **Role:** Exhibit research and preparation.

**Laurie N. Taylor, Ph.D.,** digital humanities librarian for the UF Digital Collections. **Role:** Digitization coordination and collection support.

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**5. Communications Plan**

UF and its partners will create and widely disseminate information about the activities and outcomes of the project, with all project partners and participants promoting the project to local, national, and international audiences. As leading experts in the Canal historical resources, advisors will effectively and authoritatively promote the project as well. The extensive and growing international network of partnerships and participants in this project also will contribute to promotion. Project activities will be announced on relevant web sites, through a range of social media channels, and in publications of UF and its collaborating institutions (e.g., [http://blogs.uflib.ufl.edu/news](http://blogs.uflib.ufl.edu/news), [http://www.youtube.com/user/UFlibraries](http://www.youtube.com/user/UFlibraries), and [http://guides.uflib.ufl.edu/content.php?pid=139813&sid=1194381](http://guides.uflib.ufl.edu/content.php?pid=139813&sid=1194381)). The Libraries Director of Communications, Barbara Hood, with support from the proposed communications coordinator, will provide professional promotional and marketing services to implement many of the publicity strategies listed above. Project participants also will make presentations at professional conferences and meetings, publish in academic journals, and will lead and contribute to e-discussions. Project team members plan to present the project model at conferences and through publication outlets, e.g., Association of College and Research
Libraries (ACRL), American Library Association (ALA), Florida Association of Museums, AAM, Imagining America, and the Center for the Future of Museums. UF will create and maintain an online library finding aid (LibGuide), which includes documentation and descriptive information about the project, as well as a means for contributed comments. This online project site will inventory and include papers and presentations developed by project personnel. A publicly accessible white paper (hosted in the UF Institutional Repository) and IMLS final report/evaluation results also will share results.

An ARL Spec Kit will be developed by those who have participated in the grant experience including the evaluation results, identifying best practices for the merger of museums and libraries and the cultivation of the communities that serve their collections. For the convening of two virtual national dialogs, the Libraries plan to promote these sessions via AAM, FAM, ASERL, FLA, and a variety of listservs with subscribers who are likely to participate. To increase discovery of and access to Panama Canal Zone resources, UF will contribute digital objects and metadata to digital repositories and collections. UF digital collections are automatically disseminated via OAI and MARCXML feeds to multiple harvesters and repositories including: Trove, NINES, 18thConnect, WorldCat, OAIster, and other aggregators. Collections are optimized for Google harvesting.

6. Sustainability

In early 2012, a permanent change was made in the Libraries’ governance structure with the appointment of two members of the Friends of the Panama Canal Collection (FPCC), the newly-formed membership entity for PCM members to the Library Leadership Board. This action, the first of its kind for a held collection at UF, confirms the Libraries’ long-term commitment to its full and active integration into the Libraries. The FPCC and the Library Leadership Board will continue to fundraise; support events, presentations, and outreach (performed by staff and volunteers); as well as seek funding to support the current collection and seek new Panama Canal collections. (Supporting Document: 13) To date, four funds have been established at the UF Foundation with stated goals including the digitization, preservation, and processing of PCM collections; planning and programming for traveling and online exhibits; hosting events including those associated with the Centennial; acquisitions of related materials to enhance the collection; printing, press releases, and the continued promotion of the PCM integration with UF; and other related activities. At the time of submission, these funds totaled $115,709, including $102,698 in an endowment. The Libraries development team has set a target goal of $1.5 million for these funds, and will engage in ongoing fundraising activities to provide the resource for the purposes described in the funds.

Libraries permanent staff will provide infrastructure support in a variety of ways, including updating websites and LibGuides for the Panama Canal Collection. The Director of Communication will promote the collection through newsletters, web site announcements, collaboration with partners during annually established events such as Hispanic Heritage Month, and the support of exhibits, presentations, and materials for the annual Panama Canal Society Reunion. Beyond the year of the centennial, international relationships will broaden, and policies for the exchange and loan of exhibit materials will be established. Volunteers, experts, Latin American Collection librarians, and student assistants will continue to build and make accessible the digital collection via dLOC. As a regional federal depository, the Libraries’ current Center of Excellence partnership with ASERL represents a commitment to retain all government documents related to the Panama Canal in perpetuity.

Overall, this merger is driving substantive and permanent change in Libraries operations, exhibits, governance, volunteer management, and campus, national, and international relationships. The planned national virtual dialogs, white paper, ARL spec kit, journal articles, and conference presentations will make important contributions to the field in support of collaborations, including mergers, which preserve endangered collections, extend stewardship models, and leverage the associated knowledge for research, scholarship, and civic advancement.
The Panama Canal – Preserving a Legacy, Celebrating a Centennial, Leveraging an Extraordinary Human Achievement
Schedule of Completion

A. Governance, Advisory Boards, Project Mgt
   - UF-PCM Final Agreement signed
   - Friends of PCM Collection/Leadership Council
   - Centennial Advisory Group Meetings
   - Development/Fundraising/Endowment Building
   - Project Mgt, Planning/M&E Activity

B. Asset Mapping/Community Cultivation
   - Inventory/networking/recognition/cultivation props

C. Oral histories
   - Internships

D. Collection Integration/Stewardship
   - New collections/acquisitions
   - Preservation/digitization
   - Digital resources/exhibits
   - Center for Excellence/gov docs

E. Centennial Events/Exhibits: development, promotion, openings, related events
   - Center for Latin American Studies – Annual Seminar: Panama
     - Online Exhibit
     - Exhibit: Mola exhibit - Samuel P. Harn Museum of Art
     - Exhibit: Natural History and Indigenous People - FLMNH
     - Exhibit: Panama Health Conditions - Health Science Center Library
     - Exhibit: Construction/Engineering of the Canal - Marston Sci Lib
     - Exhibit: Diversity in Work and Life - Smathers Library
     - Exhibit: About the Canal - Library West
     - Exhibit: Laws and Treaties of the Canal - Legal Information Center
     - Exhibit: World Trade and the Canal exhibit - Hough Hall
     - Symphony of the Americas performance at Phillips Center

F. Centennial Year: Canal Opens 15 Aug 1914

G. K-12 Curriculum Support

H. Professional/Scholarly Communications
   - Professional Conferences/Publications (ACRL, ALA, AAM, SAA, FLA, ++) ARL Spec Kit
   - Project White Paper
   - National Virtual Dialogs: Lib-Museum Mergers/Integration

External Events
   - Panama Canal Society
BUDGET FORM – PAGE ONE

a. **Legal name** (5a from Face Sheet): University of Florida

b. **Requested Grant Period from:** 10/1/2012  **Requested Grant Period Through:** 9/30/2015

c. If this is a revised budget, indicate application/grant number:

**Section A: Detailed Budget**

a. Year: ☒ 1 ☐ 2 ☐ 3 ☐ 4  b. Budget Detail for the Period From: **10/01/2012** Through: **09/30/13**

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**SUBTOTALS** $67,799.00 $108,704.00 $176,503.00

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**SUBTOTALS** $21,831.00 $29,366.20 $51,196.20

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**SUBTOTALS**

|                       |             |          | $6,000.00           | $680.00                | $6,680.00     |

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**SUBTOTALS**

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**SUBTOTALS**
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#### SUBTOTALS

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<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
</table>

### 8. Other Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mus Steward Advisor Fees</td>
<td>$1000 X (2) Advisors</td>
<td>$2,000.00</td>
<td>$2,000.00</td>
<td></td>
</tr>
</tbody>
</table>

#### SUBTOTALS

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
</table>

### 9. Total Direct Costs

<table>
<thead>
<tr>
<th>Item</th>
<th></th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTALS</td>
<td></td>
<td>$111,130.00</td>
<td>$140,249.80</td>
<td>$251,379.80</td>
</tr>
</tbody>
</table>

### 10. Indirect Costs

Read the instructions about Indirect Costs before completing this section. Check the appropriate box below and provide the information requested:

- [x] Current indirect cost rate(s) have been negotiated with a federal agency (for item A, indicate the name of the agency and date of agreement expiration; complete item B).
- [ ] Applicant chooses a rate not to exceed 15% of direct costs (complete item B).
- [ ] Indirect cost proposal has been submitted to a federal agency but not yet negotiated (for item A, indicate the name of the agency and date of proposal; complete item B).

#### Item A: Name of federal agency: Department of Health and Human Services

Expiration Date: 6/18/2010

#### Item B:

<table>
<thead>
<tr>
<th>Rate</th>
<th>% of $251,379.80</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.60</td>
<td>$84,463.61</td>
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</tbody>
</table>

#### SUBTOTALS

<table>
<thead>
<tr>
<th>Rate</th>
<th>% of $251,379.80</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
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</thead>
</table>

### 11. Total Project Costs

<table>
<thead>
<tr>
<th>Item</th>
<th></th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT COST TOTALS (Direct and Indirect for Budget Period)</td>
<td></td>
<td>$148,469.68</td>
<td>$187,373.73</td>
<td>$335,843.41</td>
</tr>
<tr>
<td>PROJECT COST TOTALS (Excluding Student Support)</td>
<td></td>
<td>$148,469.68</td>
<td>$187,373.73</td>
<td>$335,843.41</td>
</tr>
</tbody>
</table>

3 | OMB Number 3137-0071, Expiration date: 08/31/2013.
BUDGET FORM – PAGE ONE

a. **Legal name** (5a from Face Sheet): University of Florida
b. **Requested Grant Period from**: 10/1/2012  **Requested Grant Period Through**: 9/30/2015
c. If this is a revised budget, indicate application/grant number:

**Section A: Detailed Budget**

a. Year: 1 ☐  2 ☒  3 ☐  4 ☐  b. Budget Detail for the Period From: **10/1/2013** Through: **9/30/2014**

### 1. Salaries and Wages

<table>
<thead>
<tr>
<th>Name/Title of Position</th>
<th>No.</th>
<th>Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russell/PI, Dean</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schipper/ Co-PI</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S-Wheeler/Exh Coord</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TBD/FPCM Liaison</td>
<td>1</td>
<td>100% of $35,000</td>
<td>$15,050.00</td>
<td>$19,950.00</td>
<td>$35,000.00</td>
</tr>
<tr>
<td>Renner/Digitization</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TBD/Project Assistant</td>
<td>1</td>
<td>100% of $17,539 (.50 FTE)</td>
<td>$17,539.00</td>
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<td>$17,539.00</td>
</tr>
<tr>
<td>TBD/Communic. Assist.</td>
<td>1</td>
<td>100% of $15,000 (.50 FTE)</td>
<td>$15,000.00</td>
<td></td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Acord/Extl Eval/Consult</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Personnel/Temp.</td>
<td>1</td>
<td>100% of $10,812 &amp; $4,072</td>
<td>$10,812.00</td>
<td>$4,072.00</td>
<td>$14,884.00</td>
</tr>
<tr>
<td>Multiple Cost Share Pers</td>
<td>19</td>
<td>See Justification</td>
<td></td>
<td>$45,009.00</td>
<td>$45,009.00</td>
</tr>
</tbody>
</table>

**SUBTOTALS** $81,389.00 $122,522.00 $203,911.00

### 2. Fringe Benefits

<table>
<thead>
<tr>
<th>Rate</th>
<th>% of</th>
<th>$ Salary Base</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.9</td>
<td></td>
<td>$94,814.00</td>
<td>$3,048.00</td>
<td>$22,456.97</td>
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<tr>
<td>30</td>
<td></td>
<td>$54,896.00</td>
<td>$6,182.00</td>
<td>$10,286.80</td>
<td>$16,468.80</td>
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<tr>
<td>26.01</td>
<td></td>
<td>$54,201.00</td>
<td>$13,716.00</td>
<td>$382.00</td>
<td>$14,097.00</td>
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**SUBTOTALS** $22,946.00 $33,125.80 $56,070.80

### 3. Consultant Fees

<table>
<thead>
<tr>
<th>Name or Type of Consultant</th>
<th>No. of Days</th>
<th>Daily Rate of Compensation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curry/Mus/Lib Expert</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTALS**
4. Travel

<table>
<thead>
<tr>
<th>From/To</th>
<th>No. Persons</th>
<th>No. Days</th>
<th>$ Subsistence costs</th>
<th>$ Transportation costs</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMLS-designated Mtgs</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>$2,000.00</td>
<td></td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Various to Orlando FL</td>
<td>4</td>
<td>2</td>
<td>$1,500.00</td>
<td>$2,500.00</td>
<td>$4,000.00</td>
<td></td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Gainesville to OrI, FL</td>
<td>2</td>
<td>2</td>
<td>$600.00</td>
<td>$80.00</td>
<td>$680.00</td>
<td></td>
<td>$680.00</td>
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</table>

SUBTOTALS $6,000.00 $680.00 $6,680.00

5. Supplies and Materials

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

SUBTOTALS

6. Services

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

SUBTOTALS
### 7. Student Support
(for Laura Bush 21st Century Librarians program only)

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

**SUBTOTALS**

### 8. Other Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mus Steward Advisor Fees</td>
<td>$1000 X (2) Advisors</td>
<td>$2,000.00</td>
<td></td>
<td>$2,000.00</td>
</tr>
<tr>
<td>N'I Dredg Mus Model Fab</td>
<td>$2,500/model</td>
<td></td>
<td>$2,500.00</td>
<td>$2,500.00</td>
</tr>
</tbody>
</table>

**SUBTOTALS** $2,000.00 $2,500.00 $4,500.00

### 9. Total Direct Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTALS** $42,280.00 $53,870.48 $96,150.48

### 10. Indirect Costs

Read the instructions about Indirect Costs before completing this section. Check the appropriate box below and provide the information requested:

- [x] Current indirect cost rate(s) have been negotiated with a federal agency (for item A, indicate the name of the agency and date of agreement expiration; complete item B).
- [ ] Applicant chooses a rate not to exceed 15% of direct costs (complete item B).
- [ ] Indirect cost proposal has been submitted to a federal agency but not yet negotiated (for item A, indicate the name of the agency and date of proposal; complete item B).

**Item A:** Name of federal agency: Department of Health and Human Services

Expiration Date: 6/18/2010

<table>
<thead>
<tr>
<th>Item B:</th>
<th>Rate</th>
<th>% of $286,162.13</th>
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<th>$ Cost Sharing</th>
<th>$ Total</th>
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<tbody>
<tr>
<td></td>
<td>33.60</td>
<td>$286,162.13</td>
<td>$42,280.00</td>
<td>$53,870.48</td>
<td>$96,150.48</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTALS** $42,280.00 $53,870.48 $96,150.48

### 11. Total Project Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT COST TOTALS</td>
<td>$168,115.00</td>
<td>$214,197.61</td>
<td>$382,312.61</td>
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<tr>
<td>(Direct and Indirect for Budget Period)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROJECT COST TOTALS</td>
<td>$168,115.00</td>
<td>$214,197.61</td>
<td>$382,312.61</td>
</tr>
<tr>
<td>(Excluding Student Support)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BUDGET FORM – PAGE ONE

a. Legal name (5a from Face Sheet): University of Florida

b. Requested Grant Period from: 10/1/2012 Requested Grant Period Through: 9/30/2015

c. If this is a revised budget, indicate application/grant number:

Section A: Detailed Budget

a. Year: ☐ 1 ☐ 2 ☐ 3 ☐ 4  
b. Budget Detail for the Period From: 10/1/2014 Through: 9/30/2015

1. Salaries and Wages

<table>
<thead>
<tr>
<th>Name/Title of Position</th>
<th>No.</th>
<th>Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russell/PI, Dean</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schipper/Co-PI</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S-Wheeler/Exh Coord</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TBD/FPCM Liaison</td>
<td>1</td>
<td>100% of $35,000</td>
<td>$15,050.00</td>
<td>$19,950.00</td>
<td>$35,000.00</td>
</tr>
<tr>
<td>Renner/Digitization</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>1</td>
<td>100% of $17,539 (.50 FTE)</td>
<td>$17,539.00</td>
<td></td>
<td>$17,539.00</td>
</tr>
<tr>
<td>TBD/Communications As</td>
<td>1</td>
<td>100% of $15,000 (.50 FTE)</td>
<td>$15,000.00</td>
<td></td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Acord/Extl Eval/Consult</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Personnel/Temp.</td>
<td>1</td>
<td>100% of $10,812 &amp; $4,072</td>
<td>$10,812.00</td>
<td>$4,072.00</td>
<td>$14,884.00</td>
</tr>
<tr>
<td>Multiple Cost Share Pers</td>
<td>19</td>
<td>See Justification</td>
<td></td>
<td>$43,133.00</td>
<td>$43,133.00</td>
</tr>
</tbody>
</table>

SUBTOTALS $78,611.00 $109,316.00 $187,927.00

2. Fringe Benefits

<table>
<thead>
<tr>
<th>Rate</th>
<th>% of Salary Base</th>
<th>$ Salary Base</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.9</td>
<td></td>
<td>$83,484.00</td>
<td>$3,048.00</td>
<td>$19,409.20</td>
<td>$22,457.20</td>
</tr>
<tr>
<td>30</td>
<td></td>
<td>$49,932.00</td>
<td>$5,348.00</td>
<td>$9,631.60</td>
<td>$14,979.60</td>
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<td></td>
<td>$54,512.00</td>
<td>$13,716.00</td>
<td>$508.25</td>
<td>$14,224.25</td>
</tr>
</tbody>
</table>

SUBTOTALS $22,112.00 $29,549.10 $51,661.10

3. Consultant Fees

<table>
<thead>
<tr>
<th>Name or Type of Consultant</th>
<th>No. of Days</th>
<th>Daily Rate of Compensation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curry/Mus/Lib Expert</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SUBTOTALS

1 | OMB Number 3137-0071, Expiration date: 08/31/2013.
## 4. Travel

<table>
<thead>
<tr>
<th>From/To</th>
<th>No. Persons</th>
<th>No. Days</th>
<th>$ Subsistence costs</th>
<th>$ Transportation costs</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMLS-designated Mtgs</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>$2,000.00</td>
<td></td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Various to Orlando FL</td>
<td>4</td>
<td>2</td>
<td>$1,500.00</td>
<td>$2,500.00</td>
<td>$4,000.00</td>
<td></td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Gainesville to ATL, GA</td>
<td>2</td>
<td>5</td>
<td>$960.00</td>
<td>$1,000.00</td>
<td>$1,360.00</td>
<td>$600.00</td>
<td>$1,960.00</td>
</tr>
</tbody>
</table>

**SUBTOTALS**  
$7,360.00 $600.00 $7,960.00

## 5. Supplies and Materials

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
</table>

**SUBTOTALS**

## 6. Services

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
</table>

**SUBTOTALS**
### 7. Student Support
(for Laura Bush 21st Century Librarians program only)

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTALS**

### 8. Other Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mus Steward Advisor Fees</td>
<td>$1000 X (2) Advisors</td>
<td>$2,000.00</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Keynote Speaker Fee</td>
<td>$6,000 presentation estimate</td>
<td>$6,000.00</td>
<td>$6,000.00</td>
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<tr>
<td>Speaker Honorarium</td>
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<td>$7,700.00</td>
<td>$2,500.00</td>
<td>$10,200.00</td>
</tr>
</tbody>
</table>

**SUBTOTALS** $15,700.00 $2,500.00 $18,200.00

### 9. Total Direct Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Basis/Method of Cost Computation</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$ Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTALS** $137,283.00 $143,465.05 $280,748.05

### 10. Indirect Costs

Read the instructions about Indirect Costs before completing this section. Check the appropriate box below and provide the information requested:

- [ ] Current indirect cost rate(s) have been negotiated with a federal agency (for item A, indicate the name of the agency and date of agreement expiration; complete item B).
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- [ ] Indirect cost proposal has been submitted to a federal agency but not yet negotiated (for item A, indicate the name of the agency and date of proposal; complete item B).

**Item A:** Name of federal agency: Department of Health and Human Services

**Expiration Date:** 6/18/2010

**Proposal Date:**

<table>
<thead>
<tr>
<th>Item B</th>
<th>Rate</th>
<th>% of</th>
<th>Base</th>
<th>$ Grant Funds</th>
<th>$ Cost Sharing</th>
<th>$Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33.60</td>
<td>% of</td>
<td>$280,748.05</td>
<td>$46,127.00</td>
<td>$48,204.34</td>
<td>$94,331.34</td>
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<tr>
<td></td>
<td></td>
<td>% of</td>
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</tbody>
</table>

**SUBTOTALS** $46,127.00 $48,204.34 $94,331.34

### 11. Total Project Costs

**PROJECT COST TOTALS (Direct and Indirect for Budget Period)** $183,410.00 $191,669.39 $375,079.39

**PROJECT COST TOTALS (Excluding Student Support)** $183,410.00 $191,669.39 $375,079.39
BUDGET FORM: Section B, Summary Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>IMLS</th>
<th>Cost Share</th>
<th>Total Costs</th>
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</thead>
<tbody>
<tr>
<td>1. Salaries and Wages</td>
<td>$227,799.00</td>
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<td>2. Fringe Benefits</td>
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<td>3. Consultant Fees</td>
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<td>$4,500.00</td>
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<td>4. Travel</td>
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<td>$1,960.00</td>
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<td>5. Supplies and Materials</td>
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<td>6. Services</td>
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<td>7. Student Support</td>
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<td>8. Other Costs</td>
<td>$19,700.00</td>
<td>$5,000.00</td>
<td>$24,700.00</td>
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<td><strong>TOTAL DIRECT COSTS (1-8)</strong></td>
<td>$374,247.00</td>
<td>$444,043.00</td>
<td>$818,290.00</td>
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<td>9. Indirect Costs</td>
<td>$125,747.00</td>
<td>$114,995.00</td>
<td>$240,742.00</td>
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<td><strong>TOTAL COSTS (Direct and Indirect)</strong></td>
<td>$499,994.00</td>
<td>$559,038.00</td>
<td>$1,059,032.00</td>
</tr>
</tbody>
</table>

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS | $499,994.00
2. Cost Sharing:
   a. Applicant’s Contribution | $559,038.00
   b. In-Kind Contribution
   c. Other Federal Agencies*
   d. TOTAL COST SHARING | $559,038.00
3. TOTAL PROJECT FUNDING (1+2d) | $1,059,032.00

Percentage of total project costs requested from IMLS | 47%

*If funding has been requested from another federal agency, indicate the agency's name:
Budget Justification

Salaries & Wages plus Fringe - IMLS request ($253,719): To execute the project successfully IMLS funding for three temporary positions (Supporting Document: P) is requested during the integration phase of merger activities and Centennial events: 1) Friends of the PCM Collection Liaison (TBD) (.43 FTE: $45,150 X 3 years = $58,695) is required to develop and manage a new volunteer program thus integrating the museum’s volunteer program. 2) The Communications Assistant (TBD) (.50 FTE: $21, 120 X 3 years = $63,360) is required to support development and dissemination of project activities and engage participants/partners. The 3) Project Assistant (TBD) (.50 FTE: $24,695 X 3 years = $74,086) will assist project leaders in monitoring accessions, tracking/reporting project progress, coordinating with project participants for meetings, and supporting internal Libraries’ communication (Note: this position is not a clerical position). Funding for Libraries’ Exhibit Coordinator, Lourdes Santamaria-Wheeler (TBD) is requested as she is integral to the online presence of collections, exhibitions and information related to the project. Fill-in behind on her other duties will be performed by student volunteers, other OPS Digital Library Center (DLC) staff. Libraries’ Operation & Digital Projects Manager, Randall Renner (TBD) is requested to cover costs related to supervision of DLC student workers assigned to the project, and other technical requirements of photography and digitization management. His regular duties will be performed by other DLC staff.  

OPS personnel – IMLS request ($40,968): Sophia Acord, external evaluator will work periodically to capture data and observations during the academic year (10%) and will be compensated during summer months. Students performing online exhibit digitization ($12/hr X 10hrs/wk + $326 fringe for years 2 and 3 = $12,854) to ensure all materials for physical exhibits and online supplementary exhibits have been digitized and electronically preserved. To create eight physical exhibits for centennial programming, supported by K-12 curriculum materials, OPS student personnel ($10.25/hr X 17hrs/wk for years 2 and 3 = $9,332) with support from subject specialists.

Salaries & Wages plus Fringe – Cost Share ($432,583): The UF Office of Research will contribute funds for the 1) Friends of the PCM Collection Liaison (TBD) position (.57 FTE: $77,805), and 2) OPS student personnel (TBD) for digitizing PCM collection items selected by subject specialists for broad public access ($12/hr X 13hrs/wk + $318 fringe X 3 years = $12,532). Additionally, these Libraries’ personnel will contribute effort: Judith Russell, dean of University Libraries and project PI will ensure project completion by leading resource allocation for integration for the PCM, and presenting centennial programming, ensuring alignment with partners and participants. Rachel Schipper, Ph.D., associate dean and project co-principal investigator will ensure overall management of integration, centennial programming, co-leading private (non-federal) fundraising efforts, and co-leading the ARL Spec Kit development with external evaluator. Exhibit Coordinator, Santamaria-Wheeler will contribute effort for increased web-related information management duties in year 2. Steve Carrico, chair, acquisitions will supervise Gifts & Exchange unit and delivery/processing of donations. Bess de Farber, grants manager, will organize and facilitate 2 national virtual dialogs in 2014 and 2015 with museum expert team and project staff (Curry, Ostrenko and Willumson) and support development of fundraising for private (non-federal) sponsors. Chelsea Dinsmore will process government document materials for inclusion in print and digital collections, provide in-depth reference service and participate in developing the anticipated 2014 Canal Exhibition. Samuel Huang, associate dean of advancement will lead development team in private (non-federal) fundraising support. Paul Losch, subject specialist, Latin American Collection Liaison will receive items transferred, organize collections and process future accessions, plan exhibits, facilitate access to collection, and select materials for digitization. Jimmie Lundgren, associate chair, Cataloging/ Metadata, will supervise cataloging personnel processing collection books, maps and government documents. Cathy
Martyniak head, preservation department will supervise processing and storage of materials. Carol McAuliffe, maps librarian, will provide support related to exhibits and reference. Richard Phillips chair, Latin American Collection, will facilitate the promotion of campus events that include a Latin American component with the Center for Latin American Studies. Jan Swanbeck chair, Government Documents will supervise faculty processing Panama-related documents for collection and/or digitization. Laurie Taylor, Ph.D., digital humanities librarian will coordinate digital collection development. Lois Widmer chair, Digital Services and Shared Collections will supervise digitization and storage of materials. John Freund, conservator will inventory deliveries, ensure storage, and document condition/damage, supervise students/volunteers to correct inventory database. Winston Harris IT senior, will design systems for inventory web applications with Chris Nicolich, IT expert. Nina Stoyan-Rosenzweig, archivist/historian will develop health sciences exhibit. Mark Sullivan, IT Senior, will provide programming and web services for digital collections. Barbara Hood, director of communications will supervise communications assistant and oversee all promotion activities. Doug Smith head, Copy Cataloging Unit will supervise/catalog Panama-related collections. Michelle McClure-ElNeil facilities manager will fabricate and deliver exhibit materials, and coordinate van use.

**Consultant Fees – IMLS request**: David R. Curry, required consulting services to project success, focusing on integration strategies of branding, governance; stewardship, cultivation and support of lay-experts, promotion initiatives, and national dialogs on mergers.

**Cost Share contribution ($4,500)**: From the UF Office of Research ($1,500/year X 3 years = $4,500).

**Travel costs – IMLS request ($19,360)**: IMLS designated meeting travel for PI to Washington, D.C. from Gainesville, $2,000/year for 3 years ($6,000). Advisory Group meets 3 times a year, 1 face-to-face meeting with 4 out-of-state members from various locations to Orlando for 2 days in July each year, (Greene, Aims, Sutter, Brown), ($1,500/year subsistence costs + $2,500/year transportation = $12,000). AAM conference travel to Atlanta, GA from Gainesville (2 staff X 5 days, subsistence costs is $360 plus $1,000 transportation).

**Travel costs – Cost Share contribution ($1,960)**: FLA Conference travel by project staff to Orlando (year 1 and 2) (2 staff for 2 days = $600 for subsistence costs, $80 for mileage = $680 X 2 years = $1,360). AAM conference travel to Atlanta, GA from Gainesville $600 cost share for subsistence described above. Other conference attendance and travel costs will be covered by Libraries annual conference travel funding for project staff.

**Other Costs – IMLS request ($19,700)**: Museum expert advisor honoraria for Glenn Williamon, Ph.D. and Wit Ostrenko, noted author has been invited to present as the centennial keynote speaker. If is unavailable, a similarly noteworthy speaker will be secured. Centennial speakers have agreed to present for honoraria (inclusive of travel): lecturers will be finalized during trip to Panama in March 2012.

**Other Costs – Cost share contribution ($5,000)**: Funding from the Office of Research supports Dick Kamsteeg, model fabricator, who created a Panama Canal model requiring assembly in year 2 ($2,500 including travel costs), and Ronald de Heer, guest lecturer Both from the Netherlands.

**Indirect Costs – IMLS Request: ($125,747)**: Computed 33.6% of $374,246. **Indirect Costs – Cost Share contribution: ($114,995)**: Computed 33.6% of ($342,247) for 3 years salaries, wages and fringe for Libraries cost share personnel described in cost share section above.
List of Key Project Staff and Consultants

Acord, Sophia K.
Brown, Patrice
Carrico, Steve
Crouch, Edith Read Barkowitz
Curry, David R.
de Farber, Bess
de Heer, Ronald
Dinsmore, Chelsea
Freund, John
Greene, Julie
Harris, Winston
Hood, Barbara
Huang, Sam
Jones, Douglas S.
Losch, Paul
Lundgren, Jimmie
Martyniak, Cathy
Mcauliffe, Carol
McClure-ElNeil, Michelle
McGuinness, Aims
Miller, Peter
Morgan, Paul
Nicolich, Chris
Ortiz, Paul
Ostrenko, Wit
Phillips, Richard
Renner, Randall
Russell, Judith
Santamaria-Wheeler, Lourdes
Schipper, Rachel
Smith, Doug
Stoyan-Rosenzweig, Nina
Sullivan, Mark
Sutter, Paul
Swanbeck, Janet
Taylor, Laurie
Townsend, Frank C.
Widmer, Lois
Willumson, Glenn G.
Wood, Joe
Project Advisory Board Member

Patrice Brown
8601 Adelphi Road College Park Md.
(301) 837-0599
patrice.brown@nara.gov

Education

Masters of Arts, American Studies, 1976
George Washington University
Washington, D.C.

Bachelors of Arts, History, 1973
Dunbarton College of the Holy Cross
Washington, D.C.

Honor: Inducted into Phi Gamma Mu

Association Memberships

• MARAC (Mid-Atlantic Regional Archives Conference) (have served as Secretary)
• Society for History in the Federal Government
• National Archives Assembly (have served as Secretary; have served on the Nominations Committee; currently Archivist/Historian)

Professional Experience

• Senior Archivist, Subject Matter Specialist in Transportation/Panama Canal records at the National Archives (NARA).
• Worked with the Panama Canal records at the National Archives since 1976. Acquired knowledge of the holdings of the records in the National Archives in Washington, D.C. as well as Suitland and the record center around the country. Also, became familiar with the holdings of the Library of Congress concerning the Panama Canal.
• Worked with the National Archives and the officials on the Canal Zone to transfer federal records of permanent value to the National Archives. This covered planning, coordinating, and completing the paperwork to transfer both the legal and physical custody of the records to the National Archives.
• Described and arranged the majority of Panama Canal records in the custody of the National Archives. (Approximately 1500 cubic ft.)
• Assisted researchers, records managers, NARA staff, and the general public with inquiries (written, on phone, in person) dealing with the Panama Canal/Canal Zone.
• Made a presentation at MARAC (Mid-Atlantic Regional Archives Conference) to fellow archivist and historians at the fall 2001 Conference on the transfer of permanent records from the Canal Zone to the National Archives.
• Presented a paper at the National Archives to the staff and general public concerning the transfer of permanent Panama Canal records from the Canal Zone authorities to the National Archives as part of Archives Week celebration. (2000)
• Gave a talk to the National Archives staff and the general public concerning the Afro-American employees on the Canal Zone. (2006)
• Gave a talk to the National Archives staff and the general public concerning transiting the Panama Canal for Maritime History Month. (2006)
Ronald de Heer

1961 Completion of secondary education, followed by years in the military service

1963 - 72 Study civil engineering at the Delft University of Technology (Msc degree), specialization Port and Coastal Engineering; during these 8,5 years study trips made to the USA (4 month: hitchhiking from coast to coast and back) and Africa (6 month including working at a Hydraulic Laboratory in South Africa and hitchhiking back from Cape Town to Holland).

1972 - 81 Costain-Blankevoort International Dredging Company (contractor) as project engineer, supervisor, and chief-estimator and responsible for planning during the execution (dredging) of the Jebel Ali Port Project (Dubai: 76-81).

1981-2006 25 years with IHE-Delft (International Course in Hydraulic Engineering) as senior lecturer and course coordinator, including 3 years (86-89) as project-leader in Bandung, Indonesia. (producer of many sets of lecture notes).

**JULIE GREENE**

University of Maryland  
Department of History  
2115 Francis Scott Key Hall  
College Park, MD 20742  
W: 301-405-4267  
H: 301-328-5803  
F: 301-314-9399  
jmg@umd.edu

**ACADEMIC EXPERIENCE**

Professor, University of Maryland, 2010-2012  
Associate Professor, University of Maryland, 2007-2010  
Associate Professor, University of Colorado at Boulder, 1999-2008  
Assistant Professor, University of Colorado at Boulder, 1994-1999  
Assistant Professor, University of Missouri at Kansas City, 1990-1993  
Visiting Lecturer, University of North Carolina at Chapel Hill, 1989-1990

**HONORS**

**Awards**

James A. Rawley Prize, awarded by the Organization of American Historians for the best book published on the history of race relations, 2009, for *The Canal Builders: Making America’s Empire at the Panama Canal*

Award for Excellence in Service, Boulder Faculty Assembly, U-Colorado, 2003

**Fellowships and Grants**

Travel Grant, U-Colorado Graduate Council, for research in London, 2006  
National Endowment for the Humanities Fellowship, 2004-2005  
Travel Grant, U-Colorado Graduate Council, for research in Panamá, 2002  
American Council for Learned Societies Fellowship, 2000-2001  
National Humanities Center Fellowship, Triangle Research Park, North Carolina, 2000-2001 (declined)  
National Endowment for the Humanities Fellowship, 1993–94  
Research Fellowship, University of Missouri-Kansas City, 1991–1992  
Josephine De Karman Fellowship, 1988–1989  
American Historical Association Beveridge Grant, 1988  
Yale University Fellowship, 1982 to 1986  
Power Foundation Scholarship for New Hall College, Cambridge Univ., 1980-82

**EDUCATION**

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<td>Yale University</td>
<td>History</td>
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<td>Ph.D.</td>
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<td>History</td>
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<td>M.A., M.Phil</td>
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<td>New Hall College,</td>
<td>History</td>
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<td>Cambridge University</td>
<td>History</td>
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<td>University of Michigan</td>
<td>History</td>
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<td>B.A. with honors</td>
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PUBLICATIONS

Books


Articles and Review Essays


“Dinner-Pail Politics: Employers, Workers, and Partisan Culture in the Progressive Era,” in Arnesen, Greene, and Laurie, eds., *Labor Histories*


Douglas Jones  
Florida Museum of Natural History  
P.O. Box 117800, University of Florida, Gainesville, FL 32611  
352/273-1902  352/392-8783 (Fax)  dsjones@flmnh.ufl.edu  

Professional Preparation  
B.A.  Geology (High Honors); Rutgers University, New Brunswick, NJ; 1974  
M.A.  Geological & Geophysical Science, Princeton University, Princeton, NJ; 1976  
Ph.D.  Geological & Geophysical Science, Princeton University, Princeton, NJ; 1980  

Appointments:  
1996-present:  Director, Florida Museum of Natural History (FLMNH), University of Florida (UF)  
1994-1996:  Chair, Department of Natural Sciences, FLMNH  
1989-present:  Curator of Invertebrate Paleontology, FLMNH  
Affiliate Professor, Departments of Geology and Biology, UF  
1985-1989:  Associate Curator, FLMNH  
Affiliate Associate Professor, Department of Geology, UF  
1984-1985:  Associate Professor, Department of Geology, UF  
1979-1984:  Assistant Professor, Department of Geology, UF  
1974-1979:  Teaching and Research Assistant, Department of Geological & Geophysical Sciences, Princeton University  

Publications - Five Most Closely Related To Project:  


Publications - Five Other Significant Publications:  


**Synergistic Activities:**
Natural Science Collection Alliance, Board of Directors (2003-2009), advocacy at a national level for the scientific and cultural importance of natural history collections

Association of Science Museum Directors, Vice-President (2007-present), plan annual conferences and advocate for the significance of natural science collections

Florida Association of Museums, Board of Directors - Treasurer, President and Past President (2000-present), organize annual symposia regarding the importance of science learning in informal settings and the roles of museums and science centers in STEM enhancement

Founded Center for Informal Science Education at the Florida Museum of Natural History and appointed the first Director, Dr. Betty Dunckel

Participant in UF-FLMNH initiative to internationalize graduate curriculum, institutionalize professional masters degree, and develop non-traditional STEM graduate degree track emphasizing broader impacts of science on society

**Collaborators and Other Affiliations:**

**Within The Last 48 Months:** Fred Andrus (Alabama), Chester DePratter (South Carolina), Linda Ivany (Syracuse), Michael Kirby (Connecticut), Kristin Teusch (Cornell), David Hurst Thomas (American Museum of Natural History), John Wehmiller (Delaware), Bruce Wilkinson (Syracuse)

**Graduate Advisors:** Alfred G. Fischer, Ida Thompson, and Franklyn B. Van Houten (all retired)

**Thesis Advisor and Postgraduate-Scholar Sponsor (Total =22):** Nicole Cannarozzzi (Florida), Dana Ehret (Florida), Larisa DeSantis Grawe (Vanderbilt), Catalina Pimiento (Smithsonian)
**Aims McGuinness**

**Education**

University of Michigan  
Ph.D. in History  
Dissertation: “In the Path of Empire: Land, Labor, and Liberty in Panama during the California Gold Rush, 1848-1860”

Princeton University  
A.B. in History June 1990  
Graduated *summa cum laude* with a certificate in European Cultural Studies

**Teaching and Professional Experience**

**Associate Professor, Dept. of History, University of Wisconsin-Milwaukee**  
Summer 2007-present

*Curator, “Panamanian Passages/Pasajes Panameños.” Smithsonian Institution, October 2010-May 2011.* A bilingual (English/Spanish) exhibition covering 4 million years of the history of the Isthmus of Panama. Exhibition co-sponsored by the Smithsonian Latino Center Smithsonian Latino Center, the Smithsonian Tropical Research Institute, and the Museo del Canal Interoceánico de Panamá.

**Assistant Professor, Dept. of History, University of Wisconsin-Milwaukee**  
Fall 2001—present

**Graduate Student Instructor, Dept. of History, University of Michigan**  
Spring 2001, Fall 2000, Spring 1995, Fall 1995

**Profesor Invitado, Universidad de Yucatán (México)**  
January-July 1992 and January-July 1993

**Selected Fellowships, Grants, and Awards**

UWM Research in the Humanities Award. UWM. Fall 2009.
Graduate School Research Committee Award. UWM. $10,600.00.


Huntington Fellowship. $6,000. Huntington Library, San Marino, CA. Spring 2003.


**Selected Publications**

**Book**


**Edited Book**


**Articles and Book Chapters**


Project Advisory Board Member/ Guest Lecturer

PAUL W. MORGAN, JR., Ph.D.

HIGHER EDUCATION:

- Attended Canal Zone Junior College, 1962-1963
- B.A., Philosophy, Florida State University, 1966
- M. Div., Theology, Vanderbilt University, 1970
- M.A., Marriage, Family, & Child Counseling, Azusa-Pacific University, 1982, with clinical internship at the California Family Study Center, Burbank, California (1981-82), and post-graduate supervision of clinical work at the Menninger Foundation, Topeka, Kansas (1982-83)
- M.A., International Affairs, Florida State University, 1992
- Ph.D., History (U.S./Latin America), Florida State University, 2000

WORK EXPERIENCE:

Civilian Teaching Experience:

- 2010-present  Instructor, U.S. History, University of South Florida
- 2004-2010  Instructor in U.S. History and Undergraduate Academic Advisor, History Department, University of South Florida
- 2003-2004  Visiting Instructor, U.S. History, University of South Florida
- 1995-1997  Teaching Assistant, U.S. and Latin American History (taught survey courses in U.S. and Latin American History and upper division course in the history of Mexico, Central America, and the Caribbean), Florida State University

Military Experience: 1971-1991 (to military retirement): For twenty years, I was a U.S. Army chaplain and was assigned as a hospital chaplain, administrative chaplain, marriage and family counseling chaplain, unit chaplain, and as an instructor at the U.S. Army Sergeants Major Academy. During this period, I served in Korea, Germany, and on posts throughout the United States.

TEACHING AWARDS:

- University Teaching Excellence Award for Outstanding Teaching Assistants, Florida State University, 1996
- Thomas Campbell Outstanding Teaching Assistant Award, History Department, Florida State University, 1996
HONOR ORGANIZATIONS:

- Phi Theta Kappa, Canal Zone Junior College (Panama)
- Phi Kappa Phi, Florida State University
- Phi Alpha Theta, Florida State University (President, 1996-1997)

SCHOLARSHIP AND PUBLICATIONS:


PRESENTATIONS:


VOLUNTEER EXPERIENCE:

- Trustee, Panama Canal Museum, Seminole, Florida, 2000-present
Project Advisory Board Member/ Guest Lecturer

Paul S. Sutter
1414 Zamia Ave, Boulder, CO 80304
303-442-0996 (h); 303-492-6208 (o); 303-492-1868 (fax)
Email: paul.sutter@colorado.edu

EMPLOYMENT HISTORY

University of Colorado, Boulder, Colorado
Associate Professor of History, 2009-present

University of Georgia, Athens, Georgia
Director of Graduate Studies and Instructional Coordinator, 2008-2009
Associate Professor of History, 2004-2009
Assistant Professor of History, 2000-2004

University of Virginia, Charlottesville, Virginia
Postdoctoral Fellow in the History of Technology and the Environment, 1997-2000

EDUCATION

University of Kansas, Lawrence, Kansas – Ph. D. with Honors, December 1997.
Major Advisor: Donald Worster


RESEARCH-IN-PROGRESS

Let Us Now Praise Famous Gullies: Georgia’s Little Grand Canyon and Southern Environmental History – This book-length project examines the history of Providence Canyon, which is today a Georgia State Park. During the 1930s, the “canyon,” which is the most extreme of a series of spectacular erosion gullies, was commonly represented as the supreme example of southern soil abuse. This short, heavily-illustrated book will examine the representational history of the place and ask what lessons it might provide for southern conservation and environmental history. Under contract with the University of Georgia Press.


Pulling the Teeth of the Tropics: Environment, Disease, Race, and the U.S. Sanitary Program in Panama, 1904-1914 – This book-length project examines the relationships between disease, environmental change, racial segregation, labor control, and ideas of tropical nature as they manifest themselves during the U.S. construction of the Panama Canal.

SELECTED PUBLICATIONS

Books


Selected Articles, Book Chapters, and Review Essays


• “Nature’s Agents or Agents of Empire?: Entomological Workers and Environmental Change during the Construction of the Panama Canal,” *Isis* 98 (December 2007): 724-754.
  o Winner of the 2008 *Envirotech Article Prize*
  o Winner of the 2009 *Alice Hamilton Prize*


• “Control de Zancudos en Panamá: Entomólogos y Cambio Ambiental durante la Construcción del Canal,” *Historia Critica* (July-December 2005): 67-90. (translated by Claudia Leal)


**RECENT AWARDS AND FELLOWSHIPS**

2009 *Alice Hamilton Prize*, given by the American Society for Environmental History for the best environmental history article published outside of *Environmental History* during the previous year (2008).

2008 *Envirotech Article Prize* – Awarded to “the best article examining the relationships between technology and the environment published during the last three years (2005-08).”


**Center for Humanities and Arts Research Fellowship** – University of Georgia, 2005-2006.

**Parks-Heggoy Teaching Award** (two-time winner) – Best graduate instructor in the History Department, as voted on by the graduate students, 2002-2003, 2006-2007.

**EDITORIAL AND ADVISORY POSITIONS**

Editor, “Environmental History and the American South,” books series published by the University of Georgia Press.

Member of the Editorial Board of *Isis* (History of Science Society), 2010-2012

Member of the Editorial Board of *Environmental History* (American Society for Environmental History), 2011-2015

Member of the Editorial Board, University of Georgia Press, 2008-2009

Member of the Scientific Advisory Committee for the Wormsloe Institute for Environmental History
**Project Advisory Board Member/ Guest Lecturer**

**TOWNSEND, Frank C.**

**ACADEMIC RANK**

Professor, Emeritus (Retired 2005) Civil Engineering, University of Florida

**EDUCATION**

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<th>Institution</th>
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<tr>
<td>Ph.D. (Civil Engineering)</td>
<td>Oklahoma State University</td>
<td>1970</td>
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<tr>
<td>MSCE (Civil Engineering)</td>
<td>Oklahoma State University</td>
<td>1967</td>
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<tr>
<td>BSCE (Civil Engineering)</td>
<td>Michigan College of Mining &amp; Technology</td>
<td>1962</td>
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**RELATED EXPERIENCE**

- 1979-2005 Professor, Dept of Civil Engineering, University of Florida
- 1992-1996 Summer IPA Jacksonville District Corps of Engineers
- 1970-1979 Supervisory Research Civil Engineer, (GS-14) Waterways Experiment Station
- 1966-1970 Graduate Assistant, Oklahoma State University

**HONORS and AWARDS**

- USUCGER Distinguished Educator Award, 2006
- Elected ASCE Fellow, 2002
- Byron Spangler Professor of Civil Engineering, 2000-2002
- MTU Civil Engineering Academy, 1996
- Tau Beta Pi, Outstanding Teacher, 1988-89
- Registered Engineer Florida PE (No. 29091)
- U.S. Army Commendation Medal, 1966
- Eagle Scout, BSA, 1958

**Refereed Publications (Recent Past Several Years)**


**SERVICE**

Graduate Coordinator, Department of Civil & Coastal Engineering, UF, 2001-2005
Chief Advisor, Tau Beta Pi, Fl Alpha Chapter, 1982-2005
Chairman, 5th Int. Conf. on the Application of Stress-Wave Theory to Piles, Orlando, 1996.

**Continuing Education Service**

UF-DOCE Deep Fdns, Course Director, Orlando, October 9, 2001.
Geotechnical Engineering, U-Tecnologico de Panama, 1999.
Geotechnical Engineering, U-Tecnologico de Panama, 1995.
Quality Geotechnical Lab Testing, Univ Missouri Rolla '84,'86','88','90','92','94','96','98.
Deep Foundations, UF DOCE, Cocoa Beach, FL 93, 95, 96, 97,98,99.

**Invited Speaker**

ASCE FL Section St Pete 2001, Key Biscayne 2002.
Joseph “Joe” Wood was born in Panama, Republic of Panama in 1937. He attended US schools in the Panama Canal Zone, graduating from Balboa High School in 1955. He received an Associate of Arts degree from the Canal Zone Junior College in 1957, where he was elected president of the Freshman and Sophomore classes. He transferred to the University of Florida where, in 1959, he received a Bachelor of Science degree in Business Administration with a major in Economics. Following a year of graduate study at UF, he joined the US Army National Guard in Gainesville and was honorably discharged upon completion of a six-year Army Reserve commitment.

In 1961, Mr. Wood was employed as a Management Intern with the Panama Canal Company (later to become the Panama Canal Commission), an independent agency of the United States Government. He successively held a variety of staff and administrative positions, including Chief, Administrative Services Division, Deputy Executive Secretary of the Canal Zone and Director, Office of Executive Administration, a position he occupied from 1980 until his retirement in 1993.

As Director of the Office of Executive Administration, Mr. Wood advised and represented the Administrator on policy and administrative matters and served as the principal channel of communication between the Canal agency and the American Embassy; the U. S. Forces; other U. S. Government agencies in Panama; Congressional delegations; the Canal’s Board of Directors; and the Government of Panama. He rendered final agency decisions on all equal opportunity, position classification, adverse action and employee grievance appeals; was the Designated Agency Ethics Officer, the Top Secret and Classified Information Security Officer and was designated the primary relief for the Deputy Administrator.

Prior to the implementation of the Panama Canal Treaties in 1979, which disestablished the Canal Zone and granted Panama jurisdiction over all its territory, Mr. Wood was appointed as the United States representative (co-chairman, with a Panamanian co-chairman appointed by the Panamanian Government) on seven bi-national Treaty Implementation Subcommittees in the following functional areas; lands, waters and public buildings; tax matters; importations; licensing and registration; employee documentation; commercial activities; and nonprofit organization activities.

Following the 1989 U. S. military action in Panama, “Operation Just Cause,” Mr. Wood served as Deputy Administrator for Administration for nine months until such time as the Treaty-mandated Panamanian Administrator and American Deputy Administrator could be appointed by the President of the United States.

During his time in Panama, Mr. Wood served as Chairman, Board of Trustees, Panama Canal College for nine years; President, Canal Zone Council, Boy Scouts of America; Chairman, Committee for Aid to Heart, Cancer and Handicapped Patients; Commissioner and League President, Panama Pacific Little League; and member of the board, Summit Hills Golf and Country Club.

He was recipient of the Panama Canal Honorary Public Service Award; the Panama Canal Master Key to the Locks Award with the designation of “Champion of the Isthmian Community;” the Panama Canal
Distinguished Service Award; the Boy Scouts of America Buenas Obras (Good Deeds) Award; the Boy Scouts Distinguished Medal; the Panama Canal College Medal; and numerous performance awards.

After his retirement and subsequent move to the United States, he helped found the Panama Canal Museum in 1998 and became its Founding President, a position which he still occupies.

Mr. Wood is an avid golfer and member of the Killearn Golf and Country Club in Tallahassee; a member of the George A. Smathers Library Leadership Board at the University of Florida and a member of the Benevolent and Protective Order of Elks Lodge 1414 in Panama. He is married to the former Beverly Bowman, who was born and raised in the Canal Zone; they have three sons, Craig (wife, Heather), Brian (wife Karina) and Scott; and four grandchildren, Jordan, Cameron, Adrian and Asher.
Guest Lecturer

Edith Read Barkowitz Crouch
1317 Braeburn Road
Charlotte, North Carolina 28211
704-442-0593
ecrowch@carolina.rr.com

Experience:

Author 2007 – Present

*Walker & Gillette, American Architects: From Classicism through Modernism*
*Including the Architectural Work of Joseph Mordecai Hirschman* to be published by Schiffer Publishing, Ltd., 2013. This book will explore the full creative spectrum of architectural work designed and created by Walker & Gillette from the 1900s – 1950s including highlights of Hirschman’s work with the firm.

*The Mola: Traditional Kuna Textile Art* published by Schiffer Publishing Ltd., August, 2011. The mola is a multilayered textile art form and metaphor for the story of the Kuna, indigenous people of Panama. With over 890 images covering more than a century of molas, this book provides insights into design sources and influences for molas, perspectives on the aesthetic practices of women creating them, and hints for collecting and preserving this colorful textile art form. The hand-appliquéd art panels tell the tale of the Kuna women and are symbolic of their artistry, observation, and beliefs. Their lush tropical paradise, cultural cosmology, sense of humor, and exposure to foreign elements are represented in these fascinating fabric designs. A brief history of Panama and its rich tradition of indigenous arts place the mola in context.

*Tiffany Studios’ Techniques: Inspiration for Today’s Artists* published by Schiffer Publishing Ltd., December 2010. This book explores the creative media that master designer Louis Comfort Tiffany (1848-1933) and his Tiffany Studios in New York pioneered, coupled with related masterpieces that contemporary artists have made. Nine chapters present Tiffany's original paintings and fine arts, stained glass windows and lampshades, mosaics, favrile glass objects, metalwork, enamels, and jewelry. Each method is explained and superlative examples are shown in 560 color photographs. Related artworks, by 17 contemporary artists, establish how L.C. Tiffany has influenced living artists. All the artworks were inspired by natural flowers and plant material in Art Nouveau aesthetics. This reference book is a tool for designers, Tiffany collectors, and everyone who aspires to create their own masterpieces.

*The Mosaics of Louis Comfort Tiffany* published by Schiffer Publishing Ltd., December 2008. This is the first book exclusively about L. C. Tiffany's glass mosaic masterpieces, created from 1880 to 1931 at the Tiffany Studios in New York City for clients across the continent. The book’s text is combined with over 700 color photographs to showcase Tiffany's magnificent art. Many of the images are published here for the first time, highlighting over 70 luminous installations in private mansions, public buildings, and churches. Beautifully decorated interiors, mausoleums, and domestic rooms are shown along with an explanation of Tiffany's technique of mosaic making and the unique glass he created and used in them. New information identifies the mosaic artists who worked with him. A useful glossary of mosaic and glass terms, chronology of events in L. C. Tiffany's life relating to his mosaic work, and complete listing of the locations of his mosaic masterpieces are provided. This book will enthrall lovers of mosaics, students, and scholars with an interest in Tiffany as well as decorative arts and design.

Teacher & Glass Artist 1995 - Present
Instructed adults, teachers and school aged students in the techniques of stained, leaded, fused and mosaic glass production through the Charlotte Mecklenburg County school system, the Mint Museums and the McColl Center for Visual Art. Developed complete curricula for a range of glass classes and designed and implemented the establishment of a complete stained and leaded glass teaching studio. Designed and created custom stained and leaded glass windows, doors, lamps, lighting fixtures, and gift items for client’s residences and businesses.

**Communications Manager, Tampa Electric Company, 1982 – 1997**
Managed the Creative Services section of the Corporate Communications Department including human resources management and project planning and administration for the photography, video, web design, typesetting and graphic design areas. Performed creative design and direction to staff in the production of print publications and video productions. Event planner and organizer for corporate and community functions.

**Degree:**
Bachelors of Science, School of Visual Arts, Florida State University.

**Personal Note:**
I spent my childhood in the Panama Canal Zone from shortly after my birth through high school. While attending college in Florida, I traveled frequently to Winter Park's Charles Hosmer Morse Museum of American Art where I became enthralled with the works of Louis Comfort Tiffany and his talented artisans; the inspiration for my first two books came from this experience. I returned to my background in Panama to write about the textile art of the indigenous Kuna; my parent’s love of Panama’s culture and mola collection served as inspiration for the book on molas. The architecture book, currently in progress, was inspired by the design work of my great uncle J.M. Hirschman for Walker & Gillette.
David R. Curry is Managing Principal of davidrcurryAssociates, an intellectual services firm with competencies in nonprofit governance and leadership; knowledge/heritage stewardship and supporting digital strategies; market positioning, brand engineering and reputation management; and policy development and issues management, among other specialties.

Prior to forming davidrcurryAssociates, David served as Vice President, Corporate Public Affairs for Unisys Corporation, the global, $6 billion information technology services firm. He was a member of the senior management team for over two decades, during which he led the company’s public affairs function. In this role he led issues management activities; corporate brand, market positioning and identity programs; executive, customer, and employee communications; the company's network of corporate and research libraries and historical archives; civic development and community relations; philanthropic and sponsorship programs; sales and marketing development programs, and a range of special corporate initiatives. He directly supported special requirements for the Office of The Chairman during four successive Unisys CEOs from 1983 to 2002.

In the museums/archives space, David’s work has ranged widely. He currently serves on the Advisory Council for Center for the Future of Museums (American Association of Museums). He recently completed nine years of service as a trustee of The Franklin Institute Science Museum (Philadelphia).

He led the team in creating the Burroughs Corporation Historical Archives in preparation for the company’s centennial celebration in 1984, which he led as organizing chair. This collection of documents, glass slides, photographic and film materials, 3D objects and technology artifacts was eventually donated to the Charles Babbage Institute for the History of Information Processing at the University of Minnesota in the 1990s. In 1997, David was recognized by the Board of the Babbage Institute for his “extraordinary contributions” in creating one of premier archival resources on the history of the computing industry.

David worked with the Smithsonian during the 1990s on two major exhibitions relating to computing. The first was with the National Museum of American History’s “Information Age” exhibit which spanned the development and societal impact of computing and communications from the 1850s forward. He provided strategy and conceptual counsel to the project, and facilitated archival research and other support. He also worked with the Air & Space Museum on its major “Computing in Flight” exhibit and subsequent exhibits that have explored the role of computing technology in flight and in space exploration. He continues active relationships with current Smithsonian staff on various digitization initiatives.

David led formation of and helped manage the collaboration among Unisys, the University of Pennsylvania and the Greater Philadelphia First Foundation as the organizing institutions for the 50th anniversary of ENIAC in 1997. This effort involved a number of regional and national organizations from the civic, academic and commercial spheres, and culminated with Vice President Al Gore dedicating a permanent exhibit on Penn’s campus. David was a co-leader of the organizing committee and provided leadership to collaboration efforts involving the Smithsonian and many other institutions which touched the development of the ENIAC and early computing history. He also provided conceptual counsel on the design of the permanent exhibit.

His work with science museums has spanned the last twenty years, anchored in his work with the Franklin Institute Science Museum in Philadelphia. He guided the formation of the Corporate Partner program at the Franklin, and facilitated Unisys Corporation’s role as the first partner in the program. He has provided conceptual counsel to a number of exhibit projects during this period.

He was instrumental in forging collaboration among twelve science museums in the U.S. and internationally to create the Science Learning Network, an NSF-funded project which explored the meeting point between museum expertise in
conceiving and building interactive exhibits and the emerging interactive space on the web. The principal science museums or museum organizations in the U.S. included the Exploratorium/San Francisco, Miami, Boston, Oregon, and Minneapolis. Internationally, the collaborators included Singapore, Japan, London, Helsinki, Paris, Mexico, Venezuela and others. The project was honored by UNESCO which awarded its Diderot Prize to the Science Learning Network for outstanding contributions to the public understanding of science.

His work on special historical celebrations included the Burroughs Centennial and ENIAC 50th as above, as well as the 25th anniversary of the Arts Foundation of Michigan, the 50th anniversary of the Friends of the Detroit Public Library, and the 150th anniversary of the Germantown Cricket Club. He conducted archival research, provided strategy and conceptual counsel, planning, program design and execution for these celebrations.

David is also a co-founder and Executive Director of the Center for Vaccine Ethics and Policy (CVEP), a joint program of the Penn Center for Bioethics, The Wistar Institute Vaccine Center, and the Vaccine Education Center of the Children’s Hospital of Philadelphia. CVEP focuses on ethical and policy issues associated with the full vaccine life cycle from basic discovery and bench science to clinical trials to manufacturing and market deployment to global public health strategies and immunization campaigns. He became an Associate Fellow of the Center for Bioethics in 2010 and prior to that appointment was a Visiting Scholar at the Penn Center for Bioethics from 2005.

David enjoys a strong record of leadership and governance service with nonprofit organizations in the sciences, arts and education sectors. As noted above, he currently serves on the Advisory Council for Center for the Future of Museums (American Association of Museums), and recently completed nine years of service as a trustee of The Franklin Institute Science Museum (Philadelphia). He also serves on the board of the International Literacy Institute/National Center for Adult Literacy of the University of Pennsylvania, and on the Executive Committee of the Hilton Humanitarian Prize Collaborative.

He has served on the board of the Philadelphia Committee on City Policy, and as a member of the Executive Committee of The Philadelphia Liberty Medal. Earlier, David served on the board of the Detroit Symphony Orchestra and the board of Arts Midwest, the seven-state, regional arts service organization involved in a range of arts programming and granting management of National Endowment for the Arts and other funds.

David served as president of the board of The Arts Foundation of Michigan, as vice president of the board of the Friends of Detroit Public Library, and as chairman of the Michigan Center for the Book (Library of Congress), among others. He is President Emeritus and served on the Board of Governors of the Germantown Cricket Club (Philadelphia, 1854), one of the oldest and most diverse private athletic and social clubs in the nation. He has been honored by a range of organizations for his governance and leadership service.

David earned a B.A. in Philosophy with High Distinction and Phi Beta Kappa from the Honors Program at Wayne University in Detroit, Michigan. He also holds an MS in Information and Library Science from Wayne. He earned a Scientific Honors diploma from the University of Detroit Jesuit High School.

* * * *
Witold (Wit) Ostrenko
(813) 987-6300 - Museum
(813) 841-3270 - Cell
Tampa, Florida 33617
wostrenko@mosi.org

Professional Preparation
Bachelor of Science, Zoology, Florida Atlantic University, December 1969
Master of Science, Aquatic Ecology, University of Miami, May 1978
Doctorate of Philosophy, Oceanography, Nova University, a.b.d.
Training in Russian/English scientific translation

Professional Associations: Most Recently. President of the international Association of Science and Technology Centers.
Washington, D.C. Serving/representing the science center and museum field world wide. Founding Board President of the Florida Association of Museums. Founding Member of FAST (Florida Association of Science & Technology).

1987 to Present - Museum of Science & Industry, Tampa, Florida
President and CEO of MOSI Science Center, Inc. 1990-present. Responsible for board development, fund raising, long-range and strategic planning. Accumulated and developed $110 million asset including 75-acre site, 318,000 square feet of facilities including a) Science Center; b) Whitney Andrews Lang Center for Learning; c) IMAX Dome® Theatre; d) Children’s Science Center - Kids In Charge!; e) Science Library; f) Preschool and Middle-Grade School - 560 students; g) The Saunders Planetarium; h) Laboratories, Weather Simulators, and Classrooms. Leads Nature Tours by land, sea, and air.


New Energy Center to distribute information world wide on how to utilize alternative and sustainable energy opening 2011-2015.

July 1995 completed Phase 1 of a 15-year master plan. Expansion (200,000 sq. ft) designed by Antoine Predock triples original size to 265,000 square feet located on 65 acres. The $36 million expansion includes an IMAX Dome Theatre and Living System for water treatment. It contains the nation's first public library, Head Start School, and elementary school-science center-university relationship. Has staff of 103, budget of $8.5 million, 600,000 visitors, and 10,000 member households.

Director of Museums for Hillsborough County 1987-1995. Responsible for developing the original site into a state-of-the-art science center on 47 acres. The 65,000-square-foot facility had a staff of 33, a $3 million revenue, 375,000 visitors, and 3,500 members.

Assistant Director/Marketing Director 1982-1987 of new 35,000-square-foot history museum in a downtown cultural facility designed by Philip Johnson, which contained both a Fine Arts Center and Public Library. Full responsibility for attendance, public relations, membership, and fund-raising efforts (corporations, individuals, deferred giving). Assisted with board development. Active in Chamber of Commerce Corporate Responsibility committee.

Education Director 1979-1982. Responsible for fund raising and fiscal planning for education department. Initiated and developed history museum education program including community tours, enrichment classes, outreach activities, museum demonstrations, and volunteer activities. Designed educational components for new facility exhibitions. Developed history curriculum for all educational programs including school programs, public demonstrations, and human interpretation of archaeological and historic sites. Led seven-day historic/ecological Everglades tours and ten-day historic/ecological Florida Keys tours for Smithsonian Field Series.

1976 to 1979 - Museum of Science, Miami, Florida
Director of Education. Developed and directed science education programs including hiring and supervision of six full-time and 47 part-time staff and instructors. Trained and supervised 100 plus volunteer docents. Was responsible for fiscal planning of budget and fund raising for program activities. Specialized in Children’s Outdoor natural history activities.
1974 to 1976 - Graduate Student, University of Miami, Coral Gables, Florida

Instructor of laboratory classes, including lectures, demonstrations, tutoring, and testing in General Biology and Genetics. Research in aquatic ecology and small mammal population studies. Familiar with ecological methods, anatomy, and physiology.

1970 to 1974 - United States Coast Guard

Honors
Florida Association of Museums
- Lifetime Achievement Award
- Innovator Award
Hispanic Heritage – Amigo Award; friend of the Hispanic community

Selected Presentations
Annual presentations at ASTC, AAM, FAM and other regional and local venues on Leadership, Education, Science and Creativity.
Private Consulting on Planning, Design and Group Dynamic Facilitation.

Selected Publications
Ostrenko, W. and F. Steier; Conversations as a Core Process; Creating a Culture of Dialogue in Juanita Brown and David Issac in The World Café; Shaping our futures through conversations that matter, Shaffer, Berrett; Kohler 2005


Synergistic Activities
Smithsonian Associate Field Trip Leader – Everglades and Big Cypress
Association of Science Technology Centers Conference – Problem Solving Techniques, 2001
Advisory Board, Cultural Institutions Management Program, 2001 to present
Advisory Board, American Association of Museums, Museums & Community, 2000-2001
Association of Science Technology Centers Conference – Contemporary Exhibit Design, 2000

Collaborators and Other Affiliations
Collaborators
Dr. Fred Steier, University of South Florida, Tampa, Florida
Dr. Judith Lombana, Hillsborough County School System, Tampa, Florida
Dr. Anita Goel, Nanobiosym, Boston, Mass.
Dr. Frank Mazzotti, Urban Wildlife Specialist, Ft. Lauderdale. FL
Museum Experts Team Member

GLENN G. WILUMSON

9821 SW 55th Road
Gainesville, FL  32608
352-273-3072
gwillumson@arts.ufl.edu

University of Florida
School of Art and Art History
P.O. Box 115801
Gainesville, FL 32611-5801
352-392-0201, ext. 234

Employment

2001- Professor of Art History and Director of Graduate Program in Museum Studies, University of Florida
1990 Visiting Professor, Department of Art History, University of California, Irvine
1987 National Writing Project Fellow
1971-1981 Teacher, California Secondary Schools
Lifetime Teaching Credential, State of California (1976)

Education

Doctor of Philosophy in Art History, University of California, Santa Barbara. 1988.
Master of Arts in Art History, University of California, Davis. 1984.
Bachelor of Arts in English, cum laude, St. Mary's College, Moraga, California. 1971.

Selected Publications


“‘Photographing under Difficulties:’ Andrew J. Russell’s Photography for the King Survey,” in Framing the West (New Haven: Yale University Press, 2010), 175-86.


“History Museums and Indicators to Assess their Impact on Quality of Life in their Communities,” an essay in Contribution of Historic Preservation to the Quality of Life in Florida: Technical Report, Tallahassee: Florida Department of State, 2006, section V, unpaginated (32 pages).


Selected Academic Awards and Honors

Bill Lane Fellow, Stanford University, Fall 2008.
Beinecke Fellow, Yale University, 2007.
Florida State Grant, Department of State, 2005-06.
Part of an intercollegiate team that included the Colleges of Law, Recreation and Tourism, Architecture and Historic Preservation.
National Endowment for the Humanities Summer Institute Fellow, 2005.

Selected Lectures

Keynote address at “Gallery Praxis,” a collaborative conference associated with the National Art Education Association and the John and Mable Ringling Museum of Art, January 11-13, 2007.

Selected Curatorial Projects

Historic Moments in St. Augustine’s History, Government House, St. Augustine, Florida, 2009. (Co-curated with seminar students)
FACULTY POSITION

2010-present  Associate Director, Center for the Humanities and the Public Sphere, UF

2011-present  Lecturer, Department of Sociology and Criminology, & Law, UF

2007-2010  Research Scientist, Center for Studies in Higher Education, University of California, Berkeley

2007  Project Manager, the Future of Scholarly Communication and Meaning and Locus of Peer Review for Publication, both funded by the Andrew W. Mellon Foundation

EDUCATION

2009  Ph.D., Sociology, University of Exeter, UK
* Awarded an Honorable Mention by the 2010 ASA Dissertation Award committee.

2005  M.Res. (Masters of Research Methodology), Sociology, University of Exeter, UK
Graduated summa cum laude

2003  B.A., Sociology & Anthropology (Minor, Interpretation Theory), Swarthmore College, PA
Graduated with High Honors, Phi Beta Kappa

OTHER RESEARCH AND EVALUATION EXPERIENCE

2003-2007  Research Associate, Center for Mobile Communication Studies, Rutgers University
Designed, conducted, and published research on digital technologies and information-seeking.

2005  Research Assistant, School of Education and Lifelong Learning, University of Exeter
Provided research support to Professor Gert Biesta on evidence-based practice in education.

2003-2004  Research Consultant and Evaluator, Department of Drama, University of Exeter
Action research of On the Edge, an applied drama about first-episode psychosis. On the Edge won the UK Department of Health’s 2005 Health and Social Care Awards in the Southern region.

2000-2001  Intern, La Délégation aux Arts Plastiques, Le Ministère de la Culture, Paris, France
Created a national database of museum frequetnation and education programs.

2001-2002  Assistant to Outreach Coordinator and Evaluator, InterAct Theatre Company, Philadelphia, PA
Prepared, instructed, and evaluated NEA-funded theatrical residencies focusing on conflict resolution in juvenile detention centers. 2000 Barrymore Recipient for Best Education Department.

1992-1998  Archival Assistant, Special Collections, Arizona State University, Tempe, AZ
Assisted in processing book, manuscript, and photographic collections, cataloguing new books.

SELECTED PEER-REVIEWED PUBLICATIONS AND WHITE PAPERS


**SELECTED INVITED PRESENTATIONS**


“Understanding Digital Natives” web seminar, 4 May 2010. Presented by the Society for Scholarly Publishing (SSP) in collaboration with the Association for American University Presses (AAUP).


**SELECTED SERVICE**

At UF: Creative Campus Committee, Committee for Civic Engagement, University Library Committee, Faculty Senate, Data Lifecycle Committee, Qualitative Research Board, Social Entrepreneurship Board

*Founding Editor:* *Music and Arts in Action (MAiA)*

*Referee:* *Digital Humanities Quarterly, Museum Anthropology, Sociological Theory, Theory and Society*
EDUCATION

Ph.D., Department of History, Duke University, May 2000.
B.A., The Evergreen State College, 1990

PROFESSIONAL EXPERIENCE

Director, Samuel Proctor Oral History Program, University of Florida, 2008-Present.
Associate Professor, Department of History, University of Florida, 2008-Present.
Associate Professor, Department of Community Studies, University of California, Santa Cruz, 2005-2011.
Assistant Professor, Department of Community Studies, UC-Santa Cruz, 2001-2005.
Visiting Assistant Professor of History and Documentary Studies, Duke University, 2000-2001.

PUBLICATIONS: BOOKS


PUBLICATIONS: SELECTED ESSAYS


BOOKS IN PROGRESS:


Our Separate Struggles Are Really One: African American and Latina/o Histories (Boston: Beacon Press, manuscript under contract )

SELECTED AWARDS AND HONORS: Presented with The Key to the City of Ocoee, Florida by Mayor S. Scott Vandergrift, January 18, 2010. (For delivering MLK Keynote Address.)

Harry T. and Harriett V. Moore Book Prize, 2006, Florida Historical Society and the Florida Institute of Technology, for Emancipation Betrayed: The Hidden History of Black Organizing and White Violence in Florida from Reconstruction to the Bloody Election of 1920


Carey McWilliams Book Award The MultiCultural Review (outstanding work related to the U.S. experience of cultural diversity) for Remembering Jim Crow (2002).

Project Award for Outstanding Use of Oral History, 1996, Oral History Association, for “Behind the Veil” project.

Key Libraries Staff
Judith C. Russell

Home:  
516 NE 4th Street  
Gainesville FL 32601  
(202) 262-6501  
russell@erols.com

Office:  
P.O. Box 117000  
Gainesville FL 32611-7001  
(352) 273-2505  
jcrussell@ufl.edu

Recent Experience:

2007 to Present  
University of Florida  
Dean of University Libraries  
• Leads the George A. Smathers Libraries, the largest information resource system in the state of Florida, with a permanent staff of 225 and a budget of $27 million  
• Responsible for research services and scholarly resources to support the diverse academic and research interests of the University’s students and faculty

2003 to 2007  
U.S. Government Printing Office (GPO)  
Superintendent of Documents (Managing Director, Information Dissemination)  
• Leads the agency in providing public access to information published by the U.S. government and establishing the policy guidance and strategy for its information dissemination programs with a combined staff of 220 and income of $70 million  
• Responsible for GPO’s Library Services and Content Management business unit that includes the Federal Depository Library Program, the Cataloging and Indexing Program, the International Exchange Service and GPO Access, the agency’s online public access databases  
• Responsible for GPO’s Publication and Information Sales business unit that sells U.S. government publications and provides reimbursable distribution services to Federal agencies  
• Serves as the primary spokesperson and advocate for GPO’s information dissemination programs  
• Collaborates and negotiates with other Federal agencies to ensure no-fee permanent public access to published Federal information through GPO information dissemination programs  
• Consults with the professional and scholarly library and information science communities on the future roles of libraries, educational requirements for the next generation of information professionals and essential retraining for existing professionals

1998 to 2003  
U.S. National Commission on Libraries & Information Science (NCLIS)  
Deputy Director  
• With Commissioners and Executive Director, responsible for development and implementation of NCLIS policy and communication of policy recommendations to the Administration, the Congress and other interested individuals and organizations  
• Responsible for NCLIS administration, including financial management, appropriations, contracts and purchasing, personnel, publications management, and information technology  
• Organized hearings on Kids and the Internet, Library and Information Services for Individuals with Disabilities, School Librarians: Knowledge Navigators Through Troubled Times, and the proposed closing of the National Technical Information Service (NTIS)  
• Produced A Comprehensive Assessment of Public Information Dissemination; Trust and Terror: New Demands for Crisis Information Dissemination and Management and Public Sector/Private Sector Interaction in Providing Information Services

1996 to 1998  
IDD Enterprises, L.P.
Director, Government Services Division, IDD-Digital Alliances
- Responsible for introducing IDD products and services into the Federal, state and local government markets, including management of the sales and sales support staff
- Responsible for IDD responses to Requests for Proposals (RFP)
- Provided business analysis and specification of requirements (proposals) for IDD custom websites such as Smith Barney Access and Liberty Leaps

1991 to 1996
U.S. Government Printing Office
Director, Office of Electronic Information Dissemination Services (EIDS)
- Responsible for GPO Access Online information services, including implementation of the Superintendent of Documents’ World Wide Web site
- Responsible for the design, marketing, documentation, user support and training for all GPO electronic products
- Managed the sale of electronic information, including over 75 CD-ROM titles and a wide variety of other Federal information in various formats

Director, Library Programs Service
- Responsible for the Federal Depository Library Program, the International Exchange Service, and the Cataloging and Indexing Program (Monthly Catalog of US Government Publications)
- Performed as a dual assignment for 16 months while also serving as Director, EIDS

Director, Information Dissemination Policy
- Responsible to the Public Printer for development and implementation of internal and external information policy objectives

1988 to 1991
Mead Data Central [Lexis-Nexis]
Government Market Manager
- Responsible for coordination of activities to advance the development of federal, state and local government markets for the LEXIS/NEXIS services, including coordination of sales and promotional activities, development of federal, state-wide and group contracts, submission and negotiation of annual FEDLINK contract, and development of custom pricing proposals for other customer groups

1986 to 1988 & 1982 to 1983
Russell Associates
Management Consultant
- Provided strategic planning, acquisition/competition analysis, product design and enhancement, and marketing services to information companies, trade associations, government agencies and libraries

Current Advisory and Editorial Boards:
- Present-elect of the Association of Southeastern Research Libraries (ASERL)
- Association of Research Libraries (ARL) Board of Directors
- University of North Carolina, Chapel Hill, School of Information and Library Science Board of Visitors, 2006 - [http://silis.unc.edu/]

Special Awards:
- Special Libraries Association’s Professional Award (2005) “For outstanding contributions to the global community of information professionals...”
- Federal Computer Week’s Federal 100: The Readers’ Choice Awards (1993) “In recognition of those individuals who have made a difference over the past year in the federal information technology community... ”

Education:
- Master of Science in Library Science, The Catholic University of America, Washington, DC
- Bachelor of Arts, Cum Laude, Dunbarton College of the Holy Cross, Washington, DC

Key Libraries Staff
Rachel A. Schipper, Ph.D., University Librarian

University of Florida, Associate Dean/Technology & Support Services, University Libraries, 2009-Present
Division of 110 staff and faculty within 7 units: acquisitions; cataloging and metadata; interlibrary loan, electronic reserves, circulation policy and copyright services; digital services and shared collections; information technology; and, facilities (12 buildings). Coordinates representation for the Mellon-funded Open Library Environment (OLE) project. Board member of the Northeast Florida Library Information Network, the Panama Canal Museum, and member of the Panama Canal Society.

Georgia College & State University, Dean, Library & Instructional Technology Center, 2004-2009
Responsible for construction and renovation of the 150,000 square foot facility housing collections, instructional technology, and the museum. Prominent archival collections Flannery O’Connor manuscripts and the papers of Senator Paul Coverdell.

Coordination includes BlackBoard/WebCT and online instruction, Media Production Resources (UTV and AV), the iPod Initiative, and the Instructional Technology Center (11 computer labs). Chair, Conflict Resolution Committee, and served on the Chancellor’s Committee for Alternative Dispute Resolution, Regents Academic Committee on Libraries (RACL), and Chair, e-collection development (RACL).

Shepherd University, Dean, Library and Information Sciences, 2000-2004
Oversight for construction and renovation of the 95,000 square foot facility housing the senatorial collection of Robert C. Byrd, the Scarborough Library, the galleries, and audio visual services. Developed the Scarborough Society—the Friends of the Library—and chaired the Strategic Technology Planning Committee. Chair of the Institutional Management Committee, successfully submitting both a Title III Planning Grant and a Title III grant.

Florida Institute of Technology, Assistant Director, Information Services, 1993-2000
Management of web enhancement, technology, fundraising, media and technical services, and facilities. Co-founder of the Friends of the Evans Library providing the funding to renovate the public gallery spaces with design assistance from the National Gallery of Art. Co-founder of the Enhancing Teaching Excellence Committee, served on the Center for Distance Learning Advisory Board, and the Central Florida Library Cooperative Board of Trustees.

The University of Maryland, McKeldin Library, Catalog Librarian, 1991-1992


The Pennsylvania State University, Pattee Libraries, Hispanic Bibliographic Specialist, 1987-1990

Ed.S. and Ph.D. The Florida Institute of Technology, Computer Science
M.L.S. The University of Maryland, Library Science
B.S and M. Ed. The Pennsylvania State University, Art Education/Museum Studies

Gallery Management: Kern Graduate Commons; Zoller Gallery; member Palmer Art Museum; art certification K-12, Panama (Curundu Jr. High)

Publications
PROFESSIONAL EXPERIENCE

University of Florida (UF) Libraries
Grants Manager (October 2008 to present)
Responsibilities include: all pre and post award activities related to grants projects for nine university libraries. Initiated grants management program for training and mentoring librarians and support staff in grant seeking, submission, and post award activities with emphasis on collaborative projects within UF and beyond. Manage all grant-related activities from idea-stage to project completion including developing budgets, project planning and strategies, interfacing with funders, grant writing, and researching funding opportunities. In fall 2009, established a student grants training program (820 students to date), for finding and preparing fellowship applications, with Graduate School and NSF-funded Innovation through Integration and Institutionalization (I3) program. Consistently working with Division of Sponsored Research and Contracts & Grants personnel for pre and post award management to ensure compliance with university/sponsors’ policies, setting up contracts and revising award budgets/project plans.

ASK Associates
Principal (May 1995 to present)
Responsibilities vary according to contract, including: writing and managing grants programs, developing projects and collaborations; facilitating planning retreats; creating feasibility studies for new programs; advising executives and board members on management issues; networking with funders, troubleshooting within community to mend relationships, and training staff members to perform grants and other management functions. Client organizations have included: arts and culture, community development, healthcare, education, social service and philanthropic agencies.

University of Arizona Libraries
Grants & Revenue Manager (May 2005 to September 2008)
Responsibilities included pre and post award grants management. Initiated grants seeking program for training and mentoring librarians and staff in grant seeking and post award activities with emphasis on collaborative projects. Managed all grant-related activities including developing budgets, project planning and strategies, interfacing with funders, writing, and researching. Consistently worked with Sponsored Projects Department, pre and post award, to ensure compliance with university/funders policies, setting up contracts and revising award budgets/project plans. Developed assessments and plans for revenue generating activities. All processes were carried out in a team-based organizational environment. Constantly provided facilitation services for collaborative projects, meetings and planning retreats. Served as adjunct instructor for the School of Information & Library Services for a graduate course in grantsmanship.

Nonprofit Resource Institute (NRI)
Co-Founder, Interim Executive Director, Consultant (May 1998 through February 2001)
Provided comprehensive resources for improving the management and governance of nonprofit organizations in Palm Beach and Martin Counties. Co-founded NRI utilizing an asset-based approach for providing technical assistance and training. Presented three workshop series serving over 400 participants in these categories: governance/operations; funding; programs/evaluation; and, marketing/communications. Provided one-on-one technical assistance and board training to more than 350 organizations/government entities. Collaborated to strengthen nonprofit grantee compliance for the Quantum Foundation, MacArthur Foundation, Community Foundation, Lost Tree Foundation, United Way, Palm Healthcare Foundation, and Children’s Services Council.

Community Foundation for Palm Beach & Martin Counties
Program Officer (October 1994 – May 1995)
Managed grant review and funding allocations for Social Service, Human and Race Relations, and Arts and Cultural programs in Palm Beach and Martin Counties; staffed Human and Race Relations planning committee with board/community leaders.

Palm Beach County Cultural Council
Director of Grants & Organization Services (September 1989 – October 1994)
Provided grants management of $2 million in public tourism tax funds annually to 45 Palm Beach County cultural organizations; developed/managed all government and foundation grant applications/awards for Cultural Council programs; trained cultural organizations/artists to prepare government, foundation, and corporate grant applications; provided management technical assistance to cultural organization staff/board members; presented monthly Cultural Executives Committee events; and provided consulting services for planning and arts-in-education projects statewide.
Pinellas County Arts Council

Managed all financial activity ($400,000 annual budget) of public/private local arts agency, implementing fund accounting. Managed all grant programs including local, state and re-granting programs, and coordinated local and state government audits. Arts in Education Programs Manager (1987 – 89) Negotiated artist contracts; communicated with professional artists for Arts-in-Education program; scheduled programs; designed curriculum and survey materials for school system distribution; implemented new programs; provided consulting to community artists/arts organizations; guest speaker for community functions; provided staff training/development for educational organizations; and staffed fund-raising/education committees.

EDUCATION/CERTIFICATIONS
2003 Florida Atlantic University, Boca Raton, FL: Master of Nonprofit Management
1978 University of Southern California, Los Angeles, CA: Bachelor of Music in Clarinet Performance
1976 Rollins College, Winter Park, FL: Music and Environmental Studies

2009/2003 International Association of Facilitators: Certified Professional Facilitator
2002 AchieveGlobal: Certified Trainer: Frontline Leadership and Leadership for Results Modules
2002 Raising More Money Model Training Certification for Board Members
2000 Drucker Foundation: Board Self-Assessment Process
2000 National Center for Nonprofit Boards: Critical Components of Effective Governance

RECENT INSTRUCTOR/WORKSHOP PRESENTER/FEATURED SPEAKER/FACILITATOR
2011 University of Florida, Land Grant Agricultural Knowledge Discovery System Virtual Conference
2011 University of Florida, Intro to Grants Seeking and International Funds for College of Education
2011 University of Florida, Intro to Grants Seeking for McNair Scholars Program
2010 University of Florida, Strategic Planning Retreat for Department of Biology
2010 University of Florida, CoLAB Planning Series® for Honors Freshman Students in the Sciences
2010 University of Florida, Grants Seeking for Museums (Part 1 and 2)
2010 University of Florida, CoLAB Planning Series® for Women in Science and Engineering
2010 Florida State University, CoLAB Planning Series® for statewide Scholarly Communications Workshop
2010/2011 University of Florida, Grant Seeking Basics for International Students
2010/2011 University of Florida, Collaboration Basics for Grant Seekers, Grant Writing Course, PhD candidates
2009/2010 University of Florida, How to Apply for NSF Doctoral Dissertation Improvement Grants (Biology/Various)
2009/2010 University of Florida, How to Apply for National Science Foundation Graduate Assistant Fellowships
2009 Florida Atlantic University, Into to Grant Seeking, Grant Writing Course, Nonprofit Management
2009 University of Florida, CoLAB Planning Series® for College of Fine Arts Fall Faculty Meeting

ASK ASSOCIATES, Inc. CLIENTS and CONTRACT SERVICES (Examples)

MANAGEMENT SUPPORT ORGANIZATIONS
- Nonprofit Resource Institute (Palm Beach County): Program Development Services for creation of organization from inception; Board Development; Grants Preparation and Reporting; Workshop Series development and implementation for two series; facilitation/technical assistance to over 400 organizations. Organizational development for new initiative: Interfaith Health & Wellness Association; Training Services to nonprofit boards; CoLAB Planning Series® for 100 organization representatives
- Nonprofit Resource Center (Broward): Various Training Services
- Volunteer Broward: Board Planning Retreat
- Junior League of Boca Raton: CoLAB Planning Series

FUNDERS
- Community Foundation for Broward: CoLAB Planning Workshops
- Children’s Services Council: Planning Services for Family Resource Centers, AchieveGlobal Frontline Leadership
- Community Foundation for Palm Beach & Martin Counties: Grantee Organization and Program Consulting Services;
- Quantum Foundation: Organizational Development Services for Grantee Organization
- Palm Beach County Cultural Council: Training Services for new grants administrator
- Pew Public Education Fund/Education Foundation: Facilitation of Palm Beach County’s Arts Education Plan
- United Way/CSC: CoLAB Planning Series for HIV Prevention for Teens resulting in collaborative grant proposals
- United Way of Martin County: Training for grantees; CoLAB Planning Series for Martin County Literacy
- United Way of Palm Beach County: Collaboration Planning & Grant Writing Services
- Education Foundation of Palm Beach County: Introduction to Grant Writing for Teachers

Key Libraries Staff
Chelsea Dinsmore
International and State Documents Librarian
Assistant University Librarian

Education:
University of Texas, Austin, Library and Information Science, MLIS, 1997
University of Florida, History, MA, 1994

Work Experience:
University of Florida Libraries, PO Box 110711, Gainesville, FL, 32611-7011
From: July 2004 To: Present
Title: International and State Documents Librarian
Rank: Assistant University Librarian
Scope of Duties:
The International and State Documents Librarian develops, evaluates and provides access and reference service for the collections of international and state documents housed in the George A. Smathers Libraries. Duties include oversight of and reference service for the European Union Depository and Florida Depository Library Program collection, monitoring standing orders for the publications of international organizations, and developing and maintaining contact with appropriate faculty and research centers on campus to determine program needs. Also supervises the activities of the international and state document processing unit and maintains and updates the International Documents page of the departmental website, provides general reference at the Documents Department desk, and occasional assistance on the Marston Science reference desk.

Special Assignments:
American and British History selector with collection management and bibliographic instruction duties. (Aug 2008- Aug 2012)
Interim Head of Inter Library Loan (May-Aug 2005)

Harry Ransom Humanities Research Center, University of Texas, Austin, TX
From: March 1998 To: October 2003
Title: Professional Librarian
Scope of Duties:
Created the Patron And Research Information System (PARIS), a cross-departmental database which tracks Ransom Center patrons and their duplication and use permission requests. This system replaced an amalgam of several department specific Filemaker files, with a centrally managed Access/Coldfusion relational database structure, usable by everyone. Last project worked on involved the development and integration of an information system to track the creation and storage of digitized items to accommodate several upcoming digitization initiatives.

Publications:
Books, contributed:


Articles, refereed:


Grants:
External:
- Principle Investigator, “Lincoln: The Constitution and the Civil War” a traveling exhibition and tour are funded by a major grant from the National Endowment for the Humanities (NEH) to the National Constitution Center. Applied for with Colleen Seale and Shelley Arlen.
- Principle Investigator, Social Entrepreneurs Film Program, PBS/Frontline World grant, $500 (direct), [Sep 15-Nov 17, 2008], a grant program to support screenings and discussions on social entrepreneurs.
- Principle Investigator, Let’s Talk About It: Jewish Identity and Imagination:
  o Demons, Golems, and Dybbuks: Monsters of the Jewish Imagination and Modern Marvels: Jewish Adventure in the Graphic Novel, American Library Association and Nextbook Grant $5000 (direct). [Jan 2008-April 2009].
  o Fathers and Daughters in a Changing World, American Library Association and Nextbook Grant, $1500 (direct), [Dec 2005-Dec 2006].
- Co-Principle Investigator, Digitizing Hansard’s British Parliamentary Databases, 2nd Series. Library Mini-grant program. $758.37 awarded to fund a pilot project for digitizing a sample of the Parliamentary Debates.

Membership and Service in the Profession:
American Library Association (ALA), member, 2004-present
- ALA Membership Committee, 2005-06
Government Documents Round Table (GODORT), member, 2004-present
- Membership Committee, committee appointment, Chair (05-06), 2004-07
- Steering Committee, 2005-06
- Publications Committee, committee appointment, 2007-09
- Cataloging Committee, IDTF Liaison, committee appointment, 2009-2010
International Documents Task Force, GODORT, ALA, member, 2004-present
- Chair 2011-2012
- Committee Liaison, GODORT Cataloging Committee, 2009-2012
- Agency Liaison for Council of Europe, task appointment, 2005-present

Florida Library Association, 2007-2009

European Information Association, 2006-2008

Key Libraries Staff
John Freund

University of Florida
George A. Smathers Libraries
Preservation Department
Gainesville, Florida 32611
352-273-2835

johfreu@ufl.edu

Education

B.A., Journalism, 1974, University of Minnesota
Internship, 1980-81, Sutro Library, San Francisco, California.
Internship, 1980-81, San Anselmo Theological Seminary, San Anselmo, California.

Professional Experience

San Francisco State University. Instructor, Bookbinding and Repair, 1981-1983.
Taught beginning classes in bookbinding through the School of Design And Engineering.


University of Florida, Smathers Library, 1988 to present.
Head, Conservation and Book Repair Unit of the Smathers Libraries Preservation Department. Supervises and trains staff and volunteers performing repair and maintenance of the circulating collections, performs complex treatments of restoration and maintenance of the Special Collections including leather restoration, flat paper and manuscript treatments such as deacidification and encapsulation, provides grant and project support, environmental monitoring and specialized reference and information on preservation to staff and general public.

Research Interests

Designer bindings and non traditional book binding.
Photographs, especially non paper photography (Daguerreotypes, ambrotypes, tintypes.)
Flat paper restoration.
Key Libraries Staff

**Samuel T. Huang**

University of Florida Libraries

P.O. Box 117000
Gainesville, FL 32611

**Title:** Associate Dean for Development & Advancement, University Librarian

**Employment:**
- **Associate Dean for Development & Advancement, University Librarian**, February 20, 2008- University of Florida
- **Associate Dean for External Relations, February, 2006 – February, 2008**
  University of Arizona Libraries
- **Assistant Dean for External Relations, May 2000 – February 2006**
  University of Arizona Libraries, Tucson, AZ (Full Librarian)
- **University Libraries Development Director, 1994 - April 2000**
- **Curator, Rare Books & Special Collections, September 1991-April 2000. (Rank: Professor)**
  Northern Illinois University, DeKalb, IL
- **Senior Research Librarian, October 1987 - September 1989. (Rank: Associate Professor).**
  Northern Illinois University, DeKalb, IL
- **Coordinator of Computer Reference Services, July 1985 - October 1987. (Rank: Associate Professor)**
  Northern Illinois University, DeKalb, IL
- **Coordinator of Library Services for the Physically Impaired, Coordinator of Career Collection and References, May 1980 - June 1985 (Rank: Assistant Professor)**
  Northern Illinois University, DeKalb, IL
- **Assistant Director, Undergraduate Library, 1978 - 1980 (Rank: Assistant Professor)**
- **Head, Interlibrary Loan Department and Reference Librarian, 1973 - 1978 (Rank: Assistant Professor)**
- **Head, Interlibrary Loan, Reference and Rare Books Librarian, 1966 - 1973 (Rank: Instructor).**

**Education:**
- M.S. Degree in Education, Northern Illinois University
- M.A. Degree in Library & Information Studies, Northern Illinois University
- B.A. Degree in English Language & Literature, Tamkang University, Taipei, Taiwan.

**Membership and Service to the Profession:**
- Chair of the Friends of Library Committee 2009-
- Association of Library Trustees, Advocates, Friends and Foundation Board member, 2008-
- Board director of Friends of Library, USA (FLOUSA 2003-2008)
- ALA LLAMA RFDS Committee 2005-2010, Re-elected for the second term, 2010-2012
- Academic Library Advancement and Development Network (one of eight founders), 1998-
- Board Member (Member-at-Large), Fund Raising & Financial Development Section (LAMA), 2003-
Horatio Alger Society Board Director, 2000 - 2003.

Academic Library Advancement and Development Network (ALADN) Conference Committee, 1999 -

American Library Association member 1975 –

Association of Fundraising Professionals member, 2004 –

Association of College Research Libraries (ACRL) Member 1975-

ACRL RBMS Rare Books and Manuscripts, 1975 -

ACRL ULS University Libraries Member 1975-

Horatio Alger Society Member 1999 –

Library Administration and Management Association (LAMA) Member 2000-

LAMA PRMS Publication Relations and Marketing Section 2000-

LAMA FRFDS Fundraising and Financial Development 2000-

Selected Scholarly Presentations: (Invitations)

06/23/2010 "Things you wish to know about fundraising in Libraries but do not know where to begin: Roadmaps to fundraising success." ALA Annual Conference, Washington, D.C. (Invited by FOLUSA)

06/16/2010 "Development Officers as Managers." 2010 DORAL Annual Meeting, Cornell University, Ithaca, NY.

03/22/2010 "Collaborative Fundraising in Achieving the University's Mission: It is not all about the libraries," ALADN Annual Conference (Invited by ALADN Program Committee). Santa Monica, CA

03/21/2010 "Library Development 101: Nuts & Bolts." (ALADN Pre-Conference Program). Santa Monica, CA (Invited by ALADN Program Committee).

11/19/2009 "The Art of Fundraising" Presenter at the Art of Fundraising and Grant Writing Online Conference,( Invited by Alliance Library System, Learning Teams, LLC.) 1000 Attendees registered


Selected Publications:


All publications include 10 Book Chapters and 27 Journal Articles.
Key Libraries Staff

Paul S. Losch
Associate University Librarian
Latin American Collection, University of Florida
PO Box 117009
Gainesville, FL 32611
(352) 273-2745
plosch@uflib.ufl.edu

Library Work Experience

June 2002-Present
Operations Librarian, Latin American Collection, Smathers Library, University of Florida, Gainesville, FL.

April 2000-June 2002
Senior Library Technical Assistant, Latin American Collection, Smathers Library, University of Florida, Gainesville, FL.

Education

M.S. in Library and Information Studies, School of Information Studies, Florida State University, Tallahassee, FL, 2003.


Postbaccalaureate Teacher Certification Program, Framingham State College, Framingham, MA, 1994. Certificates for Spanish (Grades 5-12) and Social Studies (Grades 9-12), with endorsement for Bilingual Education.


Teaching Experience

August 2000-Present (various semesters)
Portuguese Instructor, Dept. of Spanish and Portuguese, University of Florida.

August 1995-June 1997
Teacher of English as a Second Language, Pan American School of Bahia, Brazil.

August 1994-June 1995
Spanish Teacher, Lancaster (MA) Middle School.

Professional Organizations

SALALM (Seminar on Acquisition of Latin American Library Materials). Member since 2002. Executive Board Member (2010-2013).

Selected Publications and Exhibits


“Then & Now: Celebrating 75 Years of Latin American Studies.” CLASNotes [Publication of the UF College of Liberal Arts and Sciences]. February 2006, pp.4-5.

Valk, Barbara G., Hispanic American Periodicals Index 2003, UCLA Latin American Center, 2004 [Contributing Indexer].


Languages and Travel

Fluent in English, Portuguese and Spanish. Reading knowledge of French.
Extensive Travel in Spain and Latin America
Key Libraries Staff

Randall David Renner
renner@ufl.edu

Education

Master of Fine Arts Degree in Creative Photography.

1987 - 1990  Florida State University, Tallahassee, Florida.
Bachelor of Fine Arts Degree in Photography; cum laude

Employment

2002-Present  University of Florida Libraries, Digital Library Center.
Operations Manager, Library Associate 3. Supervision of daily operations of the Digital Library Center including
Bibliographic Control, Imaging, Quality Control, Optical Character Recognition, and Archiving.

Photography Department.
Photographer
Responsible for implementation and daily operation of digital imaging services for the campus wide photographic service bureau; including equipment specification, integration, production, and quality control. Responsibilities also included photographing museum and library collections in a studio environment and on location. Other duties included traditional black and white photographic printing and processing, E-6 processing and maintenance, and other technical photographic processes.

Center for Instructional Technology and Training.
Training Specialist
Responsible for conducting training seminars of software programs to faculty and staff. This included development of graphic software training programs, and development of the Instructional Computing Activities Training Program. Various seminar content included: Digital Media, Web Site Development, Photoshop, Web Graphics, Digital Video, Acrobat, and The Effective Use of Laptops.

1999 – 2000  University of Florida, Department of Art and Art History.
Adjunct Assistant Professor
Responsible for curriculum development, instruction, and evaluation, and of the undergraduate digital arts class, Computer Art: Montage.

1998 – 2000  University of Florida Brain Institute, Teaching Lab Resources.
Audio Visual Specialist
Management of multimedia and classroom support activities within the Brain Institute, including multimedia auditorium, conference rooms, audio/video building distribution and Surgical Research and Training Lab. Scheduling, setup, and maintenance of all multimedia and teleconferencing equipment. Performed preventive and corrective maintenance, and instruction of multimedia resources to faculty and staff.
1994 – 1997
University of Florida, Biomedical Media Services, Photography/Graphics Departments.
Photographer
Responsibilities included the design and creation of photographic and graphic media including images, text, charts, and graphs. The processing, printing and digital transfer of biomedical, scientific, and public relations subjects in both film based and digitally generated formats for teaching, research, publication and display.

1994 - 1997
University of Florida, Department of Art, Gainesville, Florida.
Graduate Teaching Assistant / Instructor
Responsible for curriculum development, instruction, and evaluation of undergraduate photography courses in the Fine Arts department. Courses taught included Black and White Photography, Figure/Ground, and Image/Order/Idea.

1991 - 1993
U - Mac International Language Academy, Nishi-Koiwa, Tokyo, Japan.
Program Coordinator / Instructor
Developed specialized English language curriculum, and provided English language instruction to Japanese students of all age groups in business, classroom, and individualized settings.

1988 - 1991
Florida State University, Department of Art, Tallahassee, Florida.
Color Darkroom Manager
Designed, supervised and maintained the art department’s color darkroom facility consisting of a photographic studio, a 10 workstation color darkroom, and a Durst RCP-50 processor.
Key Libraries Staff

Lourdes Santamaría-Wheeler
l.s.wheeler@ufl.edu • (352) 273–2564

EDUCATION

Master of Arts in Museology 2009
University of Florida, Gainesville, FL

Bachelor of Fine Arts in Creative Photography, Minor in Art History 2003
University of Florida, Gainesville, FL

PROFESSIONAL EXPERIENCE

Exhibits Coordinator 2012 - present
George A. Smathers Libraries, University of Florida, Gainesville, FL
• Provide technical and design support for exhibits in library departments/branches
• Coordinate incoming and outgoing loans
• Coordinate scheduling and hosting of traveling exhibits
• Design physical and online exhibits, collateral materials and multimedia companion content
• Collect and analyze data for assessing the effectiveness of the exhibition program

Technical Trainer, Translator, and Designer 2006 - present
Digital Library of the Caribbean (www.dloc.com)
• Train local and international partner institutions in the digitization process, including adherence to copyright, metadata creation, specific equipment use, current digitization standards and image manipulation
• Contribute and translated content for the multi-lingual technical manual, website, promotional materials and software
• Design promotional materials including posters, bookmarks and multimedia presentations
• Transfer image-only designs into HTML and CSS for web display and online exhibit functionality

Museum & Special Projects Coordinator 2009 - 2011
Digital Library Center, University of Florida, Gainesville, FL
• Served as the primary liaison with museum partners
• Developed online exhibits
• Created supporting print materials and multimedia presentations for the Digital Collections
• Designed UF Digital Collections elements including page banners/headers and buttons
• Assisted patrons and faculty in locating originals featured in the Digital Collections as well as utilizing the digital objects in their research, publications, presentations and/or teaching
• Researched copyright of items to be included in the Digital Collections and/or digital exhibits

Digital Production Supervisor 2005 - 2009
Digital Library Center, University of Florida, Gainesville, FL
• Oversaw the primary digitization production queue, which included books, documents, photographs, and other archival materials
• Supervised imaging staff, including 1 full-time and 15 part-time employees
Prepared archival and library materials for digital imaging, including assessing need for preservation and equipment suitability
- Monitored imaging quality for adherence to digitization standards and best practices

SELECTED EXHIBITIONS

ARTBOUND 2011 The 2nd Annual Student Artists' Book Competition 2011
http://ufdc.ufl.edu/exhibits/artbound2011
- Designed and created online exhibit to complement temporary physical exhibit

A Celebration of Jewish Life and Culture Around the World 2011
http://ufdc.ufl.edu/exhibits/jewishculture
- Curated online exhibit with the Head and Senior Library Technical Assistant of the Price Library
- Designed all exhibit elements

30 Years of the Price Library: Treasures from the Isser and Rae Price Library of Judaica 2011
http://ufdc.ufl.edu/exhibits/30years
- Curated online exhibit with the Head and Senior Library Technical Assistant of the Price Library
- Designed all exhibit elements

Carteles: Cuban and Mexican Film Posters from the Efraín Barradas Collection 2010
http://www.dloc.com/exhibits/carteles
- Curated, designed and wrote corresponding texts for online exhibit

From Canals to Conservation: An Exhibit of the Historical Everglades 2009
http://ufdc.ufl.edu/swamp/exhibitover
- Curated and designed online exhibit

Photographic Formalities: from Ansel Adams to Weegee 2007
Samuel P. Harn Museum of Art, Gainesville, FL
- Assisted museum Registrar and Curator of Photography in exhibit preparation, including object packing, handling and transport from donor’s house to the museum
- Researched artworks/artists and wrote corresponding exhibit labels

PUBLICATIONS


SELECTED PRESENTATIONS

Society of Florida Archivists Annual Meeting 2009
"The Basics of Digitizing Collections" (with Laurie N. Taylor)

Florida Association of Museums Annual Conference 2008
"Developing Collaborative Opportunities to Increase Accessibility to Exhibitions and Collections Online" (with Dwight Bailey and Susan Cooksey)
Key Libraries Staff

Nina Stoyan-Rosenzweig

Education:

University of Michigan, Department of History, PhD – ABD
University of Pennsylvania, Department of Biology, Master of Arts, 1986-1991
Brown University, A.B. in Biology, magna cum laude, 1979-1984

Employment:

2001-present, University of Florida. J. H. Miller Health Science Center Libraries, Office of Senior Vice President, Health Affairs, and College of Medicine. Archivist and Ed. Coor. Create archives and history program; Director of Medical Humanities. Narr: Medicine & Medical Humanities programs, run Medical Student Reading Room activities.

Washington State University 1997-2000 Faculty member, Department of English, Assistant Director Writing Lab & Coordinator, English 102, Tier I and Tier II Reader, Placement Exams and University Writing Portfolio. Instructor, English composition; Adjunct Professor, Department of History.

1996-2001 University of Florida, BOE minority graduate school program talk on conducting historical research.

University of Florida History of Science Symposium.

University of Florida, BOE minority graduate school program talk on conducting historical research.

University of Idaho 1995 Assistant, Herbarium.

University of Pennsylvania College of Medicine 1994-1995 Laboratory Assistant, Department of Biology.

1992-1993 Adjunct Professor, Department of History.

Teaching Experience:

University of Florida 2011 (Fall) Undergraduate: (Un)Common Read course on H.G. Wells, The Island of Dr. Moreau.

(Spring) Undergraduate: (Un)Common Read course with focus on Barbara Kingsolver’s Animal, Vegetable, Miracle.

2008-present (Spring) Undergraduate courses: Medical Humanities and Clinical Practice, Junior Honors Seminar. Medical Student courses: Health and the Environment, 4th year elective; Lecturer, Biomedical Ethics course.

2007-present (Fall and Spring) Medical Student courses: Small group leader. Essentials of Patient Care I & II


2006-present Director of Medical Humanities Program with associated educational programs for medical students. (Fall and Spring) Medical Student Courses: Interdisciplinary Family Health

2004-2006 (Spring) Undergraduate courses: Junior Honors, medical humanities seminar.

2004-present (Spring) Medical Student courses: HEART, AMSA

2002-present Medical Student courses: various teaching commitments including: (Fall, Spring and Summer) Narrative Medicine and Medical Humanities elective; (Fall) Biomedical Ethics small group leader


Washington State University 1997-2000 Instructor, and Faculty, Department of English. Intro. to Writing; Hist. of Western Med.; Am. Slavery; Western Expl; Urban History.

* * *

May I. Led discussion on the movie I Am at the Hippodrome Theater, Gainesville.

2. * UF* Talk on Body Snatching and medical dissection, to accompany traveling exhibition on Frankenstein.

*March UF* Talk: History of African Americans in the medical profession, for SNMA meeting, University of Florida.

*2010 November 13, UF, Talk: Medical Tourism, for international health seminar.


*August, UF, Talk: HDM Lect. Series. Balancing the humans and easing the arteries: bleeding in western medicine.


*July, UF: Arts in Medicine Summer Intensive, Member of Discussion Panel on arts-in-medicine programs.

*May, CAHRE, Narrative Matters Conference, Fredericton, New Brunswick, Canada, Panel presentation on collaborative project on narrative with Department of English.

*March, Institute for Learning in Retirement, Talk: Media representations and pharmaceutical advertising.

*February, Institute for Learning in Retirement, Talk: Medical Tourism and Medical Ethics.

*2008 November, UF, Talk: History of Medicine Lecture Series: Dr. Cadle, Gatorade and the Promotion of Innovation.

*July, UF, Talks: 1. History of science class: Eugenics and the Black Stork

2. University of Florida, BOE minority graduate school program talk on conducting historical research.

*June, UF, Reflective Writing Session for Arts in Medicine Summer Intensive

February, Talks: 1. Pennsylvania State University College of Medicine: History of Medicine lecture series:** “Building Toward Perfection”: George Harrell’s Medical School Dreams and Realities


#Hippodrome Theater: Led discussion on movie, Gainesville, Fl.

Invited talk SNMA Conference History of African Americans in the Healing Professions, Jacksonville, Fl.

*October, Institute for Learning in Retirement: Invited talk: Mendel’s Theater: Popularizing Eugenics in America, Gainesville, Fl.

#Hippodrome Theater: Led discussion on movie Elsa y Fred, Gainesville, Fl.

#September: Invited attendance at Arnold P. Gold Foundation Biennial Meeting.

*June, UF, Invited talk: BOE minority graduate school program talk on conducting historical research.

*Invited talk: Creating a Culture of Humanism, COM, FSU

*April, Invited talk: Creating a Medical Humanities Program, COM, FSU

**March, Hippodrome Theater: Led discussion of movie The Diving Bell and the Butterfly, Gainesville, FL


* Generalists in Medical Education Conf: talk “Using theater for public health interventions in medical education” and roundtable “Teaching Medical Students to ‘See’”

#September, Invited attendance at Arnold P. Gold Foundation conference

*August, UF, CPET Talk History of medicine lecture.


#April, AAMC SSSA meeting Poster presentations and roundtable discussion.


*February, UF, HOS Society: Publicizing Eugenics

**2006 December, UF: Talk: The Black Stork: The History of Eugenics in America, HOM Series, COM

*October, UF: Talk: The History of the College of Medicine’s Early Faculty, 50th anniversary celebration, COM

*UF: Talk: History of Women in Medicine, HOM Lecture Series

#September, UF: Talk: History of Women in the Health Science Center. Changing the Face of Medicine special events

*April, Conducted writing workshop for HEART elective, Ben Leonard, CA

*February, SAHMS Conference talk: Building Utopia in North Florida.

**2005 December, UF: Talk: The Human Drama: Siting and Planning a Health Center, HOM Lecture Series, COM.

**March, UF: Invited Talk: The Extent of Eugenics Programs in the United States, HOS Society

*February, SAHMS Conference Talk: From Social Stigma to Phe the sore: Antibiotics and syphilis.

**2004- November, UF: Invited Talk: Infectious disease and history, HOM Lecture Series, COM

#September, Conference talk, presentation on innovative programs to eliminate racially-based health disparities

*May, UF: Talk: Infectious disease and history, HOM Lecture Series, COM.

*March, UF: Invited Talk: Women in Medicine at the University of Florida, talk for AMWA, COM

*February, Conference talk, N. Stoyan-Rosenzweig, M. Hudson, and E. Dunbar: Symposium: Eugen., her. & the body pol: pop. and ind understandings, SAHMS.

#February, UF Psychoanalysis and Narrative Medicine Conference: Paper presented and workshopped at roundtable.


**2002 November, UF: Talk: Eugenics and ideas about the nature of heredity- HOM Lecture Series, COM

*October, UF: Talk: Eugenics of H.G. Wells- HOM Lecture Series, COM

*February, UF: Talk: World medicine traditions and the idea of balancing the humors- HOM Lecture Series, COM

#2001 November, GEMCS Conference, Philadelphia, PA: Talk: Expanding the Domestic Sphere: Farm as Utopia

*September, UF: Invited talk: Popularizing eugenics- History of Medicine Lecture Series, COM


*N.C. Stoyan and Rosenzweig, R.F. Patterns of carbon allocation and energy change among yeast overexpressing glycolytic enzymes. Annual Yeast Genetics Meeting, Genetics Society of America. Madison, WI

**Publications:


**Articles:

The Post- Health Center News and Communications

Florida Physician

Society of Florida Archivists

Annotations:

Society of Florida Archivists

Key Libraries Staff

Laurie N. Taylor

Digital Humanities Librarian, Digital Library Center/Digital Services

University of Florida Libraries
ADDRESS:    Digital Library Center    TEL:  352.273.2902
Smathers Library    FAX: 352.846.3702
P.O. Box 117003    EMAIL: Laurien@ufl.edu
University of Florida
Gainesville, FL 32611-7003

EDUCATION:
Ph.D.  2006 University of Florida, English/Digital Humanities

RECENT POSITIONS HELD
2011 -         Digital Humanities Librarian, Digital Library Center/Digital Services, George A. Smathers Libraries, University of Florida
2008 – 2011    Interim Director, Digital Library Center, George A. Smathers Libraries, University of Florida
2006 – 2007    Associate Director, Flexible Learning, Division of Continuing Education, University of Florida

PROFESSIONAL AFFILIATIONS
Technical Director, Digital Library of the Caribbean & Caribbean Newspaper Digital Library
Technical Director, Florida Digital Newspaper Library
Editorial Board Member, International Journal of Gaming and Computer-Mediated Simulations
Representative, Delegate Assembly of the Modern Language Association
Member, American Library Association

RECENT AWARDS, FELLOWSHIPS, AND GRANTS
- Digital Humanities Collaboration (UF Faculty Enhancement Opportunity Grant; 2012)
- Digital Library of the Caribbean, Digital Scholarship and Scholar Support from Florida International University (FIU) Libraries (FIU Technology Fee Grant; 2011-2013)
- Caribbean Newspaper Digital Library (Department of Education; 2009-2014)
- America's Swamp: the Historical Everglades (National Historic Publications and Records Commissions, 2009-2011)

PUBLICATIONS
Selected Refereed Publications

SELECTED PRESENTATIONS
PARTNERSHIP STATEMENT

Complete one of these forms for each formal partner.

Legal name of applicant organization (5a from Face Sheet): University of Florida

1. Legal name of partner organization: Panama Canal Museum, Inc.
2. Partner DUNS number: 144619413
3. Mailing address:
   Street1: 7985 113th Street, Suite 100
   City: Seminole State: FL Zip+4: 33772-4785
4. Partner Web address: http://www.panamacanalmuseum.org
5. Partner project contact name: Joseph J. Wood
   Title: President
   Telephone number: (850) 668-8936
   E-mail: pccjoebev@comcast.net
6. Governing control of partner (choose one):
   ☐ State Government
   ☐ County Government
   ☐ City or Township Government
   ☐ Special District Government
   ☐ Regional Organization
   ☐ U.S. Territory or Possession
   ☐ Independent School District
   ☐ Public/State Controlled Institution of Higher Learning
   ☐ Indian/Native American Tribal Government (Federally Recognized)
   ☐ Indian/Native American Tribal Government (Other than Federally Recognized)
   ☐ Indian/Native American Tribally Designated Organization
   ☐ Public/Indian Housing Authority
   ☒ Nonprofit with 501(c)3 IRS Status (Other than Institution of Higher Education)
   ☐ Nonprofit without 501(c)3 IRS Status (Other than Institution of Higher Education)
   ☐ Private Institution of Higher Education
   ☐ Individual
   ☐ For-Profit Organization (Other than Small Business)
   ☐ Small Business
   ☐ Hispanic-serving Institution
   ☐ Historically Black Colleges and Universities (HBCU’s)
   ☐ Tribally Controlled Colleges and Universities (TCCUs)
   ☐ Alaska Native and Native Hawaiian Serving Institutions
   ☐ Nondomestic (non-U.S.) Entity
   ☐ Other (specify)

7. What is the partner organization’s mission? [500 characters] To document, interpret and articulate the role of the United States in the history of Panama, with emphasis on the construction, operation, maintenance and defense of the Panama Canal and the contributions to its success by people of all nationalities.
8. Describe the partner organization’s service area (audience served, including size, demographic characteristics and geographic area) [500 characters] The PCM’s constituency is spread throughout the US and around the world, with over 2000 members and donors, consisting primarily of former employees of the Panama Canal; members of the Defense Department and other US Agencies who served in Panama or the Canal Zone; contractors of those agencies; other residents of the Canal Zone and Panama; dependents of all the foregoing; and anyone having an interest in the preservation of the history of the United States in Panama.
9. List the partner’s key roles and responsibilities in the project: [1000 characters] The Panama Canal Museum has a shared responsibility with the University of Florida and others in the formulation of plans and ideas, providing funds from its own resources and assisting the advisory group in obtaining additional funding related to the creation and development of a major exhibit to commemorate the 100th Anniversary of the opening of the Panama Canal. The Museum will make available for the exhibit its entire collection consisting of documents, photographs, historical artifacts and other objects and materials, which are expected to comprise a significant portion of the exhibit. The Museum’s Board of Trustees is totally

CNR Number 2127-2074, Expiration date: 09/30/2013
committed to the project and will provide to the University of Florida/Panama Canal Advisory Group any background knowledge, expertise or historical perspective pertinent to the identification, interpretation and display of the materials to be used in the exhibit.

Please note:
A. Submission of this application by the Authorized Representative of the applicant organization reflects the partner organization's agreement with the following statements:
   • We will carry out the activities described above and in the application narrative.
   • We will use any federal funds we receive from the applicant organization in accordance with applicable federal laws and regulations as set forth in the program guidelines and the terms and conditions of the grant award.
   • We assure that our facilities and programs comply with the applicable federal requirements and laws as set forth in the program guidelines.
B. Prior to submission of the application, the applicant will ensure that the partner organization has provided to the applicant a signed original of this Partnership Statement for the applicant's records. Such original will be made available to IMLS, if requested by IMLS.

Prepared and submitted by:

Joseph J. Wood

President
Panama Canal Museum
July 24, 2011
PARTNERSHIP STATEMENT

Complete one of these forms for each formal partner.

Legal name of applicant organization (5a from Face Sheet): University of Florida

1. Legal name of partner organization: Florida Museum of Natural History, University of Florida
2. Partner DUNS number: 969663814000
3. Mailing address:
   Street1: 1659 Museum Road   Street2: PO Box 117800
   City: Gainesville State: FL   Zip+4: 32611-7800
4. Partner Web address: http://www.flmnh.ufl.edu
5. Partner project contact name: Douglas S. Jones
   Title: Director
   Telephone number: 352-273-1901   E-mail: dsjones@flmnh.ufl.edu
6. Governing control of partner (choose one):
   - Public/State Controlled Institution of Higher Learning
   - Indian/Native American Tribal Government (Federally Recognized)
   - Indian/Native American Tribally Designated Organization
   - Public/Indian Housing Authority
   - Nonprofit with 501(c)3 IRS Status (Other than Institution of Higher Education)
   - Nonprofit without 501(c)3 IRS Status (Other than Institution of Higher Education)
   - Private Institution of Higher Education
   - Individual
   - For-Profit Organization (Other than Small Business)
   - Small Business
   - Hispanic-serving Institution
   - Historically Black Colleges and Universities (HBCU's)
   - Tribally Controlled Colleges and Universities (TCCUs)
   - Alaska Native and Native Hawaiian Serving Institutions
   - Nondomestic (non-U.S.) Entity
   - Other (specify)

7. What is the partner organization’s mission? [500 characters] The Florida Museum of Natural History – Understanding, preserving and interpreting biological diversity and cultural heritage to ensure their survival for future generations
8. Describe the partner organization’s service area (audience served, including size, demographic characteristics and geographic area) [500 characters] The Florida Museum of Natural History serves a variety of constituents, including:
   1. World-wide researchers
   2. The general public (200,000 physical visitors/yr); primary audiences draw from a 50-mile radius of Gainesville, FL (five counties) in addition to statewide
   3. University and college faculty, staff, students and alumni
   4. PreK-12 teachers and students
   5. 900+volunteers and 900 members
   6. The museum has a highly-visited website with over 18 million pages viewed per year
9. List the partner’s key roles and responsibilities in the project: [1000 characters] The FLMNH will be developing a complimentary exhibit on the natural and geological history of Panama and the Canal Zone. The content and specimens included in this exhibit will be derived from the Museum's NSF PIRE project - Partnerships in International Research and Education. FLMNH's PIRE project is centered upon the widening of the Panama Canal and excavations that FLMNH curators and students are conducting on
newly revealed strata. Analysis of data and specimens from these excavations will shed new light on the transition of Panama from aquatic to terrestrial environment over time and the subsequent transcontinental migration of species between North and South America.

Please note:
A. Submission of this application by the Authorized Representative of the applicant organization reflects the partner organization’s agreement with the following statements:
   • We will carry out the activities described above and in the application narrative.
   • We will use any federal funds we receive from the applicant organization in accordance with applicable federal laws and regulations as set forth in the program guidelines and the terms and conditions of the grant award.
   • We assure that our facilities and programs comply with the applicable federal requirements and laws as set forth in the program guidelines.

B. Prior to submission of the application, the applicant will ensure that the partner organization has provided to the applicant a signed original of this Partnership Statement for the applicant's records. Such original will be made available to IMLS, if requested by IMLS.
PARTNERSHIP STATEMENT

Complete one of these forms for each formal partner.

Legal name of applicant organization (5a from Face Sheet): University of Florida

1. Legal name of partner organization: Samuel P. Harn Museum of Art
2. Partner DUNS number: 969663814000
3. Mailing address:
   Street1: corner of Hull Rd. and SW 34th St. University of Florida
   City: Gainesville State: FL Zip+4: 32611-2700
4. Partner Web address: http://www.harn.ufl.edu
5. Partner project contact name: Susan Cooksey
   Title: Curator of African Art
   Telephone number: (352) 392-9826 x 2141
   E-mail: secouk@harn.ufl.edu
6. Governing control of partner (choose one):
   - [ ] State Government
   - [ ] County Government
   - [ ] City or Township Government
   - [ ] Special District Government
   - [ ] Regional Organization
   - [ ] U.S. Territory or Possession
   - [ ] Independent School District
   - [x] Public/State Controlled Institution of Higher Learning (Federally Recognized)
   - [ ] Indian/Native American Tribal Government (Federally Recognized)
   - [ ] Indian/Native American Tribal Government (Other than Federally Recognized)
   - [ ] Indian/Native American Tribally Designated Organization
   - [ ] Public/Indian Housing Authority
   - [ ] Nonprofit with 501(c)(3) IRS Status (Other than Institution of Higher Education)
   - [ ] Nonprofit without 501(c)(3) IRS Status (Other than Institution of Higher Education)
   - [ ] Private Institution of Higher Education
   - [ ] Individual
   - [ ] For-Profit Organization (Other than Small Business)
   - [ ] Small Business
   - [ ] Hispanic-serving Institution
   - [ ] Historically Black Colleges and Universities (HBCU’s)
   - [ ] Tribally Controlled Colleges and Universities (TCCUs)
   - [ ] Alaska Native and Native Hawaiian Serving Institutions
   - [ ] Nondomestic (non-U.S.) Entity
   - [ ] Other (specify)
7. What is the partner organization’s mission? [500 characters]
   The Samuel P. Harn Museum of Art promotes the power of the arts to inspire and educate people and enrich their lives. To this purpose the museum builds and maintains exemplary art collections and produces a wide variety of challenging, innovative exhibitions and stimulating educational programs. As an integral part of the University of Florida, the museum advances teaching and research and serves as a catalyst for creative engagement between the university and diverse local, state, national and international communities.
8. Describe the partner organization’s service area (audience served, including size, demographic characteristics and geographic area) [500 characters]
   The Harn Museum of Art serves the approximately 240,082 residents of Alachua County and outlying populations of north central Florida. The museum attracts scholars, artists and visitors from around the world. The museum currently has approximately 841 members. According to the U.S. Census Bureau, the general demographics of Alachua County are as follows: Ethnicity: White 73.7%, African-American 19.5%, Hispanic or Latino origin 7.3%, Asian 4.7%, American Indian and Alaska Natives 0.3%.
9. List the partner’s key roles and responsibilities in the project: [1000 characters]
   The Harn Museum of Art will host an exhibition on Panamanian art. The curator, Susan Cooksey, will choose the objects and oversee the installation. Registration staff will handle the crating, shipping and installation. It will include a variety of mediums, and include representative examples of both ancient and contemporary art.
forms. Work will be borrowed from the partner unit, and outside institutions and private collections. The exhibition will likely be held in a 2000 square foot space and open in August 2014 (closing date TBD).

Please note:
A. Submission of this application by the Authorized Representative of the applicant organization reflects the partner organization’s agreement with the following statements:
   • We will carry out the activities described above and in the application narrative.
   • We will use any federal funds we receive from the applicant organization in accordance with applicable federal laws and regulations as set forth in the program guidelines and the terms and conditions of the grant award.
   • We assure that our facilities and programs comply with the applicable federal requirements and laws as set forth in the program guidelines.

B. Prior to submission of the application, the applicant will ensure that the partner organization has provided to the applicant a signed original of this Partnership Statement for the applicant’s records. Such original will be made available to IMLS, if requested by IMLS.
Specifications for Projects that Develop Digital Products

Part I. Complete the appropriate sections:

A. Converting Non-Digital Material to Digital Format

A1. Describe types and original formats of materials to be selected for digitization and quantity of each. The grant will digitize an assortment of materials in support of global access to the merged collections. Materials to be digitized will include: archival letters, historical photographs, newspapers from microfilm, artistic and fabric items, oral histories, books, government documents, reports, and other materials that directly support the Centennial events and researcher and outreach needs.

Materials to be digitized will be selected by subject matter expert curators, librarians, and researchers representing the needs and interests of scholarly and public access and the concerns from representatives from both the George A. Smathers Libraries and the Panama Canal Museum community. Conservation and preservation concerns will also be determining factors in the selection of materials for digitization. An example listing of materials to be digitized could include: Photographs: 2,000; Archival pages: 1,000; Rare, bound books: 10; 35mm slides: 15; Printed newspaper pages (single broadsheet size): 200; Large format maps and drawings: 22; Microfilm reels (digitized through a vendor, meeting NDNP standards): 10.

A2. Identify copyright issues and other potential restrictions with regard to the original non-digital material.

☒ Public domain: 100 % of total
☐ Privacy concerns: % of total
☐ Plan to address:
☐ Permissions have been obtained: % of total
☐ Other: % of total. Explain:
☐ Permissions to be requested: % of total
☐ Plan to address: UF has an established permissions request policy, process, and templates for requesting and receiving permissions: http://digital.uflib.ufl.edu/procedures/copyright/.

A3. Describe how the newly digitized material will be made available to the public. Explain the terms of access and conditions of use. Identify and explain any restrictions that will apply to digitized material, and specify what percentage if any of the total material will be subject to restrictions. All materials will be accessible through the fully, freely, and openly available UF Digital Collections (http://ufdc.ufl.edu/) and Digital Library of the Caribbean (http://dloc.com). All (100%) materials will be openly accessible for the world. There will be no restrictions.

A4. List the equipment and software, with specifications, whether purchased, leased or outsourced, that will be used (e.g., camera, scanner, server, A/D audio or video converter):

All equipment needed is already in place and is listed and described from the UF Digital Services website:
http://digital.uflib.ufl.edu/technologies/technologies.htm

B. Repurposing Existing Digital Content

B1. Describe types and original formats of digital materials to be selected for repurposing and quantity of each. Materials will be selected by subject matter experts and in consultation with representatives from both the George A. Smathers Libraries and the Panama Canal Museum. Digital preservation concerns will also be determining factors in the selection of materials for digital ingest. An example listing of materials to be ingested from born digital files include born digital oral history files with audio and PDF transcripts, web files from the Panama Canal Museum, and others already digitally available in the UF Digital Collections (http://ufdc.ufl.edu/) and Digital Library of the Caribbean (http://dloc.com).

B2. Identify copyright issues and other potential restrictions with regard to the original digital material.

☒ Public domain 80 % of total
☐ Permissions to be requested: % of total
☐ Permissions have been obtained: 20 % of total
☐ Privacy concerns: % of total
☐ Plan to address:
B3. Describe how the repurposed material will be made available to the public. Explain the terms of access and conditions of use. Identify and explain any restrictions that will apply to repurposed material, and specify what percentage if any of the total material will be subject to restrictions. All materials will be accessible through the fully, freely, and openly available UF Digital Collections (http://ufdc.ufl.edu/) and Digital Library of the Caribbean (http://dloc.com). All (100%) materials will be openly accessible for the world. There will be no restrictions.

B4. List the equipment and software, with specifications, whether purchased, leased or outsourced, that will be used (e.g. MPEG encoder, non-linear editing system, GIS software).
All equipment needed is already in place and is listed and described from the UF Digital Services website: http://digital.uflib.ufl.edu/technologies/technologies.htm

C. Creating New Digital Content

C1. Describe types of materials to be created in digital form and quantity of each.
The grant will digitize an assortment of materials in support of global access to the merged collections. Materials to be digitized may include: archival letters, historical photographs, newspapers from microfilm, artistic and fabric materials, oral histories, books, government documents, reports, and other materials that directly support the Centennial events and researcher and outreach needs. Materials to be digitized will be selected by subject matter expert curators, librarians, and scholars representing the needs and interests of scholarly and public access and the concerns from representatives from both the George A. Smathers Libraries and the Panama Canal Museum. Conservation and preservation concerns will also be determining factors in the selection of materials for digitization. An example listing of materials to be digitized could include: Photographs: 2,000; Archival pages: 1,000; Rare, bound books: 10; 35mm slides: 15; Printed newspaper pages (single broadsheet size): 200; Large format maps and drawings: 22; Microfilm reels (digitized through a vendor, meeting NDNP standards): 10.

C2. Describe plan to obtain releases/permissions from project content creators and subjects.
UF has an established permissions request policy, process, and templates for requesting and receiving permissions: http://digital.uflib.ufl.edu/procedures/copyright/

C3. Describe disposition of ownership and use rights of new product. Describe how the new product will be made available to the public. Explain the terms of access and conditions of use. Identify and explain any restrictions that will apply to new content and specify what percentage if any of the total material will be subject to restrictions.
All materials will be accessible through the fully, freely, and openly available UF Digital Collections (http://ufdc.ufl.edu/) and Digital Library of the Caribbean (http://dloc.com). All (100%) materials will be openly accessible for the world. There will be no restrictions.

C4. List the equipment and software, with specifications, whether purchased, leased or outsourced, that will be used (e.g., camera, audio recording equipment, video recording equipment, encoding software, server).
All equipment needed is already in place and is listed and described from the UF Digital Services website: http://digital.uflib.ufl.edu/technologies/technologies.htm

D. Creating New Software Applications, Information Systems, or other Technology Based Tools

D1. Describe type of application or system being created.
N/A

D2. List the programming languages, platforms, software, or other applications and their specifications being used.
N/A as this is not a development project. The existing, robust software in use by the Digital Library of the Caribbean (SobekCM, Solr/Lucene, SobekCM METS Editor, etc) will be used. Full documentation on the software is available online: http://ufdc.ufl.edu/sobekcm

D3. Describe disposition of ownership and use rights of new product. Describe how the new product will be made available to the public. Explain the terms of access and conditions of use.
N/A as this is not a development project. However, the Digital Library of the Caribbean software is available as open source and is also available in compiled versions for download: http://ufdc.ufl.edu/software

D4. Describe how the tool extends or interoperates with existing applications, if applicable.
N/A. For more on the ongoing development for existing tools that will be used in this project, see the SobekCM documentation pages: http://ufdc.ufl.edu/sobekcm

D5. Describe the development documentation process and technical description of the final product.
Part II. **Answer all questions:**

1. **Specify each type of file format (e.g., TIFF, JPEG, MPEG) to be produced and anticipated quality (e.g. minimum resolution, depth, tone, pixel dimensions, file size, sampling rate) of each. If producing digital image files please list the each type of image file produced (preservation master, access copy, and thumbnail, if applicable).**

   Preservation Master: TIFF, MPG, OGG, etc; numbers and types depend on the materials selected for digitization
   
   Access: JPG, JPG2000, TXT, PRO, METS, etc; numbers and types will depend on the materials selected for digitization
   
   Thumbnail: JPG

2. **Describe the delivery medium that will be used (e.g. Internet, broadcast, DVD).**
   
   Internet

3. **Describe the underlying software used to manage and/or present digital content or hardware/software dependencies required to run the application or technology tool.**

   SobekCM is the underlying technology (which also utilizes a SQL database, Solr/Lucene, and other technologies). Users will only need a web browser or other internet capable system. For instance, the materials will be accessible through the SobekPH iPhone apps and on mobile browsers.

4. **Describe the quality control plan.**

   All materials undergo 100% quality control. All materials are digitized or digitally ingested and normalized to established digital preservation standards.

5. **Explain how metadata (e.g. technical, descriptive, administrative, preservation,) will be produced and used to describe and manage digital content. Include the standards that will be used for data structure, content (e.g. thesauri), protocols, preservation and administrative information and communication of the content (e.g., MARC, EAD, Dublin Core, PBCore, PREMIS, VRA Core Categories, or Categories for the Description of Works of Art).**

   All resources for this project will be loaded into SobekCM and so must conform to both the national Metadata Encoding and Transmission Standard (METS), as well as our local extension schemas. METS files include data about each file in a bibliographic resource, as well as descriptive and administrative information about the resource. The bibliographic information can be encoded in either Metadata Object Description Schema (MODS) or Dublin Core. Processing information, and some bibliographic data, is encoded in a locally-defined schema. In addition to the main SobekCM extension schema, other project and resource specific extension schemas may be created. During the normal workflow at the Digital Library Center, METS files are created by the Quality Control Application, and then reviewed by our text technicians. Much of the bibliographic data for these METS files are imported from the catalogue record, when one exists. See this documentation for more information: http://ufdc.ufl.edu/sobekcm/metadata.

6. **Describe plans for preservation and maintenance of the digital files during and after the expiration of the grant period (i.e., storage systems, data standards, technical documentation, migration plans and commitment of institutional funding).**

   The George A. Smathers Libraries at the University of Florida are committed to long-term digital preservation of all materials in the UF Digital Collections, including the IR@UF, and in UF-supported collaborative projects as with the Digital Library of the Caribbean (dLOC). Redundant digital archives, adherence to proven standards, and rigorous quality control methods protect
digital objects. The UF Digital Collections provide a comprehensive approach to digital preservation, including technical supports, reference services for both online and offline archived files, and support services by providing training and consultation for digitization standards for long-term digital preservation. The Libraries support locally created digital resources, including the UF Digital Collections which contains over 200,000 digital objects with over 20 million files (as of September 2011). The UF Libraries create METS/MODS metadata for all materials. Citation information for each digital object is also automatically transformed into MARCXML and Dublin Core. These records are widely distributed through library networks and through search engine optimization to ensure broad public access to all online materials. In practice consistent for all digital projects and materials supported by the Libraries, redundant copies are maintained for all online and offline files. The digital archive is maintained by the Florida Center for Library Automation (FCLA). Completed by the FCLA in 2005, the Florida Digital Archive (FDA) (http://fclaweb.fcla.edu/fda) is available at no cost to Florida's public university libraries. The software programmed to support the FDA is modeled on the widely accepted Open Archival Information System. It is a dark archive and no public access functions are provided. It supports the preservation functions of format normalization, mass format migration and migration on request. As items are processed into the UF Digital Collections (UFDC) for public access, a command in the METS header directs a copy of the files to the Florida Digital Archive (FDA). The process of forwarding original files to the FDA is the key component in UF's plan to store, maintain and protect electronic data for the long term. If items are not directed to load for public access, they do not load online and are instead loaded directly to the FDA.

7. If content will be provided on the Internet, indicate agreement to submit collection level records for digital products to the IMLS Digital Collections Registry. State reasons for selecting alternative approaches. All are available for inclusion via a MARCXML record feed, OAI, and general web searches. See this page for more on web crawlers: http://ufdc.ufl.edu/sobekcm/robots. All will be submitted to the IMLS Digital Collections Registry.

8. Provide URL(s) for applicant's previous digital products, if applicable.
http://ufdc.ufl.edu
http://dloc.com
Part III. Developing Data Management Plans for Research Projects

IMLS encourages sharing of research data. The purpose of this section is to help IMLS understand a grant applicant's research practices and plans for management of data that would be generated through a proposed research project. If the proposed project activities will generate datasets with the potential for future re-use or repurposing, answer the following questions. If there is not enough space on the form to provide complete answers to the questions, please copy the questions to a separate document, answer them fully, and incorporate the document (clearly named so as to be identifiable) into the supporting documentation portion of the application.

1. Summarize the intended purpose of the research, the type of data to be collected or generated, the approximate dates when the data will be generated or collected, and the anticipated volume of data. 
n/a This grant is not involved with datasets

2. Does the proposed research activity generating the dataset(s) require approval by any internal or institutional review panel? If so, has the proposed research activity already been approved?

3. Describe any potential issues with the data regarding confidential or private information about individuals, or proprietary information about organizations. What steps, if any, will be taken to protect such information from being disclosed?

4. If additional documentation such as consent agreements or signed certifications will be collected along with the data, describe plans for preserving the documentation and ensuring that its relationship to the collected data is maintained.

5. How will you manage intellectual property interests in the dataset(s)? Who will claim ownership of the intellectual property rights to the dataset(s)? How will those claims of ownership be communicated to others?

6. Which technologies, instruments or tools will be used to collect or generate the data? Provide details about hardware or software; electronic formats to be used for data capture or storage; standards or local practices to be used for data content and encoding; controlled vocabularies or other mechanisms that will be used for data normalization and consistency; and any other relevant technical requirements or dependencies for understanding, retrieving, displaying or processing the dataset(s). If the data will be encrypted at any point in its active or inactive life, explain the reasons for choosing to encrypt the data and how the decryption key will be stored, protected, and made available if necessary.

7. What metadata will be captured or created along with the dataset(s)? What metadata standards or schema will be used to express the metadata? Where will the metadata be stored, and in what format(s)? How will the metadata be permanently associated and managed with the dataset(s) it describes?

8. During the research project, where will the data and metadata be stored, and on what type of media? Who will have access to the data and/or copies of the data during the project? How many backup copies will be maintained during the active project, and how frequently will the backup copies be refreshed? Who will be responsible for data backup? Where will the backup copies of the data and metadata be stored during the project?

9. Once the research project is completed, what is the long-term plan for archiving, managing, and making the metadata and dataset(s) available (if applicable)? What steps will you take to prepare the data for sharing (e.g., labeling missing data, standardizing formats, etc.)?

10. Will the dataset(s) and metadata be deposited in an institutional repository or a research community's digital repository? If so, why was this repository selected? Does this repository enforce any access restrictions? When the dataset(s) is deposited, will it be subject to any access embargo period, and if so for how long? Does this repository already manage other research datasets and metadata similar in attributes such as size and format? What preservation and backup procedures are used by this repository? Will the dataset(s) and metadata be maintained in this repository for a predetermined or indefinite period? Who will perform the deposit, including creating additional metadata that may be necessary at the time of deposit? If you do not intend to deposit the dataset and metadata into a repository, but do intend to share the data, what is your sharing strategy?
11. When and how frequently will this data management plan and its implementation be reviewed?
 References Cited


January 13, 2011

Judith C. Russell, Dean
University Libraries
George A. Smathers Libraries
PO Box 117000
Gainesville, FL 32611-7000

Dear Ms. Russell:

This letter confirms the Florida Association of Museum's (FAM) strong support for the project to merge with the Panama Canal Museum (PCM) and to share information about these activities with others in the museum world. I had been concerned about the future of the collections at PCM having heard that it was closing its operations in Seminole. I know that the University of Florida has the means to support both the collection and cultivate the community who is very engaged in this part of history. Your project will preserve a portion of history that will not be repeated, but that is so important to the expansion of the Canal, World Trade and the study of a workforce.

Your creative solution to maintaining and preserving the collection and providing greater access is an unexpected positive result. I'm aware of other museums that have taken steps or are involved in other activities that threaten their collections and future access by the general public. For example, the Brogan Museum board is planning to sell collection items to satisfy their debt, certainly not the intent of the museum's mission. FAM supports the methods outlined in your proposal to care for, grow and exhibit the collections while nurturing its constituents in the way a typical museum would do. Florida has experienced its share of museum closures, mostly handled through best practices. We think showing additional practical examples of how it can be done properly demonstrates our dedication to continuing the practice of the highest museum standards.

Members of FAM will be eager to learn about the journey and lessons learned during this interesting and unique process. Actual cases of mergers are not generally shared among museums and this will be an excellent historical case for this purpose. FAM confirms our contribution to the project, to promote two virtual conferences on the topic of mergers and collaborations, hosted by UF Libraries; and, to promote and host presentations to our membership during upcoming annual conferences in 2013-15.

Respectfully,

Malinda J. Horton
Executive Director
January 23, 2012

Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
535 Library West
PO Box 117000
Gainesville FL 32611-7000

Dear Judy:

I am writing in support of your proposed Institute of Museum and Library Services (IMLS) National Leadership Grant, which focuses on the integration and sustained partnership with the community that created the Panama Canal Museum in Seminole, Florida. In these difficult economic times, museums are increasingly collaborating with academic institutions, sometimes through the transfer, in part, of important and historically significant collections. Your project is unique in that you are assimilating the entirety of a museum into your libraries, engaging the community, and increasing the breadth and value of your already strong Latin American offerings. Drawing attention to how museums and libraries can unite, developing policies and best practice standards and sharing with other institutions how these unique and special collections can be sustained is an essential facet of your proposal and one that will be most welcome as other academic institutions consider similar mergers.

As national conversations take place about the changing roles of libraries and the importance of sharing collections in digitally to make them accessible to scholars worldwide, basing a National Leadership Grant at the University of Florida is warranted. With one of the most highly respected Latin American Collections, the Center for Latin American Studies, the Samuel Proctor Oral History Program as well as the Digital Library of the Caribbean, all the supportive components for success of this venture are in place. Your broad experience, both corporate and federal, and your national engagement with the Association of Research Libraries, the American Library Association, the Association of College and Research Libraries, the Association of Southeastern Research Libraries (UF is a Center of Excellence for the Panama Canal), will make you an excellent Principal Investigator. And as a partner in many grants that highlight digital humanities, you provide the stature to be a respected conduit for disseminating the results of this process to an international audience.

Having worked closely with you in recent years on the Mellon-funded Open Library Environment (OLE) project, I know that you and your staff can provide the support
necessary to fulfill your grant responsibilities. You are an engaged, energetic and collaborative partner in all your endeavors, and you have the skills, knowledge and experience to provide access to this important collection, just in time for the spotlight on the region during the Centennial of the Canal celebration in 2014-2015. As a Latin American historian by training, I can assure you that this project will be warmly welcomed by researchers and teachers.

You have my complete support and collaboration, and I wish you success in the proposal process.

Sincerely,

Deborah Jakubs, PhD

Rita DiGiallonardo Holloway University Librarian
Vice Provost for Library Affairs
Adjunct Associate Professor of History
Duke University
January 23, 2012

Judith C. Russell, Dean of University Libraries  
George A. Smathers Libraries  
University of Florida  
535 Library West  
PO Box 117000  
Gainesville FL 32611-7000

Dear Judy:

I am delighted to endorse your proposed Institute of Museum and Library Services (IMLS) National Leadership Grant. It is a project I know well, because in the preliminary planning stages, while I was Associate Librarian Congress, your staff met with mine to identify Panama Canal items of national interest and those that would have historical significance internationally. We spoke of the importance of providing Internet access to documents, museum items, indigenous and historical materials, and how the design of the Centennial exhibits and their digitization would take a collaborative effort, nationally and internationally, to represent the importance of the Panama Canal in the history of the United States. Your plan to partner informally with and utilize information, lesson plans and vital advice from Library of Congress staff to supplement the research supplied by your international group of Panama Canal curators and historians, will enhance the collaboration of your more formal grant partners.

Engaging a community of subject experts, cultivating and encouraging the variety and type of metadata that can best be supplied by the community involved, and preserving items that reflect cultural, sociological, and ethnographic snapshots of this time in history that was of such significance to World Trade, health, engineering and...
innovation, while modeling how academic environments preserve and make accessible special collections, will be one of the primary and ultimate outcomes of the grant. As you well have established, the financial challenges facing all such collections are monumental; collaboration is key to preserving our history and our collections.

With the potential for an increasing number of museum closures, there is a real need to identify Best Practices in collaboration. Given the administrative and technological infrastructure available on the university campus, and the geographic synergy of merging with a museum located within the state, and given the ability of the University of Florida to support this effort through long-established collaborations, there is an efficiency to developing this model in Florida. Currently your Florida Museum of Natural History is participating in National Science Foundation paleontological research during the Canal expansion project, and the strength of your relationships in Latin America has never been stronger.

One goal for your project includes establishing the trust necessary to preserve history through the gathering of collective knowledge, oral histories and ephemera from a highly specialized and aging population that spans international cultures. Working with sociologists and museum specialists to articulate the work-life challenges inherent in the early 20th century Panama through present day opportunities for the expansion helps share the value of this collection while providing access to materials that impact libraries, museums and universities. The project will allow you three years to establish foundation procedures and outcomes that will be shared and discussed at national and international events, gathering breadth through input and dissemination.

I applaud your work, and I am happy to add support and encouragement as you progress with your proposal.

Sincerely,
Deanna Marcum
Managing Director, S+R
ITHAKA
January 25, 2012

Judith C. Russell
Dean of University Libraries
University of Florida
PO Box 117000
Gainesville FL 32611-7000

Dear Dean Russell:

I am pleased to have the opportunity to write in support of your application to the Institute of Museum and Library Services for a grant to fund the work associated with merging the collection of the Panama Canal Museum with the University of Florida Libraries.

Museums often collaborate with libraries and academic institutions to extend the reach of their exhibitions, to provide enhanced access to their collections, and to build intersecting communities of practice. Beyond this, when threatened with the extinction of the institution itself, museums have transferred their collections in whole or in part to a library in order to ensure that they will continue to be preserved and made available. The project that you propose, however, goes far beyond those kinds of mundane and routine collaborations.

You plan to take custody of the entire collection of the museum, which articulate well with your existing collections, creating enhanced synergies. Beyond this, however, you also plan to engage and maintain the community of the museum and sustain its identity and members. This is a unique and challenging proposition. It has the potential to be a model for how libraries can do more than merely assume responsibility for collections when small museums are forced to close.

I heartily endorse you proposal and strongly encourage IMLS to give it a high priority for funding.

Sincerely,

Robert S. Martin
Professor Emeritus
Texas Woman's University
January 25, 2012

Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
PO Box 117000
Gainesville, FL 32611-7000

Dear Judy,
This confirms my participation in the Panama Canal Museum merger and centennial project if the proposal is successful in securing funding from IMLS.

I agree to serve as a museum expert advisor during the grant period, October 1, 2012 through September 30, 2015, for an annual honorarium of $1,000.

This project has my full support and that of the Museum of Science & Industry in Tampa. In my 36 years of experience, it would also be my pleasure to assist in this multi-disciplinary project on a topic that includes every discipline of museum work.

I hope I can serve as long as necessary to see this project through its course of revealing this moment in the history of human endeavor in a very special location on the planet Earth.

Sincerely,

[Signature]

Wit Ostrenko
President and CEO
MOSI
Museum of Science and Industry
4801 E. Fowler Ave
Tampa, FL 33617

wostrenko@mosi.org
813-841-3270

MOSI (Museum of Science & Industry) is the proud winner of the 2009 National Medal for Museums by the Institute of Museum and Library Services, the nation's highest honor for museums.
January 24, 2012

Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
535 Library West
P.O. Box 117000
Gainesville, FL 32611-7000

Dear Dean Russell:

I write in strong support of the George A. Smathers Libraries request for IMLS NLG Program funding of the innovative program related to the integration of the Panama Canal Museum (PCM) with the Smathers Libraries (SLUF).

The University of Florida libraries have long been recognized for the richness of their Latin American collections. Indeed, your holdings of the Caribbean region are without equal in the world. As a Latin Americanist and dean of Tulane University libraries (whose own Latin American Library is the premier research collection of Central American historical materials) I attest to the importance of the holdings of the PCM and SLUF.

Like many other specialized collections the PCM materials reflect the historical experiences and energies of a particular group of individuals...and they are rapidly departing. The PCM richness and uniqueness lie in the fact that much of its holdings reflect the first hand experiences of the Zonians. Congratulations to both the SLUF and to PCM for recognizing that and their doing something about it.

SLUF is known not only for its distinguished Latin American collections; they are also known for their leadership in Latin American studies. Your own recent success in having SLUF designated a Center of Excellence where U.S. government documents related to the Panama Canal will be housed and made accessible to scholars in perpetuity powerfully attests to SLUF’s continued leadership and vision. The PCM proposal fits beautifully into the Panama Canal Center of Excellence initiative and offers the promise of centralized materials preservation and access. The holdings of SLUF and its Center for Excellence for Panama Canal documents, now combined with PCM, will offer unparalleled resource for scholars, teachers and the public.

I am also a director of the Amistad Research Center, the foremost historical resource regarding the African American diaspora. As chair of its Research and Education Committee, I have experienced the importance of linking the Center’s collections and educational efforts to the larger community, especially to New Orleans’ secondary schools and institutions of higher education. A unique value of the Amistad holdings contain first-hand accounts of participants in such events as the Great Migration of the early 20th century and the Civil Rights Movement. PCM offers similar accounts by participants in
this important era of U.S. and Panamanian history and thus offers unique value. I know of no other such merger of a public academic research library and a museum and I am very enthusiastic about the prospects of their joint support not only to the scholarly community but also to the general public.

This proposal addresses all that we in higher education and museums purport to do: acquire, provide access, preserve and educate. This is one of the most exciting proposals I have seen in years and I look forward to its success.

Lance Query
Dean of Libraries and
Academic Information Resources
Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
535 Library West
PO Box 117000
Gainesville FL 32611-7000

January 25, 2012

Dear Judith,

I write in support of the request by the George A Smathers Libraries at the University of Florida for an IMLS National Leadership Grant, to integrate the operations, programs and collections of the Panama Canal Museum, and initiate a national dialog about library and museum mergers and collaboration. The future viability of many of America’s independent museums and research libraries will depend on such partnerships with robust memory institutions like the University of Florida Libraries and other major academic research libraries. The recent economic downturn has eroded the two principal sources of financial support upon which independent museums like the Panama Canal Museum, the Chicago History Museum, and others have traditionally relied. Since 2008 endowments and investment earnings of hundreds of such museums throughout the U.S have been reduced by the poor performance of the bond and equities markets. And state and local support for these institutions has dwindled as local tax revenues have plummeted. The University of Florida project will develop and model a promising new approach to sustainability for small historical museums, one that exploits scale and capabilities put in place and supported by major private and state-funded universities.

Given the historical importance of the collections held by many museums of this class, partnerships with large academic institutions like the University of Florida are a natural fit. The University of Florida Smathers Libraries possess extensive human expertise and technical infrastructure for the preservation of archival materials. They have also built impressive capabilities for digitization and collection management, and for the production and management of digital content and documentation. The UF Libraries’ Digital Library of the Caribbean is the premier digital resource for the field of Caribbean history and culture. The Panama Canal Museum’s unique archives and library of primary documentation on the building and operation of the canal will be actively mined by the scholars and students in the University’s prestigious Latin American and Caribbean studies programs.
Judith C. Russell
January 25, 2012
Page 2

The UF Libraries have laid substantial administrative groundwork for this important step as well by forging a close working partnership with the Museum over the past decade. The Museum’s Board has agreed to transfer ownership of its collections to the UF Libraries in June 2012, a gesture that signals a high level of trust in the Libraries. The Libraries will continue to maintain collaborative and supportive relations with Museum board members and its museum members to ensure the future preservation, research, and educational impact of these artifacts and stories. The Libraries have outlined a credible plan for retaining Museum supporters and building a membership and donor base for preservation and access activities.

The proposed project will model an approach to sustainability that could benefit many small American museums and independent libraries at a time of extreme economic duress for those institutions. Moreover, the major celebration of the 100th anniversary of the opening of the canal should put this effort in a bright national spotlight.

For these reasons I heartily endorse your proposal and hope that the Institute of Museum and Library Services will give it its most serious consideration. The benefits for the American libraries and museums from the project will surely be great.

Sincerely,

[Signature]

Bernard F. Reilly
President
25 January 2012

Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
PO Box 117000
Gainesville, FL 32611-7000

Dear Judy,

I am writing to confirm my enthusiastic participation in the Panama Canal Museum merger and centennial project at the University of Florida (UF) should it be successfully awarded funding by the IMLS.

I agree to serve as project evaluator in all levels of planning and implementation during the grant period, 1 October 2012 through 30 September 2015, for $18,963. I am a nine-month faculty member, and this sum represents 36% of my summer salary for three years. Although the bulk of interviewing, formal analysis, and reporting would take place during these summer months, the ongoing ethnographic and observational components of the evaluation would be part of my professional research activities on a year-round basis. I expect to spend 10% of my time during my nine-month employment working on the project, including attending planning meetings, observing collection processing and metadata retrieval, and traveling to meet with PCS members. Having previously conducted qualitative evaluations looking at museum curation, library and publishing innovation, academic scholarly practices, and public engagement with scholarly work, the proposed Panama Canal Museum merger and centennial project is an exciting opportunity for me to produce a professional evaluation that builds on my research interests in cultural heritage institutions.

The tremendous opportunity for us to preserve and celebrate this important period in our nation’s history also offers an important activity to bring together research partners from around UF and beyond. I intend through my evaluation to inform a demonstration model of museum-library integrations for the museum and library communities, and also to provide a model for catalyzing cross-campus research and public engagement initiatives at UF. This falls directly in line with the Center for the Humanities and the Public Sphere’s mission to incubate “critical and collaborative discussions of the humanities that reach across and beyond individual disciplines” and provide “outreach to the community in which we live and teach”.

Thank you for your consideration, and please do not hesitate to contact me with any questions.

Sincerely,

Sophia Krzys Acord, Ph.D.
Associate Director, Center for the Humanities and the Public Sphere
Lecturer, Department of Sociology and Criminology & Law
Subject: Re: Immediate assistance please

From: Patrice Brown
To: Panama Canal Advisory Group; Schipper, Rachel A
Cc: Russell, Judith; de Farber, Bess Gail
Sent: Thursday, January 26, 2012 10:36 AM

Judith C. Russell  
Dean of University Libraries  
George A. Smathers Libraries  
University of Florida  
PO Box 117000  
Gainesville, FL 32611-7000

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,

Patrice C. Brown

---

Patrice Brown  
Archivist, ANDC  
National Declassification Center  
National Archives and Records Administration
Dear Rachel,

It was a pleasure to talk with you this morning. Thank you for the invitation to be part of the University of Florida's celebration of Panama weekend in 2014. I'd be very pleased to give a talk about molas at this event.

I have put together a cost estimate for travel expenses (flights, car rental, meals for arriving Fri. 8/15 and departing Monday - 8/18 - you mentioned in your email that you would work on hotel costs so those are not included) and have arrived at approximately $1200. I would waive any additional honorarium - it is an honor to be invited!

I hope this is helpful as you prepare the information for the grant submittal.

I would also be very pleased to assist with any mola information compilation as you prepare to exhibit the molas from the Panama Canal Museum's donation and/or others.

Many thanks, Rachel!

Best regards,

Edie
29 January 2012

Judith C. Russell  
Dean of University Libraries  
George A. Smathers Libraries  
University of Florida  
535 Library West  
PO Box 117000  
Gainesville FL 32611-7000

Dear Judy:

I am happy to confirm my participation in the UF-Panama Canal Museum merger/Panama Canal Centennial project in the context of a successful grant from IMLS.

I agree to serve as strategy consultant during the grant period 1 October 2012 through 30 September 2015 for a total fee of $45,000 inclusive of all travel-related expenses. The fee basis of $2,000 per day reflects my nonprofit rate, and targets seven days per grant year. I am happy to work with the co-PIs and staff to pace effort to the requirements of the project as it unfolds over the three-year span.

I will be providing strategy, conceptualization, writing/editing, design, process and policy counsel, facilitation and related services during this period in support of the project PIs, UF staff, relevant governance and advisory bodies, the PCM community, and collaborating institutions.

This project has my full support and aligns well with my focus on pursuing “legacy projects.” I define a legacy project to have three key characteristics. First, the project has to have the substance and scale to make a high-level contribution at the national, and ideally, global level. Second, it typically will have an overall timeline that runs in the seven-to-ten year space and beyond, suggesting both its complexity and potential. Third, there must be an opportunity for me to make a material contribution to its success. Clearly, this project meets those tests.

I look forward to working with you, your team, and all who will touch the project to successfully execute the merger, integrate the PCM collection, nurture the extended PCM community, celebrate the centennial, and leverage the Panama Canal story. Equally, this work will yield an important and practical model supporting strategic collaboration as an anchor strategy for academic libraries and knowledge/heritage institutions generally.

Best regards,

David R. Curry  
Managing Principal
Dear Judy,
This confirms my participation in the Panama Canal Museum merger and centennial project if funded is successful in securing funding from IMLS.

I agree to serve as a speaker during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,

Ronald J. de Heer M.Sc. (Civil Engineering)
Senior lecturer Hydraulic Engineering Unesco-IHE (retired)
Guest-conservator of the National Dredging Museum, Sliedrecht, The Netherlands
-----Original Message-----
From: Julie Greene [mailto:jmg@umd.edu]
Sent: Tuesday, January 24, 2012 5:43 PM
To: Schipper, Rachel A
Subject: RE: Immediate assistance please

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,

Julie Greene

Julie Greene
Professor and Director of Graduate Studies
History Department
University of Maryland at College Park
2131 Francis Scott Key Hall
College Park, MD 20742
ph: 301-405-4267
fax: 301-314-9399

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.
I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,
Many thanks!

Judy

--------------------</br>Judith C. Russell</br><a>jcrussell@ufl.edu</a></br>On Jan 24, 2012, at 9:44 PM, "Jones,Douglas S" <a>dsjones@flmnh.ufl.edu</a> wrote:

Judith C. Russell  
Dean of University Libraries
George A. Smathers Libraries
University of Florida
PO Box 117000
Gainesville, FL 32611-7000

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,
Douglas Jones
FW: Response from Aims

Monday, January 30, 2012
2:15 PM

Subject  FW: Response from Aims
From       Schipper, Rachel A
To         de Farber, Bess Gail
Cc         Schipper, Rachel A
Sent       Tuesday, January 24, 2012 3:28 PM

----- Original Message -----
From: aimsmcguinness@gmail.com [mailto:aimsmcguinness@gmail.com] On Behalf Of Aims McGuinness
Sent: Tuesday, January 24, 2012 3:25 PM
To: Schipper, Rachel A
Subject: Response from Aims

Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
PO Box 117000
Gainesville, FL 32611-7000

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,
Aims McGuinness
--
Aims McGuinness
Associate Professor
Dept. of History
U. of Wisconsin-Milwaukee
Milwaukee, WI 53201-0413
Tel: 414-229-4227/Fax: 414-229-2435
Email: smia@uwm.edu
Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,

Paul Morgan, Ph.D
Trustee, Panama Canal Museum
University of South Florida
RE: Request for Office of Research Support - IMLS Proposal

Tuesday, January 31, 2012
8:54 AM

Judy, Bess,

This is to confirm that the Office of Research will provide a total of $101,797 in support of your application for the IMLS grant, if your grant is funded.

Good luck with your proposal!

Sobha

Sobha Jaishankar, Ph. D.
Asst. Vice President for Research,
University of Florida,
223 Grinter Hall, PO Box 115500,
Gainesville, FL 32611
Ph: (352) 392-8247
Fax: (352) 846-0491
Email: sjaishan@ufl.edu
http://www.research.ufl.edu/researchsupport/

From: de Farber, Bess Gail
Sent: Tuesday, January 24, 2012 4:50 PM
To: Sobha Jaishankar
Cc: Russell, Judith
Subject: Request for Office of Research Support - IMLS Proposal
Importance: High

Sobha,
So sorry for the delay in getting the attached request to you. Please let me know if you require additional information.

Thanks again for spending time with Judy and me and clarifying UF’s preferences for these types of opportunities.

Best,

Bess

Bess de Farber
Libraries Grants Manager
University of Florida Libraries
PO Box 117000
Gainesville, FL 32611-7000
January 24, 2012

Sobha Jaishankar, Ph.D.
Assistant Vice President
Office of Research
223 Grinter Hall
Gainesville, FL 32611

Dear Sobha,

As we discussed in our meeting earlier this month, I am submitting this request for funding to support the Libraries IMLS National Leadership Grant proposal entitled: "The Panama Canal – Preserving a Legacy, Celebrating a Centennial, Leveraging an Extraordinary Human Achievement: building new models of stewardship, public engagement and governance for academic libraries."

Attached you will find a budget summary of the cash request to IMLS for the three-year grant period indicating a total request of $499,995, of which 33.6% ($125,747) is IDC, augmented by a contribution of $101,797 from the Office of Research, which we plan to use for speaker fees, in-country travel, fabrication of an exhibit, OPS for digitization services, and partial salary and benefits for a temporary employee (Friends of the Panama Canal Museum Collection Liaison). These expenses directly support the Libraries capacity to complete this project successfully and reflect our discussion and consensus on a means to achieve this result.

I also want to reaffirm my understanding from our conversation that the contribution from the Office of Research is in addition to the Libraries receipt of its portion of the IDC, which is 22.6% of the value of the total direct costs.

Please let me know if you have any questions, or feel free to contact Bess de Farber (273-2519, bdefarber@ufl.edu) directly, for further information.

Sincerely,

[Signature]

Judith C. Russell
Dean of University Libraries

Attachment: budget summary
Dear Judy,

Please accept this letter confirming my participation in the Panama Canal Museum project.

I will continue to coordinate/supervise the effort to record oral histories during each summer reunion in 2013, 2014 and 2015 as previously accomplished during past years. I support your efforts to record this invaluable information related to the stories behind the building of the Canal and those who lived in the Zone.

This project has my full support....anything else you would like to say about the importance of this project in terms of both saving valuable historical material and objects and ensuring the continuance and effectiveness of those who have been the stewards of these collections.

Thanks,

[Signature]

The Foundation for The Gator Nation
Equal Opportunity/Affirmative Action Institution
Re: Immediate assistance please
Monday, January 30, 2012
2:08 PM

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,
Paul Sutter
Associate Professor of History
Environmental Studies Core Faculty
212 Hellems Hall
UCB 234
Boulder, CO 80309
303-492-6208
paul.sutter@colorado.edu
From Frank Townsend:

-----Original Message-----
From: ftown@ce.ufl.edu [mailto:ftown@ce.ufl.edu]
Sent: Tuesday, January 24, 2012 2:02 PM
To: Schipper,Rachel A
Subject: Re: Immediate assistance please

Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
PO Box 117000
Gainesville, FL 32611-7000

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,
Frank C. Townsend
January 25, 2012

Judith C. Russell  
Dean of University Libraries  
George A. Smathers Libraries  
University of Florida  
PO Box 117000  
Gainesville, FL 32611-7000

Dear Judy,

I look forward to participating in the Panama Canal Museum merger and centennial project if the proposal is successful in securing funding from IMLS.

I agree to serve as a museum expert advisor during the grant period, October 1, 2012 through September 30, 2015, for an annual honorarium of $1,000.

This project would seem to be perfect for the University of Florida because of the way that the collection matches the strengths of the library and the academic faculty aligned with the Center for Latin American Studies.

There are countless numbers of ways that my students will benefit from the movement of the collection to the university and its dissemination to campus groups and the general public. This project has my full support, and I think it is an excellent IMLS project.

Sincerely,

Glenn Willumson  
Director of the Graduate Program in Museum Studies  
Professor of Art History
Re: Immediate assistance please

Monday, January 30, 2012
2:40 PM

Judith C. Russell
Dean of University Libraries
George A. Smathers Libraries
University of Florida
PO Box 117000
Gainesville, FL 32611-7000

Dear Judy,

This confirms my participation in the Panama Canal Museum merger and centennial project if funding is successfully secured from the IMLS.

I agree to serve as an advisory group member and speaker (if applicable) during the 2014-2015 Centennial Celebration.

This project has my full support.

Sincerely,

Joe Wood
President
Panama Canal Museum
Throughout the nation, small and medium sized museums faced with increased economic challenges have begun partnerships with “university or other academic institutions, in some cases handing over artworks and changing locations” in an effort to preserve their collections and to make those collections more accessible. These collaborations work well, since libraries and museums have some of the same audiences. Grant proposals are often strengthened with such ties, and are able to address a broad range of topics, from leadership in the field, preservation, archival practices, education, exhibition and outreach. “Libraries, archives and museums are often natural partners for collaboration and cooperation, in that they often serve the same community in similar ways. Libraries, archives and museums all support and enhance lifelong learning opportunities, preserve community heritage, and protect and provide access to information.”

Twelve years after opening, the Panama Canal Museum (PCM) http://www.panamacanalmuseum.org/ in Seminole, Florida made the decision to transfer their collections to the University of Florida (UF) Libraries. In collaboration with other campus units (the Center for Latin American Studies and the Samuel Proctor Oral History Program), the UF Libraries will preserve and archive a portion of Canal Zone history that encompasses the time of the United States presence in Panama (1903-1999). Uniquely qualified to offer access to these collections, the UF Libraries have one of the largest and most respected Latin American repositories in the nation. Engaging the PCM population means the expansion of potential subject specialists by inviting the external community to contribute in knowledge generation. Beyond a mutual benefit, the university will make available outreach activities and partnerships that might otherwise not be available. Cultivation of the community will be the subject of several grant proposals that will be submitted for continuing support of the Panama Canal Museum membership and mission.

The Panama Canal Museum’s broad mission includes the contributions by people of all nationalities to the construction, operation and maintenance of the Panama Canal. The United States began construction in 1904 after the French had unsuccessfully attempted to create a sea-level canal. In contrast, American engineers dammed the Rio Chagres to create Gatun Lake in the middle of the isthmus and a series of locks to equalize sea levels. The Canal began commercial operation in 1914 and continued to expand in prominence during a time when the Isthmus became a major thoroughfare for cargo and passenger ships transporting between the Atlantic and Pacific Oceans.

Until December 31, 1999, the United States continued to operate the Canal. As a result of the Torrijos-Carter Treaty signed in 1977, Americans began to train Panamanians to assume total control of the Canal by 1999. The Torrijos-Carter agreement identified that Panama would assume control of all Canal operations and “become primarily responsible for its defense”

An expansion project begun in 2006 intends to double the Canal’s capacity with an anticipated completion date of 2014 - the 100th anniversary of the original opening of the Canal. Joint exhibits of information and artifacts are planned for the 100th anniversary celebration. The University of Florida plans to partner with the Florida Museum of Natural History (FMNH) to create an exhibit that will include objects from the National Archives and Records Administration, the Library of Congress and other prominent national entities. The exhibit will be further enhanced with a display of paleontological specimens excavated from the expansion of the Canal. The FMNH has a $3.2 million dollar grant from the National Science Foundation (NSF) to “advance knowledge of the extinct faunas and florals of the ancient Neotropics based on the new fossil discoveries along the Canal”.

By Dr. Rachel A. Schipper
Students and faculty are engaged in the Canal’s biological, paleontological and geological outreach and research during this unique opportunity to study the excavation. Once construction is completed, the area will be underwater and no longer as easily accessible.

The UF Libraries are utilizing the Panama Canal collections in many ways and providing access through digitization. Materials are frequently digitized in libraries and museums, both for preservation purposes, and to provide Internet access to those who are geographically distant from the collections. People who are not able to travel to Florida can now access items and exhibits via the Panama and the Canal Collections within the UF Digital Collections [http://ufdc.ufl.edu/pcm](http://ufdc.ufl.edu/pcm).

Materials that are in brittle condition or which require special handling will be digitized at the Digital Library Center (DLC) at the Gainesville campus. Books and text items that are generally in good condition will be outsourced through LYRASIS to Internet Archive (IA), a company that provides scanning and external hosting for digital content. As the transfer of collections and materials continues through July 2012 to the University of Florida, many items from the Panama Canal Museum will find their way to new viewers online. Digitizing cultural resources, such as the Caribbean, the Zonian, and the Conquistador yearbooks has broadened not only their audience, but their usefulness to museum and library research support and fundraising. Years for the Caribbean include 1920-1995; the Zonian from 1914-1998; and, the Conquistador from 1936-1972. The yearbooks have been digitized through partial contributions by the reunion classes, and DVDs are available for purchase. Sustainability of funds to support the collection is an important consideration when incorporating museum collections into libraries. Joint fundraising efforts help engage communities and revitalize efforts with new alternatives.
In addition to offering the collections online and to new audiences, including items represented within the Center of Excellence for the Association of Southeast Research Libraries (ASERL), the UF Libraries have signed a Memorandum of Understanding that will benefit the Federal Depository Library Program (FDLP) and its participants. The partnership agreement outlines the responsibilities for maintaining public access to the digital collection. Included in the project is access to the Panama Canal Commission (PCC) and its predecessor, the Isthmian Canal Commission (ICC), as well as all Federal and officially related publications from the Canal. Access to this Center of Excellence is available from within the UF Digital Collections http://ufdc.ufl.edu/pcm.

Oral histories are now being transcribed and several are available as a podcast from the UF Digital Collections. For a sample, see the oral history of Leo Krzeza done with Paul Ortiz, Associate Professor and Director of the Samuel Proctor Oral History Program at UF online at http://ufdc.ufl.edu/UF00100381/00001/. Dr. Ortiz and his students plan to collect a total of 60 oral histories by 2012 from former and current residents of Panama and the Canal Zone. Some valuable personal accounts would be lost if not for this work, since this engineering marvel will long outlast its original builders and future generations will want access to these stories and personal perspectives.

As the collections continue to be processed and accessioned by a variety of library personnel, a new generation of museum enthusiasts is assisting the UF Libraries. Museum Studies students are helping identify how the collection should be processed and stored, and assisting with tagging and metadata for the database inventory. Working collaboratively with the Panama Canal Museum, UF Libraries hope to preserve this unique collection for future generations to enjoy.

NOTES:


Balboa’s Bust.

Vasco Nunez de Balboa (1475-1519) was a Spanish conquistador and explorer. He was the first European to see (and stand in the waters of) the eastern shore of the Pacific Ocean on September 13, 1513. He accomplished this feat after an arduous trek through the jungles of what is now Panama. He claimed the Pacific Ocean and all its shores for Spain, which opened the way for Spanish exploration and conquest along the western coast of South America.

Source: http://ufdc.ufl.edu/UF00093710/00001/citation?search=balboa%E2%80%99s+head

Dr. Rachel A. Schipper is the Associate Dean for Technology and Support Services at the University of Florida Libraries and is a board member of the Panama Canal Museum. She coordinates the team who is working to transfer the museum collections.