NATIONAL
ARCHIVES

NATIONAL HISTORICAL
PUBLICATIONS
& RECORDS COMMISSION

The attached document contains the Grant Narrative of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Be aware that minor changes may have been made to the plan of work and other portions of the proposed project in response to comments made during the review process. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations.

Prospective applicants should consult the NHPRC's application guidelines at https://www.archives.gov/nhprc/apply for instructions. Applicants are also strongly encouraged to consult with the NHPRC staff member listed in the grant announcement well before a grant deadline. Prospective applicants are also strongly encouraged to submit a draft application by the deadline listed in the grant announcement.

The Commission welcomes collaborations that target institutional advancement for small and underserved local archives and repositories, **especially those with collections that focus on the voices and perspectives of Black, Indigenous, and People of Color.**

Project Title: ARGO: American Revolutionary Geographies Online

Institution: Norman B. Leventhal Map & Education Center

Project Director: Garrett Dash Nelson

Grant Program: Major Collaborative Archival Initiatives

***ARGO:* American Revolutionary Geographies Online**
Norman B. Leventhal Map & Education Center at the Boston Public Library
In partnership with the Washington Library at Mount Vernon

Final Proposal to the National Historical Publications and Records Commission

1. Overview

We respectfully request a grant from the NHPRC to fund the creation of the *American Revolutionary Geographies Online* (*ARGO*) map portal, a comprehensive, curated collection of digitized geographic depictions of North America created between 1750 and 1800, bringing together thousands of historical records from the collections of dozens of institutions.[1]

In addition to the American Revolutionary War and the foundation of the American Republic, the second half of the eighteenth century saw a dramatic expansion of European settlement and the subsequent reordering of relationships between settlers and Indigenous peoples; the defeat of the French empire and the shift of the European power balance on the continent; and the demographic expansion of slavery even as many in the Atlantic world began questioning the morality of human bondage. Few documents capture these historical changes as well as maps. Maps reflected how people in the eighteenth century envisioned the world around them, and encoded arguments about how that world could change. Maps visualized the War for American Independence, facilitated the new nation's rapid expansion west, and documented shifting political and cultural territories at a hemispheric scale. Assembling, juxtaposing, and interrogating cartographic materials that reveal the geographical contexts in which

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[1] The name *ARGO* echoes an [1826 letter in the National Archives](#) in which Thomas Jefferson refers to the leaders of the American Revolution as "Argonauts", while introducing his grandchild to John Adams to learn more about "the Heroic age which preceded his birth."

settlement, economic development, conflict, political division, and cultural formation took place can reframe both scholarly and popular assumptions about this pivotal moment in U.S. history.

Although the textual records of this era have been well documented and preserved, the *visual* depictions of this tumultuous time are much more difficult to access, both for professional historians and the public. From the eighteenth century to the present, these documents have been scattered in repositories large and small across North America and Europe.[2] While digitization has increased the accessibility of manuscript and print maps, digital repositories are themselves isolated from one another. Scholars, teachers, students, and the public lack clear points of entry, and archival search functions are rarely accompanied by historical contextualization. This limits the value of even the most high-resolution digitization efforts, leaving patrons without the robust interpretive and contextual frameworks necessary to fully comprehend the relationship between maps and our shared past.

To address these issues and promote public access to and discovery of these important materials, the Norman B. Leventhal Map & Education Center at the Boston Public Library (Leventhal Center) and the Fred W. Smith National Library for the Study of George Washington at Mount Vernon (Washington Library) have come together to form the American Revolutionary Geographies Online (*ARGO)* working group. The Leventhal Center is an independent nonprofit organization in a long-term partnership with the Boston Public Library. Its mission and history can be found here. The Center's

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[2] The U.S. National Archives, established in 1934 as the repository primarily for the Federal government's post-1790 records, does not have a comprehensive collection of Revolutionary War era maps. See Patrick D. McLaughlin, *Pre-Federal Maps in the National Archives: An Annotated List*, Special List no. 26 (Washington, DC, 1971).

recent Strategic Road Map emphasizes connecting history with contemporary issues, providing professional development for teaching with maps and geographical approaches, and accelerating digital engagement. The Washington Library's purpose is to foster scholarship and improve public understanding of the eighteenth-century world in which George Washington lived. The recent acquisition of the Richard H. Brown Revolutionary War map collection has catalyzed an opportunity to develop new scholarship around these extraordinary objects. Combining the Washington Library's topical expertise in the American Revolutionary period with the Leventhal Center's media expertise in maps and geography will allow us to create an outstanding digital resource for the study of the American founding era by assembling the widely scattered cartographic materials created in the American Revolutionary era.

Straddling the line between digital archives and publications projects, we propose an innovative approach to aggregating, integrating, and interpreting existing digital collections. *ARGO* will consolidate access to thousands of objects from dozens of institutions and create one comprehensive, curated portal that appears unified to the end user, while adding interpretative and public discovery layers for meaningful access. These kinds of "generous interfaces," which extend beyond the simple aggregation of records to include rich description and discovery tools, are particularly crucial for complicated visual materials like maps.[3] *ARGO* will create and share scholarly explorations, digital exhibitions, interactives, and teaching materials, promoting engagement with the stories in these maps amongst an audience ranging from specialist scholars to schoolchildren (see *ARGO* Concept Diagram in Supplementary Materials).

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[3] On "generous interfaces," see Mitchell Whitelaw, "Generous Interfaces for Digital Cultural Collections," *Digital Humanities Quarterly* 9 (no. 1, 2015).

ARGO builds on a [prior project](#) completed by the Leventhal Center in 2016 that brought together 2,190 maps of this era from 13 partner institutions, including the British Library, the Library of Congress, and the Boston Public Library (see Past and Projected Content Partner Institutions). This earlier version, funded by the National Endowment for the Humanities, allowed for search access to a subcollection of American Revolutionary War-era objects within a much larger repository. It provided "proof of concept" regarding collaboration with content partners, while also demonstrating the need for continued efforts around digital interpretation and description. The *ARGO* project, therefore, represents both an extension and a reinvention of the first project: an extension in terms of the number of records and partner institutions, and a reinvention in terms of how to invite users into a vast storehouse of digitized historical materials.

Rather than a sub-collection buried within a larger site, *ARGO* will function as a stand-alone portal dedicated solely to the historical geography of the second half of the eighteenth century. In addition to the technical work of building this custom-designed digital portal, NHPRC funding will be used to facilitate the addition of 2,000 new digital objects to the collection, the creation of interpretative material and discovery layers, and a robust educational program. With an investment of grant funding now, *ARGO* will be ready to serve as an important resource for scholars, cultural administrators, and the public in time for national and local commemorations of the 250th anniversary of the American Revolution and independence.

2. Description of Collections

The heart of *ARGO* is a collection of digitized manuscript and published maps, charts, landscape views, field sketches, survey plats, and atlases created between 1750 and 1800 that depict North American geographies, including the Caribbean (see Map Selection Criteria). This period encompasses the outbreak of the Seven Years' War and the expansion of British America, the imperial crisis and resulting American War for Independence, and the emergence of the American republic. Objects selected for inclusion in *ARGO* will help patrons visualize the dramatic changes that remade human and natural geographies during these years, including military conflict, the dispossession of Native peoples, public works projects, new national and state borderlines, commercial networks, and the expansion of slavery, among many others.

The Leventhal Center's original Revolutionary War-era digital map portal presently consists of 2,190 such digital objects selected from 13 partners in the United States and the United Kingdom, including the Library of Congress, the British Library, and the digitized portion of the Richard H. Brown Revolutionary War Map collection at the Washington Library. At this time, the digital images and metadata contained in this collection total approximately 360 GB of file storage. They are stored in the Leventhal Center's Digital Collections portal, which is a module of the federated Digital Commonwealth repository system, hosted and managed at the Boston Public Library.

To build on this original set of materials, *ARGO* will collaborate with additional libraries, archives, and historical societies in North America and Europe to identify already-digitized maps that meet *ARGO*'s selection criteria and standards. We have completed a preliminary review of potential partner institutions and identified approximately 2,000 objects that meet our selection criteria (see Past and Projected

Content Partner Institutions). During the period of the grant, we will undertake the work of incorporating these new digital objects into the *ARGO* collection, doubling its present size, and working toward a goal of comprehensive representation of the Revolutionary era.

The original portal was executed at a time when many partner collections did not have standards-compliant digital repositories of their own. Since then, the number of institutions with active digitization programs has vastly increased, and the number of digitized historical objects continues to grow rapidly. *ARGO* will take advantage of this more robust digital environment to leverage new standards such as metadata harvesting, linked open data, and the International Image Interoperability Framework (IIIF) to connect directly to materials hosted on partner collections' own repository systems (see Archival Methodologies). This will establish new best practices in aggregating disparate materials across a large ecosystem of digital collections. This practice will also minimize the amount of direct effort required by partner institutions: by using these technologies, institutions will be able to share their materials efficiently while maintaining full custody of their digital records. For example, we have already secured commitments from the William L. Clements Library at the University of Michigan to include in *ARGO* maps contained within the papers of British generals Thomas Gage and Sir Henry Clinton. Because the Clements Library has a stable, standards-compliant repository hosted by the University of Michigan, *ARGO* will be able to make these items searchable and usable in the *ARGO* public interface without having to duplicate digital images or re-host them on *ARGO*'s servers.

3. Archival Methodologies

Because the *ARGO* project seeks to innovate in "collecting across collections," we will be developing new best practices for archival stability, preservation, and discoverability when working across different institutions' own methodologies for digitization and storage. As part of this work, when building relationships with our content partners, we will evaluate their digital preservation plans and repository architecture to ensure that they follow best practices regarding stable identifiers, metadata structure, and preservation plans. Wherever possible, we will access data endpoints available using the Open Archives Initiative-Public Metadata Harvesting (OAI-PMH) protocol, and, where this is not possible, we will work with partners to provide better systems for standard access to metadata exports. Importing collections objects will be conditional on the partner licensing the metadata itself under a CC-0 or equivalent permissive license.

The Digital Commonwealth architecture structures metadata records using Metadata Object Description Schema (MODS) standards. The Leventhal Center's Reference & Cataloging Librarian has extensive expertise in importing and crosswalking metadata to conform with MODS standards, particularly with cartographic materials. This expertise ensures that objects imported into *ARGO* will meet the highest standards for cartographic metadata. To the extent possible with machine-readable metadata endpoints such as OAI-PMH, we will also regularly re-harvest metadata from the source collection in order to reflect any cataloging changes that may be made at the host institution.

For source imagery, we will prioritize partner institutions that make their images available on permissive licenses, but this will not be an absolute requirement for partner

collections. We will evaluate these partner institutions' digital preservation plans and offer technical advice where needed. Choices about imaging standards and access to master imagery downloads will remain the prerogative of the host institution, provided that they generally comply with the guidelines of the FADG Still Image Working Group's 2016 Technical Guidelines for Digitizing Cultural Heritage Materials. Except in special circumstances, we will only incorporate materials that have been digitized with master images created at 300 dpi or better, in 8 or 16 bit TIFF or JPEG-2000 formats. Crucially, *ARGO* plans to advance the revolution in image interoperability made possible by the IIIF standard. For partner collections that provide imagery using the IIIF Presentation 2.0 or Image 2.0 standards (or later), we will not duplicate the source imagery but instead include a fully qualified URL to a IIIF Manifest at the host institution. The Digital Commonwealth architecture was recently upgraded to include a IIIF source as a standard metadata field. This will allow us to bring in zoomable imagery with all of the powers of IIIF, including the ability to degrade quality as necessary for load times, excerpt selections, create custom rotation or color depth images, and so on. Wherever partner institutions are not currently providing IIIF-powered image endpoints, we will offer them implementation suggestions.

While most large-scale historical digital collections projects require setting up expensive, technologically complex systems, *ARGO* will be built atop existing technical infrastructures. Digital Commonwealth is built on the best-in-class Fedora (repository database), Solr (search), and Blacklight (frontend discovery) technical stack (see Digital Preservation Plan). Standard practice for all record objects in Digital Commonwealth involves the creation of checksums and data backup of multiple redundant data copies, including in offsite locations. Digital Commonwealth identifies objects using permanent

ARK identifiers in the namespace ark:/50959, and we will also ingest permanent

identifiers from host institutions in formats such as ARK, DOI, or Handle.

When working with partners that do not have their own repository system (or

systems that do not meet the necessary metadata or IIIF standards), the Digital

Commonwealth repository will become the host of the master record; this was the

method used for the Leventhal Center's original Revolutionary Maps project in 2014-

2016. This is likely to be the case with smaller or under-resourced institutions such as

local historical societies. In these cases, we will ingest material following the standard,

well-documented practices of the Digital Commonwealth federation.

4. New Tools and Methods

The rise of archival digitization has brought with it the opportunity to create new

kinds of projects which span collections and institutions. Taking advantage of the

flexible nature of online objects and spaces, these kinds of projects raise the exciting

possibility of digitally reuniting scattered collections, allowing the public to seamlessly

access documents separated by vast physical distances, and creating comprehensive

thematic collections outside the reach of individual institutions. We intend for *ARGO* to

serve as a model for other thematic digital collections spanning multiple institutions.

Because we will build on existing digital infrastructure, we will be able to focus on

user-facing interactivity, content generation, and curation, rather than on the backend

work that is needed to create a completely isolated web application. These forms of

lightweight, scalable web applications, which rely on API calls and federated software

for functions such as search and image delivery, represent the cutting edge of frontend

development practices. The *ARGO* project will also innovate by integrating records and

publication models through making search and discovery affordances closely integrated with description, narration, and interpretation affordances. This model, heavily inspired by the "generous interfaces" ideal, is particularly crucial for geographic collections given the fact that such materials can be unfamiliar to non-expert audiences.

5. Public Participation

Encouraging exploration and understanding of the cartographic materials of the Revolutionary Era will begin with the design of the site itself. The public will be provided with multiple ways into the collection through curated search facets, interpretive essays, and interactive stories (see Project Products). We will also experiment with derived-data methods such as user annotation of map images (following IIIF standards for such annotations) and crowdsourced georeferencing. This will allow the public to directly participate in the work of understanding and interpreting these materials while also generating important contextual information for these maps that goes far beyond what is provided by standard bibliographic metadata. To both promote this work and encourage broad engagement, *ARGO* will be enlivened by regular public talks, including quarterly online talks and annual lectures at both the Washington Library and the Leventhal Center.

ARGO will include a robust set of K-12 initiatives to ensure these primary source materials are useful to teachers and students. Both the Leventhal Center and Washington Library have existing teaching materials on topics such as Native land dispossession and slavery in the eighteenth century. The *ARGO* project will extend and grow such materials and will bring them into a cohesive, digitally formatted resource library. Combining the Washington Library's expertise on the historical era and

Leventhal Center's strengths in teaching with maps, we will create five new K-12 teaching guides, covering the basics of reading the visual language of eighteenth-century maps and how to lead an inquiry activity with maps in classrooms. Additionally, we will produce five mini-lessons that tie single maps into major events and themes of the Revolutionary era and provide sample questions for instruction.

In addition to creating teaching materials, we will offer a total of eight virtual teacher workshops during the grant period. Four of them will be created and delivered jointly by the Leventhal Center and Mount Vernon as workshops that will help teachers learn how to use *ARGO* to approach the Revolution geographically and incorporate maps into classroom instruction; two of these will be produced in Year 2 and another two in Year 3. Another four workshops will be offered by the Leventhal Center on topics and approaches for using *ARGO* maps in the classroom with specific focus on Native presence and land dispossession in the eighteenth century; these will be produced on the same schedule as the joint teaching workshops. The Leventhal Center has been developing resources on this topic for the past few years, with the consulting assistance of the [Akomawt Educational Initiative](). We will engage these consultants and potentially others to advise on and review the workshop and materials.

Finally, to promote the development of similar collaborative projects centered on digitized archival objects and to encourage best practices in digitization and digital preservation management, the project team will publish the project's selection criteria, digitization standards, and the details of its technical infrastructure. The source code for the frontend site will be made publicly available on a permissive license, providing a template for other collections-of-collections projects.

6. Project Products

In order to encourage meaningful access into the large and diverse digital collections in *ARGO*, we will create a range of access points and interpretive materials that invite exploration of this rich resource. While maps are intrinsically inviting, providing historical context and interpretive entry points into the collections will enable people of diverse backgrounds, ages, and education levels to interact with and explore these otherwise widely dispersed digitized materials.

At the most basic level, *ARGO* will enable users to search and access high-resolution images of an estimated 4,000 cartographic objects, making it possible to zoom in to the small text and markings that commonly appear on such materials. Collections objects will also be documented with bibliographic metadata following the highest standards (see Archival Methodologies). We will make bulk metadata exports available to users of *ARGO* and encourage the secondary importation of source materials into open databases such as Wikimedia Commons. While owning institutions will control the permissions of material that has been digitized from their collections, we will encourage digital partners to provide downloadable copies on permissive licenses, such as Creative Commons CC-BY or CC-0. *ARGO* also seeks to foreground a "Collections as Data" approach to collecting across collections. To that end, we will create access to metadata records covering the entire set of materials present in the portal, with the goal of encouraging researchers using computational or "distant viewing" approaches. Data exports will be provided in plaintext formats such as CSV and JSON. Finally, all geospatial datasets produced in this project as derivative transformations from source imagery will be made available in open, standards-

compliant formats such as GeoJSON, following the specifications of the Federal Geographic Data Committee.

Simple and faceted searches will enable patrons to discover objects via partner-contributed metadata, as well as an *ARGO*-specific taxonomic scheme which will be developed by the project team, designed to remix objects in the portal along thematic lines. Taking advantage of the digital nature of this project, emphasis will also be placed on virtually reuniting items which share common creators and histories. For example, during the American Revolution, Lt. Richard Williams of the Royal Welch Fusiliers produced a number of manuscript views and maps of Boston and Nova Scotia. These materials are now scattered across different institutions in the United States, Canada, and the United Kingdom, including several in the Richard H. Brown collection now at the Washington Library. Digitally reuniting collections such as the Williams views and maps will provide users with a more robust sense of the context and meaning of the individual items, increasing their value as historical sources while allowing individual institutions to maintain their unique physical contexts as well as the principle of *respect des fonds*.

The hiring of a full-time project manager for *ARGO* in the pre-grant period, now completed, enables us to design a focused interpretive plan in the coming months to be executed during the period of the grant with the assistance of the project team and short-term research fellows. *ARGO* will leverage the project team's expertise in cartography, K-12 education, archival research, museum curation, and digital humanities to create interpretive layers that invite users to consider *ARGO*'s collections in a variety of ways. For example, curated collections centered on themes such as the dispossession of Indigenous peoples, the expansion of slavery, the growth of urban

environments, and coastal ecology will encourage users to explore the human and environmental histories of these developments in visual form.

We imagine these layers as modules which will be deployed across the life of the project. Each module will incorporate interpretive materials generated in-house as well as resources from outside the project, such as published works and other digital history projects. For example, a module on Indigenous peoples might include the roll out of curated facets designed to increase visibility of items in the collection such as surveys and military maps that show Native communities or paths, integration with other digital projects centered on Indigenous history such as the [Indigenous Digital Archive Treaties Explorer](#), links to and transcriptions of companion manuscript materials, bibliographies, and in-depth interpretive essays which provide background context and deep dives into particular items or sub-collections. These essays will provide context for objects in *ARGO* and will offer users the ability to examine items discussed in the essays in greater detail through linking. Over the course of the grant period, we will produce at least five of these comprehensive modules, addressing such topics as African American histories, military history, and settler expansion.

Beyond these modules, the project team will also write and commission at least ten stand-alone thematic essays using *ARGO* objects. These visually-rich essays will narrate particular events such as the Battle of Bunker Hill or topics such as the eighteenth-century plane table method for cartography. In addition to the interpretative material created specifically for *ARGO* at the Washington Library, we will also partner with institutions such as the Museum of the American Revolution to develop additional content, ranging from short videos to digital exhibitions.

7. Project Publicity

  To promote public use of this rich collection, we will reach out directly to different segments of our national audience—the interested public, professional scholars, and teachers and students—in a multi-phased launch of the *ARGO* portal.

  Prior to the grant period, in the summer and fall of 2021, our outreach efforts to map libraries, map centers, and map collectors will help "seed" publicity for *ARGO*. In late summer/fall 2021, we will include public "tease" mentions of *ARGO* in the Leventhal Center's new Richard H. Brown Seminar on the Historical Geography of the American Revolution.[4] During the Washington Library's annual symposium in November 2021, we will hold an evaluative discussion session to gain the input and involvement of scholars on *ARGO*'s development.

  ARGO will be ready for public launch in late June 2022, timed for Independence Day press coverage. A press release will be sent prior to launch to both the Leventhal Center and Mount Vernon's press lists with proactive follow-up to outlets that might be interested. It will also be sent to content partners and other institutions in the field and published on both institutions' websites. Social media from both the Leventhal Center and the Washington Library will engage the public by showcasing selected maps and interpretative materials as intriguing gateways to *ARGO*. We will ask content partners to feature objects from their collections that are included in *ARGO* on their social media and link back to *ARGO* wherever possible. Ongoing, we will use communication vehicles such as a monthly newsletter, social media, and press outreach to reach a wide audience of those interested in this historical period and the founding of our nation, as well as

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[4] Talks currently scheduled include Michelle Navakas on August 4 and Kathleen DuVal on October 26.

post on listservs, scholarly blogs, and social media to ensure that the academic field is aware of *ARGO*'s potential as a research and university teaching tool.

In November 2022, the Washington Library will hold an academic symposium, funded outside of the grant budget, gathering top scholars in historical geography of the period. The symposium's theme will be "Mapping the Revolutionary Era," with *ARGO* showcased as a central feature.

We will reach out to teachers through the well-developed educator networks of both the Leventhal Center and Mount Vernon. This will ensure that those within our current circles know how to use *ARGO* and the K-12 classroom materials (see Public Participation). We will also encourage them to spread the word among their colleagues. The materials and methods will be promoted to teachers outside our circles by sending an education staff member, a current teacher, and a content specialist to present and spread the word about *ARGO* at the combined National Council for Social Studies (NCSS) and National Council for Geographic Education (NCGE) annual conference, the National Council for History Education, and local education conferences.

ARGO will be actively promoted to groups such as Revolution 250 and semiquincentennial state, city, and national commissions as we approach the 250th anniversaries of the Boston Tea Party in 2023, the battles of Lexington and Concord in 2025, and the Declaration of Independence in 2026. We will request that these free uses of *ARGO*'s assets are accompanied wherever possible by a credit line and link back to *ARGO*.

8. Plan of Work

<u>Prior to grant funding</u> (2021)

- Hire postdoctoral fellow who will serve as a full-time project manager (DONE)

- Develop site wireframe to begin to visualize *ARGO*'s functionality and proof-of-concept creating access to multiple repositories (DONE)

- Secure commitment from initial cohort of partner collections with standards-compliant repositories (DONE)

- Pilot workflow for harvesting metadata into the Digital Commonwealth repository as linked records (IN PROGRESS)

- Develop interpretive plan, identifying topics for five comprehensive modules to be developed and rolled out over the period of the grant (IN PROGRESS)

- Revise existing K-12 educational material and assess opportunities for additions to site (IN PROGRESS)

- Fundraise among individuals and institutions (ongoing) to ensure the long-term sustainability of the project (not required to meet budget) (IN PROGRESS)

<u>Year 1</u> (2022)

- January-June: Design and implement Version 1.0 of *ARGO* frontend website

- Spring: Create and fill short-term Research Fellowship

- By June 2022, add at least 500 new maps from at least 10 new institutions

- By June 2022, add interpretive materials and talks/panels series

- June-July: Public launch

- November 2022: Washington Library fall symposium theme on mapping the Revolution, with *ARGO* as a central feature

- Implement new interactive functionalities in Version 1.5, including image annotation, georeferencing, and immersive interactives

- Add maps from at least 10 more institutions per year

- Add more interpretive materials, and continue talks/panels series

- Continue one annual Research Fellowship each year

- Create new K-12 material

- Promote K-12 education usage at teacher institutes and conferences

- Host meeting with partner institutions and end of Year 3 to assess health of the project and ensure ongoing project sustainability after the grant period ends

9. Staff Qualifications

ARGO will be overseen by a group of highly qualified individuals associated with both the Washington Library and the Leventhal Center.

President and Head Curator of the Leventhal Center Garrett Dash Nelson (PhD, Geography) will act as Project Director, supported by the Center's Assistant Director, currently under a hiring search. Washington Library Executive Director Kevin Butterfield (PhD, History) will oversee the Washington Library's participation in *ARGO*, while Washington Library Digital Historian Jim Ambuske (PhD, History) will co-direct the work of the *ARGO* Project Manager alongside Nelson. Hired as the full time Project Manager, Alexandra L. Montgomery (PhD, History) will spearhead all stages of developing, launching, and publicizing *ARGO*. She will be a key contributor to and manage *ARGO*'s interpretative content. Educational materials for *ARGO* will be developed by Leventhal Center Director of Education Michelle LeBlanc (MA, History)

and Washington Library Senior Manager of Education Communication and Outreach Zerah Jakub (MA, Museum Studies). Leventhal Center Cataloging and Reference Librarian Lauren Chen (MIS) will manage metadata for *ARGO* objects, from creating records to ensuring that cataloging standards for harvested metadata are sufficient.

From its inception, the *ARGO* project has been guided by an active working group that includes two staff from the Leventhal Center and two from the Washington Library. They are joined by two people who were the driving forces behind the pilot project predecessor to *ARGO*: Richard Brown, a map collector specializing in this time period and donor to both institutions; and Ronald Grim (PhD, Geography), the former Curator of Maps at the Leventhal Center, who worked for 33 years with the nation's two largest map collections at the National Archives and the Library of Congress. The latter two also bring encyclopedic knowledge of maps of the era and cartographic collections.

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10. Performance Objectives

1. Bring approximately 2,000 curated, unique, rare, and significant maps into *ARGO*, increasing the total number of maps to 4,000.

2. Drive at least 100,000 user visits / year to the *ARGO* portal by the end of the performance period

3. Establish more than 30 new partnerships to contribute digitized maps.

4. Support 1 short-term research fellow / year resulting in 6-10 published articles, inclusive of blogs, essays for the *ARGO* site, and peer-reviewed publications.

5. Develop and publish 5 comprehensive interpretive modules inviting deeper public exploration of the collection along specific themes.

6. Develop and publish 10 stand-alone interpretive essays.

7. Present at least 2 physical talks / year, reaching a total live audience of 750, and potentially a much greater number online. Additionally present at least 4 digital talks / year, reaching a total online audience of 24,000.

8. Create and promote 10 K-12 educational units and publicize at conferences.

9. Offer 8 workshops, each two hours in length, to teachers with the goal of bolstering their understanding of how to teach this era with maps, including a specific focus on Native presence and land dispossession.