

## L.A. as Subject Residency Program – Collaborative Planning Grant

In partnership with the Autry National Center and California State University Northridge (CSUN), the USC Libraries propose a collaborative planning project to develop a residency program that will provide continuing education opportunities for recent MLIS graduates and existing staff at neighborhood- and community-based archives throughout Southern California. Like the Autry, CSUN, and USC, these archives are members of L.A. as Subject, a research alliance of 230 historical collections hosted by the USC Libraries and dedicated to preserving and improving access to the diverse histories of Southern California ([www.laassubject.org](http://www.laassubject.org)). Support from the IMLS under the Continuing Education area of the Laura Bush 21<sup>st</sup> Century Librarian program will enable us to work closely with other L.A. as Subject members—who range from large institutions like the Los Angeles Public Library to smaller organizations like the Filipino American Library, the Mayme A. Clayton Library and Museum, and the Pico Rivera Historical Society—to complete a needs assessment for the populations served by our L.A. as Subject residency program and develop its goals, curriculum, structure, and evaluation plan—so we may launch the program in fall 2013. We request \$20,713 for a \$42,233 one-year collaborative planning project from July 1, 2012 to June 30, 2013. The remaining project costs of \$21,520 will be borne by USC. Marva Felchlin, director of the Autry Library and Research Services, and Marianne Afifi, associate dean of the Oviatt Library at CSUN, will contribute their time and considerable expertise to our planning efforts.

### **1. Statement of Need**

Smaller libraries, archives, and historical collections play an essential role in the preservation of our nation's diverse cultural heritage. As UCLA professor Anne Gilliland describes in her letter (*Supporting Document 1*), community archives are increasingly important to emerging areas of scholarship and document less-visible but essential aspects of America's historical record. Yet these institutions often lack the resources to mentor and train the next generation of archivists to take leading roles in preserving and sharing access to local history. Similarly, they lack resources for the continuing education of their existing staff and volunteers—who often do not have MLIS degrees or other formal archival training. Non-professional archivists have valuable hands-on experience and much to teach about preserving and ensuring public access to historical materials. However, many of them could benefit substantially from intensive exposure to the training that MLIS students receive during their education and internships at larger institutions. Through our planning project, we propose to develop a unique residency program that will transfer skills and knowledge between two generations of archivists interested in community history: 1) those entering the field with MLIS degrees and 2) current staff and volunteers at neighborhood- and community-based archives. We believe these two groups have a great deal to learn from another and would benefit substantially from a sustained, formal exchange of knowledge and skills during a hands-on residency program. In turn, sharing knowledge and building competencies in critical areas (e.g. creating EAD finding aids with Archivists' Toolkit, online and social media engagement, new tools and methods for collecting oral histories and using them to enhance scholarly discovery, and best practices for preserving photographic collections) would improve the capacity of Southern California archives to safeguard

their collections and engage the public in local history. Our residency program is scalable within the L.A. as Subject organization and could be easily replicated by local historical associations around the United States—particularly in urban areas with high concentrations of community- and neighborhood-based archives.

The L.A. as Subject mission, membership, and organization is uniquely suited to developing a residency of this type. Hosted by the USC Libraries, L.A. as Subject leverages the resources of larger institutions like universities in the California State system, the Getty Research Institute, UCLA, and USC to help smaller institutions preserve and share access to historical materials. L.A. as Subject maintains an online directory of 230 Southern California historical collections, hosts meetings for members, offers workshops on a number of relevant archival and local history topics, and presents an annual Los Angeles Archives Bazaar—which draws 1,500 visitors to view exhibits by 80 L.A. as Subject members, along with film screenings, panels, and workshops on a wide range of local history topics. This year’s event program is available online at [www.laassubject.org/index.php/archives\\_bazaar](http://www.laassubject.org/index.php/archives_bazaar).

The L.A. as Subject executive committee reflects its diverse membership. It includes chair Kenn Bicknell from the Dorothy Peyton Gray Transportation Library and Archive at the Los Angeles County Metropolitan Transportation Authority (See **Supporting Document 2** for Bicknell’s letter), Rebecca Fenning Marschall from the William Andrews Clark Memorial Library at UCLA, photographer Shelley Gazin, Florante Ibanez of the Filipino American Library, archivist Michael Palmer, and Dale Ann Stieber of the Occidental College Library. As the host institution, the USC Libraries devote substantial resources to public outreach (including the L.A. as Subject website, social media, and collaborations with Los Angeles TV station KCET to create L.A.-focused online content and Historypin’s online initiatives and tools for community building and the spatial discovery of history) and presenting the annual Los Angeles Archives Bazaar—held on the USC campus since 2008. For the L.A. as Subject charter, policies, and the 2009 joint memorandum with Dean Catherine Quinlan of the USC Libraries, please visit [www.laassubject.org/index.php/about](http://www.laassubject.org/index.php/about).

The L.A. as Subject residency program leverages an organizational structure that is already in place to provide a diversity of learning experiences in community- and neighborhood-based archives across the Southern California region. It would also address the highly specialized needs of community archives by helping match MLIS graduates with relevant language or cultural knowledge with rotations at L.A. as Subject member collections that include significant numbers of materials in Chinese, Spanish, Tagalog, and other languages—or which focus on the histories of specific topics (e.g. the California citrus industry or L.A. transportation history) or communities (e.g. Mexican-American immigrants in Pico Rivera and Boyle Heights or pre-Stonewall West Cost LGBT activists and artists). In addition to enabling many productive exchanges between succeeding generations of archival professionals, our L.A. as Subject residency—and its related workshops and educational programs—will provide an institutional structure that will help smaller community archives recruit archival professionals who are indispensable for ensuring the long-term survival of their histories and making these histories (of particular neighborhoods and communities) a part of the national conversation.

At present, there are no similar residency programs in the Los Angeles area

or indeed the Western United States. We believe a local association of archives such as L.A. as Subject is a necessary precondition for such a residency program, and that preliminary planning and discussions are essential to its success. At present, several Southern California university libraries offer residency programs, but their focus is on learning experiences in a single institution. (For example, USC is offering a GIS-focused program in the fall of 2012.) Smaller archives typically do not have funding to support traditional residency programs and can usually only offer unstructured volunteer opportunities. (The vast majority of our 230 L.A. as Subject members are smaller institutions with annual budgets less than \$50,000.) A formal residency program overseen by staff at the Autry, CSUN, and USC would help to ensure that residents develop and apply critical competencies during rotations at community archives that often lack the personnel necessary for dedicated learning and mentoring throughout a one-year program. In our collaborative planning, we will identify institutions across the United States (such as HistoryMakers in Chicago) that have undertaken similar programs involving consortia of local archives with a particular focus (e.g. African-American history). We can learn a great deal from such programs and plan to consult closely with their staff while developing our residency. Further, the L.A. as Subject residency program will fill a critical gap in the archival education opportunities available in Southern California. Through our collaborative planning project—and the member surveys and other L.A. as Subject assessment activities which are already underway—we will determine the greatest areas of need for free workshops and educational programs that we can offer at our annual Los Angeles Archives Bazaar. We plan to build these public education efforts into our L.A. as Subject residency program and engage our cohort of residents in creating instructional workshops aimed at staff and volunteers in community archives.

Our collaborative planning efforts will ensure we can develop a residency program that will best meet the needs of our principal target populations: 1) MLIS graduates interested in local or community archives and 2) staff currently working at community or neighborhood archives. Through a literature review, comparisons with similar residency programs, focus groups (comprised of current MLIS students and recent graduates, MLIS faculty, and leadership and staff at community archives), and discussions with 230 L.A. as Subject members in open forums, meetings, and site visits, we will develop a better understanding of our target populations' needs and the appropriate goals and measures of success for our residency program.

With substantial cutbacks in state and local governments, higher education, and public and private libraries, MLIS graduates face an increasingly challenging employment picture. Residency programs offer recent graduates critical advantages for career development: ranging from the development of key professional skills via hands-on learning experiences, mentoring from museum and library professionals, networking, and paid time for exploring new areas of expertise. Single-institution residency programs provide many such benefits, but they only expose residents to a single working environment—providing experiences that may not translate well to other institutions, particularly the diverse smaller institutions that are emerging as the ability to preserve and curate history is democratized with the explosion of new mobile technologies and social media platforms. As the ecosystem for local history grows more complex, traditional residency programs cannot prepare residents for

the types of positions that will become more prevalent in the future—at smaller local archives and ventures MLIS graduates will themselves create or at traditional archives and libraries that must adapt to the new landscape for cultural practice, community and civic engagement, and the collecting of history. Our L.A. as Subject residency will combine the strengths of traditional one-institution programs with the diversity of learning experiences and perspectives available in neighborhood and community archives. For the growing number of MLIS students who are interested in archives administration and local or hyperlocal histories—and DIY approaches to creating archives and collecting, preserving, and curating histories—the L.A. as Subject residency would provide learning experiences that are impossible to replicate while retaining the resources, professional development opportunities, and other critical advantages provided by larger institutions.

Because of its unique focus and combination of resources and diverse learning experiences, our residency program will help new MLIS graduates launch their careers, regardless of whether they go on to work in community archives, the regional history departments of larger museums, or academic or public libraries. To ensure they learn broadly applicable skills and competencies, we will design our L.A. as Subject residency program in keeping with standards for archival education adopted by the Society of American Archivists (<http://www2.archivists.org/prof-education/ace-guidelines>) and the 21<sup>st</sup> century skills (e.g. communication and collaboration or technological literacy) increasingly critical for success in every profession. (See IMLS, *Museums, Libraries, and 21<sup>st</sup> Century Skills*.) Our collaborative planning—particularly our focus groups and other needs assessment activities—will help us tailor our residency program to the needs of MLIS graduates by defining “tracks” related to competencies and areas with the most relevance for their future careers and by developing “rotations” at community archives that will provide the highest quality applied learning experiences.

Staff and volunteers at smaller community archives and museums face similar budgetary challenges and typically have few resources for professional development. Many staff and volunteers at smaller L.A. as Subject archives are non-professional archivists without MLIS degrees. Based on what we are learning from informal conversations and member surveys, they can benefit substantially from instruction in areas identified by the SAA’s continuing education guidelines: 1) General Archival Knowledge; 2) Selection, Appraisal, and Acquisition; 3) Arrangement and Description; 4) Reference Services and Access; 5) Preservation and Protection; 6) Outreach, Advocacy, and Promotion; 7) Managing Archival Programs; and 8) Ethical and Legal Responsibilities. More specifically, L.A. as Subject members have expressed strong interest in workshops on creating EAD finding aids with Archivists’ Toolkit, caring for photographs and audiovisual materials, and using social media to raise awareness of collections (as L.A. as Subject members have done in collaborations with Historypin [www.historypin.com](http://www.historypin.com) and KCET [http://www.kcet.org/updaily/socal\\_focus/history/la-as-subject](http://www.kcet.org/updaily/socal_focus/history/la-as-subject)). These applied areas of knowledge are direct expressions of the 21<sup>st</sup> century skills that are now transforming the working lives of library and museum professionals. They have special relevance to staff and volunteers in smaller institutions who must think entrepreneurially and creatively to preserve their collections and create public

programs that will engage new audiences and bring less-visible histories of neighborhoods and communities into established narratives about the origin and growth of the United States, regions like the American West, and cities like Chicago or Los Angeles. The L.A. as Subject residency will facilitate the transfer of these critical skills and competencies to staff and volunteers at 230 archives in Southern California (through “rotations” in which archives host residents for 4.5- to 6-month periods and workshops and public programs) and provide a replicable program for other local archival associations across the United States.

The L.A. as Subject residency program—which we will develop through a collaborative planning process that will include a core team from the Autry, CSUN, and USC and the entire L.A. as Subject membership—will simultaneously aid the next generation of community archivists and provide continuing education to staff and volunteers currently engaged in preserving hidden L.A. histories. As such, it will provide resources and a formal structure that will support the generational exchanges that lie at the heart of preserving community and local histories. Much of our nation’s historic record and diverse cultural heritage is held under the care and stewardship of smaller institutions who lack resources for basic survival—let alone professional training and structured residency or internship programs. The L.A. as Subject residency is designed to address the needs of two target populations who have essential roles to play in preserving the complexity of our nation’s historical record, which is abundantly evident in the less-visible histories of neighborhoods and communities in America’s great cities.

## **2. Impact**

Through intensive discussions and focus groups with MLIS students, new graduates, and L.A. as Subject member archives, our team will complete a needs assessment and develop a complete L.A. as Subject residency program. By the conclusion of the project period, we will define the goals and outcomes for the residency, its formal structure (including “tracks” and a menu of “rotations” at L.A. as Subject member archives and the commitments and guidelines for “home” institutions that will host residents and provide training and mentoring), and a comprehensive evaluation plan that will measure the success of our program in delivering the learning and career development outcomes we envision for our principal target populations of 1) recent MLIS graduates and 2) staff and volunteers at L.A. as Subject archives. The end result will be a residency that we expect to launch in fall 2013 if we can secure funding. We expect the program will involve an ongoing partnership among the Autry, CSUN, and USC—with each serving as a “home” institution that will employ residents for 1-2 year terms and provide training in archival skills ongoing mentoring to facilitate 1) the learning of residents and 2) knowledge and skills transfer to smaller archives who will host residents for 4.5- to 6-month “rotations.” The present collaborative planning project will give direction and structure to the residency and enable the project team to lay the groundwork for a program that will require financial and logistical cooperation among the three “home” institutions and smaller L.A. as Subject archives.

Based on our preliminary discussions, we believe the residency program that results from our collaborative planning will have a substantial impact on our target

populations and Southern California’s resources for preserving and sharing access to local history. By leveraging the staff and resources of larger institutions and the organizational structure of L.A. as Subject, our residency combines the advantages of single-institution residency programs with the diverse learning opportunities in Los Angeles community archives. Residents will learn by teaching—extending the benefits of their MLIS educations and hands-on training at “home” institutions to staff and volunteers at community archives. The residency program will facilitate the entry of MLIS graduates with relevant skills (e.g. fluency in languages or cultural knowledge) into community archives and expand the free educational programs (workshops and programs at the annual Los Angeles Archives Bazaar) available in Southern California. We expect the L.A. as Subject residency will host 4-8 residents for 1-2 year terms and provide 3 months of initial training (e.g. in Archivists’ Toolkit and skills related to their specific interests) at “home” institutions and 4.5- to 6-month rotations. In addition to our three planning partners, we hope UCLA or the Getty Research Institute will join the project as a “home” institution when we launch the program. If we host 8 residents for 1-year terms, the program will aid 24 recent MLIS graduates over 3 years. In turn, 48 community archives (with 4-5 active staff members and volunteers) could offer “rotations”—providing 4.5-month intensive learning experiences for 200-240 people at smaller archives throughout Southern California. Based on our planning efforts, we will develop workshops (both in-person and online) and other educational programs that will engage the residents and reach staff and volunteers at 230 L.A. as Subject member archives as well as the larger community of library and archival professionals in the L.A. area.

The L.A. as Subject residency will have depth as well as breadth, offering sustained periods for engagement and the application of skills to aid our learning outcomes. Its impact derives from intensive periods of applied learning, allowing for skills transfer between residents, experienced archival and library professionals at “home” institutions,” and staff and volunteers at smaller archives. Many of our residents will have had prior exposure to competencies such as creating EAD finding aids, but intensive hands-on training by experienced professionals followed by application and teaching of these skills during “rotations” will ensure our residents not only learn critical competencies related to the archival profession but also synthesize these areas of knowledge into their practice. This will be in keeping with the insights of educational evaluation researchers such as Donald Kirkpatrick and Benjamin Bloom, who differentiate between learning objectives that relate to basic comprehension and the long-term impact of skills transfer. Residents will benefit substantially from training by leaders and staff at smaller archives, who have had to adapt quickly to the changing landscape for collecting community histories. L.A. as Subject member ONE National Gay & Lesbian Archives, for example, has forged partnerships with the USC Institute for Multimedia Literacy and developed the *Cruising the Archive: Queer Art and Culture in Los Angeles* exhibition for the Getty’s Pacific Standard Time initiative. At the same time, MLIS graduates armed with hands-on training from experienced librarians and archivists at their “home” institutions can provide intensive hands-on training to staff and volunteers at community archives without resources for professional development. Through our collaborative planning efforts—particularly our focus groups and discussions—we



will determine how to balance in-depth experiences against broadening the impact of our residency program through shorter “rotations” that expose residents to more community archives. We will also explore capstone projects or similar assignments that demonstrate the transfer of professional skills to residents.

Throughout our collaborative planning efforts, we will consult closely with experts at the USC Assessment Center (<https://sait.usc.edu/assessment/index.html>). The center offers open office hours, and associate director Najib Al-Samarrai and education professor Helena Seli have been very helpful in preliminary discussions about developing an evaluation plan for the L.A. as Subject residency program. As we implement our surveys, focus groups, and other assessment activities, we will consult with them to help us identify and prioritize the learning outcomes for the residency program’s two target populations. We will also consult closely with them to select and refine the measures we will use to evaluate the success of our program once it is launched. The Assessment Cycle will be integral to our program, and our thinking about evaluation will drive our planning efforts. This will ensure that our L.A. as Subject residency program has a demonstrable impact, and that we are able to make further refinements based on what we learn after it is successfully launched.

We are confident the L.A. as Subject residency will have a broad impact in the Southern California area. Numerous smaller L.A. as Subject archives will participate in the program, and we can extend its reach through our active social media efforts and partnerships, as well as the annual Los Angeles Archives Bazaar, which draws 1,500 visitors to view exhibits by member archives and enjoy public programs on L.A. history. The residency program is also scalable and replicable elsewhere in the United States. The L.A. as Subject organization includes several larger institutions, such as the Getty Research Institute, Pepperdine University, and the Los Angeles Public Library, who could potentially serve as “home” institutions. And there are many smaller archives within the organization that could offer “rotations.” The program is replicable elsewhere, particularly by organizations such as the group of archivists who organize the Oregon Archives Crawl or the Chicago Area Archivists—who support the Chicago Metro History Education Center’s annual Chicago Metro History Fair. Our residency program can be a model for partnerships between larger institutions such as universities or public library systems and smaller archives—in particular for programs that encourage skills transfer from larger institutions to smaller institutions. By providing a period of sustained engagement, residencies create learning opportunities that cannot be replicated through one-day workshops and similar programs. As such, we believe the L.A. as Subject residency can offer a replicable model for creating long-term outcomes related to learning, professional practice, and career development in community archives settings.

### **3. Project Design**

Our collaborative planning project will gather essential information about the needs of our target populations (recent MLIS graduates and current staff and volunteers at community archives) and community archives in the Southern California region. In turn, we will use what we learn through our discussions and needs assessments to draft a detailed plan for the L.A. as Subject residency program. (See *Supporting Document 3* for a 2010 draft plan describing a USC Libraries residency program

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that will be launched in fall 2012.) We will use the plan to seek funding and institutional support from stakeholders at each of the three partners (the Autry, CSUN, and USC), as well as the IMLS, private donors, and outside funding agencies. Our project goals are therefore: 1) Assessing the needs of our target populations, 2) Determining how a L.A. as Subject residency program can meet these needs, 3) Defining the program's goals and learning outcomes, 4) Completing a detailed program plan that includes the roles and responsibilities of "home" institutions and archives offering "rotations," a training curriculum with the "tracks" and "rotations" offered by L.A. as Subject archives, and related workshops and educational programs, 5) Developing an evaluation plan, and 6) Completing a partnership agreement among the "home" institutions and posting the fellowship opportunities.

Co-PIs Liza Posas and Claude Zachary of the USC Libraries will take the lead in organizing the collaborative planning efforts with Marva Felchlin of the Autry and Marianne Afifi of CSUN. As stated on their partnership statement forms, Felchlin and Afifi will work closely with Posas and Zachary through all project phases and—in consultation with L.A. as Subject leadership and members—define the shape of the detailed plan for the L.A. as Subject residency. They will participate in meetings and discussions and assist with recruiting an informal advisory board (comprised of MLIS faculty, L.A. as Subject members, and other stakeholders) that will contribute other important perspectives to our planning efforts. If we can secure funding, we expect the Autry, CSUN, and USC will be three of the inaugural "home" institutions when we launch the residency in 2013. The planning project will include a variety of activities to help us gather information, such as literature reviews, surveys of existing residency programs, focus groups (as detailed below), communications with organizations that developed residency programs with similar characteristics (e.g. HistoryMakers in Chicago and Yale University Libraries with NYPL), meetings with archival and library professionals at the SAA conference in August 2012, and informal meetings, surveys, and open forums with L.A. as Subject members. After gathering and interpreting this information, we will complete other activities that are designed to help us create a fully fledged program, such as inviting our 230 L.A. as Subject members to submit proposals for "rotations" involving their staff and collections, drafting and circulating proposals for the program among stakeholders at the Autry, CSUN, and USC and L.A. as Subject members. Through our ongoing meetings with the USC Assessment Center, we will enlist the assistance of evaluation experts to help us design focus group sessions and surveys and interpret the results. They will also help us prioritize our learning outcomes; select indicators, data sources, and targets; and develop an evaluation plan for the residency program.

We are planning four focus groups that will enable us to gather structured qualitative feedback from 1) Current MLIS students and recent graduates, 2) MLIS faculty and directors of residency programs, 3) Leadership at community archives, and 4) Staff and volunteers at community archives. We have selected focus groups because their structure is optimized for generating and grouping ideas that can be used for strategic planning. It is essential for the success of our residency program to better understand the needs of our two target populations and the people who are responsible for training and employing them. In combination with a literature review and consultations with organizations that have developed unique residency



programs such as the HistoryMakers in Chicago, the focus groups will help identify and prioritize the learning outcomes that will best aid the professional development of new MLIS graduates and current staff and volunteers at L.A. community archives. We can leverage the expertise of the USC Assessment Center and the USC Libraries' recent experiences in hosting focus groups while planning for renovations at several library locations.

Because of the diverse membership of L.A. as Subject and the necessity to incorporate as much feedback from members and our target populations as possible, we are undertaking a formal collaborative planning project. We have designed our project plan to focus on information gathering and discussions with our peers at other institutions and a wide range of stakeholders in order to incorporate the perspectives of a diverse group. Please see our schedule of completion for details.

#### **4. Project Resources: Personnel, Time, Budget**

As leaders of our collaborative planning efforts for this project, co-PIs Liza Posas and Claude Zachary will devote 5% and 2.5% of their time respectively. Posas was hired as a part-time L.A. as Subject Coordinator by the USC Libraries in 2010 and continues her duties as Head Librarian for the Braun Research Library and Autry Archivist at the Autry National Center. She will work on this project as part of her regular duties at USC, devoting 2 hours per week—representing 5% of her 37.5 hour work week at USC and the Autry. She has been actively involved with L.A. as Subject since 2005, and Zachary has been involved since the organization's inception in 1997. Posas was awarded a Library Fellowship at UC Santa Barbara following the completion of her MLIS degree in 2002, so her perspective will be invaluable for this planning project. A project assistant—hired with IMLS funds—will work under Posas's direction for 15 hours a week for the duration of the project. We will recruit a current MLIS student at a Southern California-area program to help us gather information from current students—and ensure their perspective appears in our plans. USC University Archivist and Manuscript Librarian Zachary will meet regularly with Posas and the project assistant for the duration of the project. With Posas, he will oversee the design and implementation of the project, drawing on 16 years in the archival profession, active involvement and interest in defining standards for professional development at the SAA, and experience as a partner in the CLIR-funded *Uncovering California's Environmental Collections* project. The time and effort of Posas and Zachary forms part of the USC Libraries' cost share.

Marva Felchlin and Marianne Afifi will consult closely with Posas and Zachary for the duration of the project. As reflected in partnership agreement forms, they will attend or assist in the coordination of meetings throughout the planning year; assist with the organization and facilitation of focus groups; help to define the core competencies and learning outcomes for the fellowship program based on best practices and standards in the archival profession; identify possible workshops or community programs to be led by residents or "home" institutions; and share the knowledge base and considerable expertise of staff at the Autry and CSUN to evaluate the needs and goals of the proposed L.A. as Subject residency program. In addition, Afifi will help to recruit current archival students for our focus groups and other information gathering and needs assessment activities. Their time and effort is

an in-kind contribution from the Autry and CSUN. The project team will also solicit advice from the L.A. as Subject executive committee and an advisory board for the duration of the project.

Phase 1 of our project from July to September 2012 will focus on gathering information through literature review, meetings, open forums, and focus groups. The deliverables will be a bibliography, focus group results, and draft proposals from L.A. as Subject members for “rotations.” Phase 2 from October to January 2013 will focus on synthesizing this information in a needs assessment, defining learning outcomes, and producing a complete draft plan for the residency program. Phase 3 from February to June 2013 will focus on revising our program plan based on input from key stakeholders, posting the residency positions, and reporting our findings to IMLS and leadership at our three partner institutions. We hope also to share our project with peers through publications or conference presentations. Please see our schedule of completion for further details.

We request \$20,713 for a \$42,233 one-year collaborative planning project from July 1, 2012 to June 30, 2013. The remaining costs of \$21,520 will be borne by USC. IMLS-funded costs include \$15,600 for a project assistant, \$2,013 for travel and conference fees, \$1,200 for focus groups, \$500 for a tablet/netbook computer for Posas and the project assistant, and \$500 for project supplies. USC-funded costs include \$5,039 in compensation for Posas and Zachary and \$16,481 in F&A costs.

## **5. Diversity Plan**

Because of its focus on gathering information and including the perspectives of a numerous stakeholders, our collaborative planning project reflects the diverse membership of the L.A. as Subject organization. The organization’s mission is to shed light on the less-visible histories of the Southern California region, which are often missing from established narratives about L.A.’s dramatic growth in the 20<sup>th</sup> century or the settling of the American West. Through our residency program, we intend to serve the needs of recent MLIS graduates interested in community history and a diverse selection of smaller archives focusing on everything from the citrus industry, the Chicano Movement, and documentary photography of L.A.’s Persian Jewish community to Central Avenue’s role in early 20<sup>th</sup> century African-American life, public transportation, and Japanese American history from the 19<sup>th</sup> century through WWII internment camps, 1960s and 1970s activism, and visual artists like Qris Yamashita and Bruce Yonemoto. We believe the diverse membership of L.A. as Subject will attract residents from an equally diverse collection of backgrounds and will recruit L.A. as Subject residents in keeping with the equity and diversity policies of our “home” institutions. (USC’s Equal Opportunity, Affirmative Action, and Non-Discrimination policy is at <http://policies.usc.edu/policies/EOAAND11Apr07.pdf>.) Once established, our residency will provide a formal structure and resources to enable the next generation of archivists to preserve this complex historical record and develop new tools that leverage mobile technologies and social media platforms to facilitate discovery and new interpretations of these histories. The L.A. as Subject residency will provide a scalable and replicable model for recruiting librarians and archivists with the language fluencies and cultural knowledge necessary to ensure the survival of the diverse histories of America’s neighborhoods and communities.