

# Digital Library of the Caribbean: Crossing Borders

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**Abstract**

In order to preserve and increase access to valuable resources for the study of the Caribbean and the advancement of Caribbean Studies, the Latin American and Caribbean Center at Florida International University, in consortium with the University of Central Florida, University of Florida and the University of the Virgin Islands, proposes a multifaceted and collaborative international digital library project. The Digital Library of the Caribbean (dLOC) intends to cross borders and build collaboration among diverse institutions to share resources in a common space, thus expanding the range of Caribbean materials available to scholars, students and citizens through enhanced electronic access in multilingual interfaces.

The Caribbean comprises a diverse mix of cultures, histories and peoples that share a common space. This region illustrates trends in migration and nation-state building that are currently taking place on a world scale, and is thus a significant focus of study for scholars and students alike. Pan-Caribbean research will provide scholars, leaders, and citizens with the resources necessary to build an understanding of issues central to our lives today and to construct effective current policies and sound strategies for the future.

This digital library will comprise collections that examine the similarities and differences in histories, cultures, languages and governmental systems. The dLOC will be an umbrella for digital projects and collections from and about the Caribbean that might exist in isolation at a single institution, thus providing a critical mass of resources in a single space.

Building upon the success of a cooperative pilot project and the progress made at the first dLOC Planning Meeting in July 2004 at the University of Puerto Rico, Rio Piedras, this project proposes to use Federal funds to meet the following goals:

- Increase access to Caribbean research resources by digitizing and making available through centralized searching collections of note, in English, French, and Spanish, including from the Archives Nationales d'Haiti, Caribbean Community (CARICOM), Fundación Global Desarrollo y Democracia (Dominican Republic), National Library of Jamaica, and Universidad de Oriente (Venezuela);
- Build capacity by developing a multi-layered and comprehensive digitization training program for international partners;
- Advance Caribbean Studies by building an aggressive and engaging outreach program that delivers these collections to scholars, to the classroom, and to the general public;
- Cultivate the development of new research initiatives among Caribbean scholars by providing a supportive framework to disseminate this work;
- Ensure sustainability of the dLOC by consolidating the organizational framework, both in governance and technical infrastructure.

## **1. Meeting the Purpose of the Authorizing Statute**

The Digital Library of the Caribbean (dLOC) is an innovative and multifaceted initiative that brings together international, multi-lingual, and multi-cultural partners within the Caribbean and circum-Caribbean to facilitate access to information resources by employing proven techniques in electronic delivery and retrieval. This project will facilitate the wide dissemination of resources to meet the needs of U.S. and international scholars by making multiple Caribbean collections searchable through a single interface. The Latin American and Caribbean Center at Florida International University (FIU), in consortium with the University of Central Florida (UCF), the University of Florida (UF) and the University of the Virgin Islands (UVI), will partner with five Caribbean institutions, representing the multi-ethnic and multi-lingual make-up of the region, in order to build the dLOC and promote Caribbean Studies.

The main goal of the dLOC is to foster an understanding of the Caribbean region through advanced technology, shared collections and collaboration between diverse institutions. U.S. institutions have long recognized the value of Caribbean resources to the development of knowledge among students in their academic programs. For this reason, the Farmington Plan, which was funded by the Rockefeller Foundation in the 1950s, included an arrangement to collect and preserve resources from the Caribbean, with the UF Libraries responsible for this region. Using the micrographic technology of the day, collection and preservation efforts netted tens of thousands of reels of film from the islands in order to penetrate barriers-to-access faced by U.S. and international scholars. Current technologies offer unprecedented opportunities for widely disseminating resources formally acquired only by a fortunate few.

Today, study and research of the Caribbean region is even more critical to our collective understanding of major trends that are taking place on a world scale, including migration and the development of the nation-state. The Caribbean, with its mixture of cultures, ethnicities and languages, offers a unique vantage point upon which to develop this understanding. Pan-Caribbean research, through enhanced access to information resources, will provide scholars, students, leaders and citizens with the skills essential to make informed decisions and develop effective policies about the world today.

**a) What are the objectives of the project?**

The dLOC builds upon the success of a cooperative pilot project and the progress made at the first dLOC Planning Meeting in July 2004. Institutions in the U.S. Virgin Islands have successfully modeled a centralized digital cooperative among multi-island and multi-type institutions, the *United States Virgin Islands History and Culture Collection*. Archival, library and museum materials from the UVI Libraries, the Virgin Islands Division of Libraries, Archives and Museums, UF and FIU are centrally stored and made accessible through a single interface. National and international partners have demonstrated interest in and commitment to the dLOC through participation in two planning sessions within the last six months. A workshop on the dLOC, led by representatives from FIU, UF and UVI and held at the Association for Caribbean University, Research and Institutional Libraries (ACURIL) annual conference in May 2004, was so enthusiastically received by Caribbean institutions that a two-day planning meeting was organized less than two months later. The dLOC Planning Meeting held July 17-18, 2004 at the University of Puerto Rico, Rio Piedras mapped out a governance model and the technological framework upon which this proposal is based.

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This proposal intends to use Federal funds to meet the following objectives:

- Increase access to and preserve Caribbean information resources by digitizing and making available through centralized searching collections of note, in English, French, and Spanish, including from the Archives Nationales d'Haiti, Caribbean Community (CARICOM), Fundación Global Desarrollo y Democracia (Dominican Republic), National Library of Jamaica, and Universidad de Oriente (Venezuela);
- Build capacity by developing a multi-layered and comprehensive digitization training program for international partners;
- Advance Caribbean Studies by building an aggressive and engaging outreach program that delivers these collections to scholars, to the classroom, and to the general public;
- Cultivate the development of new research initiatives among Caribbean scholars by providing a supportive framework to disseminate this work; and
- Ensure sustainability of the dLOC by consolidating the organizational framework, both in governance and technical infrastructure.

**b) How do these objectives further the purposes of section 606?**

The objectives of the dLOC effectively address six of the seven authorized activities and thus advance U.S. teaching and research in international education and foreign languages. There are pockets of innovation at institutions around the Caribbean where attempts have been made to digitize and deliver resources. In view of the limited number of trained technicians to develop efficient electronic portals and in view of the high costs of equipment, networking, and web connectivity, these efforts are admirable. However, there has not been a comprehensive plan to make these resources available

through a single interface, nor has there been an arrangement to leverage expertise and resources to the extent that is being proposed here.

1) To facilitate access to or preserve foreign information resources in print or electronic forms.

The dLOC will employ proven techniques in digitization and electronic information delivery to provide access to, and to preserve, Caribbean information resources that exist both in print and in electronic formats. Through a multi-layered and comprehensive training program that includes the initial assessment of abilities, collections and equipment needs, U.S. digitization experts will provide on-site training in digitization and in standardized metadata. Partners in the project will either contribute digital content to a centralized repository or make their digital collections available to the dLOC through compliance with the Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH). In both cases, programming and technical support will be provided by experts at the Digital Library Center at the UF Libraries. These electronic materials will be delivered to users through a freely accessible centralized web portal.

With the recent decision in July 2004 by the Association of Research Libraries to endorse digitization as an acceptable preservation standard (<http://www.arl.org/arl/pr/digitization.html>), the dLOC seeks to preserve materials from Caribbean institutions as well as provide access. Caribbean partners will be trained in best practices in digital reformatting to ensure that these materials meet preservation standards. By partnering with Florida institutions and taking advantage of the centralized storage option, Caribbean partners have access to the long-term archival storage facilities at the Florida Center for Library Automation.

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The dLOC will comprise collections that examine the similarities and differences in histories, cultures, languages and governmental systems. The dLOC has written commitments to provide access to unique source materials from five Caribbean institutions:

- The Archives Nationales d’Haiti, founded in 1860, holds the largest historical cultural heritage collections on Haiti, including documents and public records from 1806 to 1950, the Civil Registry from 1792 to the present, the Haitian Armed Forces Archives up until 1990, and numerous maps, photos, microfilm and audiovisual material. The Director of the ANH has identified a collection of over 5,000 black and white photographs to be targeted for inclusion in the dLOC during this grant period. These photographs, dating from 1918 to 1945, include the period of the first U.S. occupation. They contain images of public buildings before and after restoration, public works, monuments, and the visits of U.S. Presidents and other officials. Additional collections will also be targeted.
- Sharing the island of Hispaniola with Haiti, is the Dominican Republic, although in culture, politics and language the two sides of the island seem worlds apart. The Fundación Global Desarrollo y Democracia (FUNGLODE) is a recently founded research institute specializing in issues relating to democracy and development. Contributions will come from FUNGLODE’s own publications, including working papers with a social science emphasis and presidential papers. FUNGLODE also pledges to include full-text Dominican literary classics that exist in the public domain.

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- The Caribbean Community (CARICOM), the regional economic bloc for much of the independent English-speaking and French-speaking Caribbean, was established in 1973 to promote economic development within the region. CARICOM will contribute declassified CARICOM documents (1973-1993) from the meetings of Ministers of Agriculture, Culture, Education, Health, Labour, Women and Development and Common Market Council, CARICOM Press Releases (1972-2003), and speeches by the former Secretaries-General, CARICOM Ministers and Caribbean Officials.
  - The National Library of Jamaica, dedicated to promoting a nation (at home and in the Diaspora) knowledgeable about its history and heritage, will contribute items from the following collections: newspaper accounts and the Colonial Office Records which pertain to the landmark slave rebellion of 1831, the landmark post emancipation revolt of 1865 and the labor protests of 1938.
  - The Universidad de Oriente in northeastern Venezuela, including a campus on the island of Margarita in the Caribbean, will launch its digital library on November 18, 2004. Through OAI harvesting, the Universidad de Oriente will contribute digitized papers and records on historical leaders of Venezuela.
- 2) To develop new means of immediate, full-text document delivery for information and scholarship from abroad.

Textual documents digitized for inclusion in this project will be processed through PrimeRecognition, optical character recognition software, for text conversion. Through this process, documents will be fully searchable by keyword access and full-text will be immediately available for downloading by individual scholars. Institutions electing to participate in this project, such as CARICOM and FUNGLODE, are contributing

documents to be delivered in full-text format. Additionally, documents available through OAI-compliant systems, such as materials from Universidad de Oriente, will direct users to full-text within that digital collection. This availability of timely access to new full-text resources from multiple sources not previously available outside the institution will be a new development.

3) To develop new means of shared electronic access to international data.

The project proposes to use a collaborative delivery system as an umbrella for searching and accessing documents through a single interface. De-centralized imaging and cataloging at international sites will conform to accepted bibliographic standards for centralized full-text and OAI-compliant delivery. The project will ensure common standards for image capture, descriptive cataloging and metadata creation. The project will develop a new means of shared electronic access to Caribbean data using a project design that allows international partners to retain control of item selection thereby preserving the unique identities of participating institutions. The web portal created through collaboration among partners of such differing and varied backgrounds will be unique. This centralized access option supporting Pan-Caribbean scholarship will also be a new development for multi-type institutions within the region. PALMM

(<http://palmm.fcla.edu/home.html>) centralized technologies will support the dLOC.

PALMM is a Title I Center of the State of Florida, administered by the Florida Center for Library Automation, a unit of the University of Florida, with a mandate to build digital libraries supporting Florida's universities and their partners.

4) To support collaboration projects of indexing, cataloging and other means of bibliographic access for scholars to important research materials published or distributed outside the United States.

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The quality of cataloging and metadata contributed by international partners will be ensured through application of guidelines developed for PALMM. International partners currently use cataloging standards common to library bibliographic utilities worldwide. Training provided to these partners will disseminate guidelines for contributing cataloging records to dLOC's centralized system. Additional searchable *Table-of-Contents* metadata will be created by the processing institution (UF) for each digital resource. And, because dLOC processes will economically create searchable text for all printed documents, full-text indexing will also be available. Contents are exposed to Google for searching outside the dLOC's web-interface.

- 6) To assist teachers of less commonly taught languages in acquiring, via electronic and other means, materials suitable for classroom use

The study of Caribbean linguistics is incomplete without an understanding of the various Patois and Creoles languages spoken there. Various French Creoles and Papiamentu are not commonly taught languages, but both are increasingly recognized as tools for understanding the merging of cultures and migration patterns of local peoples. Through keyword searching for unique words and phrases, resources of the digital library collection will support the development of curricula and provide teachers with additional resources for documentation and student research.

- 7) To promote collaborative technology based projects in foreign languages, area studies and international studies among grant recipients under this title.

The Florida Consortium for Latin American Studies (FIU and UF) sees this project as an effective way to combine the unique strengths of both institutions in a single project, although they are over 600 miles apart. The Digital Library Center at UF is recognized as a leader in library and archival digitization. FIU is well established as a

prominent leader in the study of Caribbean basin issues. Through its strategic geographic location within Miami's multi-ethnic hub, FIU serves as a major Information Center for a significantly diverse user base, which is largely Caribbean basin oriented. UVI is the only member of the Historically Black Colleges and Universities outside the mainland United States. As the only institution of higher education in the U.S. Virgin Islands, it plays a significant leadership role in suggesting solutions for problems within the territory. The digitization project to develop *United States Virgin Islands History and Culture Collection* effectively addressed barriers to resource sharing and addressed issues of resource preservation which are common to the island nations throughout the region.

The dLOC will engage the collaborative expertise, the technical and information resources, and the digitization experience of the U.S. partners to further strengthen of pan-Caribbean collections through improved access to unique Caribbean holdings, including resources in French and Spanish. This project will increase the capacity of the Latin American and Caribbean resource centers to promote and to support similar technology-based projects among its multi-lingual Caribbean Studies scholars.

## **2. Extent of need for the Project**

The barriers of language, nationality, and culture that have hindered access to information across the Caribbean for centuries still exist today. They are compounded by challenges of geographic isolation, high cost of travel to and within the region, ineffective or non-existent finding aids, and the threat of extinction of resources due to tropical cyclones and improper climate control and storage facilities. Although significant efforts have been made to collect Caribbean resources at institutions in the U.S., a void still exists in Caribbean resources because of the difficulty in gaining access

to relevant materials. This project seeks to address this void through development of a critical mass of Caribbean resources electronically disseminated to a wide audience in order to support and promote research and publication.

Although the Association of Caribbean Universities (UNICA) was successful in the late 1960's in establishing a regional association to unify information resources centers, effective resource sharing has yet to be achieved. Among members of ACURIL, there have been successful efforts to digitize targeted collections. However, within the region there is an absence of widespread technological expertise and limited human and financial resources to launch a viable attempt at an initiative that encompasses holdings throughout the region. And, these collections remain disparate; no method exists to search them all simultaneously.

Collections documenting the movements of governments during colonization of individual islands by multiple European powers that report the resulting convergence of cultures and provide perceptions of local peoples hold vital and substantive insight and remain largely untapped. During the recent International Conference on Caribbean Literature held November 2-5, 2004, St. Croix, Virgin Islands, a presentation directed by Dr. Shirley Highfield, Assistant Professor of Spanish, revealed the value added to her research through a chance discovery of a work by an unknown author from San Pedro de Macaris, Dominican Republic. *Los Cocolos de Cocolandia* presents a colorful and dramatic description of the reminiscences of immigrants from the St. Croix, U.S. Virgin Islands to the Dominican Republic regarding their cultural heritage and their attempts to keep that culture alive. This work is now a valuable part of the body of knowledge in the discipline.

The ability of scholars and students to retrieve source material for research, study and teaching in Caribbean area studies and for establishing the validity of sources in the disciplines is critical. Improved access to documents is critical to facilitate such discovery and retrieval and to encourage and promote Caribbean scholarship. The project intends to provide electronic access to Caribbean resources to support scholarship in Caribbean Studies, an area that is underrepresented in academic publications. There is a lack of Caribbean scholarship even within the field of Latin American Studies, the domain that, in theory but not in practice, encompasses the Caribbean region.

*“Persons who manage archives and the storage of information in this region [Caribbean] have been challenged to lead public education about the importance of preserving such records and creating more knowledgeable societies.” (2004)*

This quote from Jocelyn Josiah, Caribbean advisor in information and communication for UNESCO, made at a recent gathering in Barbados, underscores the longstanding dilemma facing libraries and information centers in meeting the challenge of preservation and dissemination of Caribbean resources. Storage facilities that are inappropriate for the tropical climate and the devastation caused by sporadic, intense cyclones continue to deplete resources. Where in the past there may have been multiples of historical documents in libraries throughout an island, such information resources have become endangered and face extinction if aggressive measures are not taken immediately to safeguard these now unique resources.

The challenge is not only to lead an educational initiative to preserve sources to ensure a more literate people, but also to identify the human and financial capital to build, collaboratively, an electronic infrastructure that supports effective dissemination. Given

the numerous barriers to access both from within and outside the region, the need for a single interface for searching multiple collections as proposed by dLOC is starkly evident. The Digital library of the Caribbean will establish such a collaborative initiative for meeting this need.

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### **3. Significance**

The Caribbean spans over one million square miles of water and is comprised of hundreds of islands and countries from which emanate a multiplicity of languages, dialects, and cultures. Occupied over the years by English, French, Danish, Spanish, Dutch, American, and the Knights of Malta, among others, the Caribbean peoples reflect a composite of identities and experiences that mirror the western world today. The study of this blending or divergence of African, Indian, Chinese, Arabian, English, and other nationals for economic, political and social survival in the Caribbean context holds significant potential for informing the study of societies nationally and globally. The dLOC will provide the materials for Pan-Caribbean research and will positively impact the ability of scholars, students and citizens to make informed decisions and develop viable strategies for the present and the future.

#### **a) What is the national significance of the proposed project?**

The quality of research collections and the extent of activities at the major Caribbean research centers at U. S. institutions of higher learning speak to the demand for information services and signify the importance of Caribbean resources to the national consciousness. Scholarly interests of faculty and students are often guided by the issues and the realities affecting the communities that surround them. The majority of Florida's immigrants come from the Caribbean basin (50.9% since 1993). This has radically changed the ethnic composition of metropolitan areas such as Miami over the years, and consequently the concerns addressed by community leaders, educational institutions and many research activities. The challenges and opportunities of immigration are mirrored throughout the U.S., in large cities and, increasingly, in rural areas. The dLOC will deliver information resources that lead to an understanding of the issues that stem from significant immigration, now facing the U.S.

Information resources from the Caribbean also have the potential to inform and impact contemporary nation-state building. From the stories and experiences of peoples and governments that have enjoyed independence for centuries to those that have only recently gained independence, the study of the Caribbean offers policy makers, citizens and students an opportunity to compare and contrast the formation of states. The Caribbean includes young democracies, commonwealths, dependent territories, independent countries, and, even, in the eyes of many U.S. government officials and others, a failed state. Although Haiti celebrated the bicentennial of its independence this January 2004, the country has seen very little peace and prosperity in its 200 year history. A multinational United Nations peacekeeping force has been deployed on a stabilization mission in Haiti since turmoil erupted earlier this year. The dLOC,

including historical documents from Haiti, working papers on democracy and globalization from FUNGLODE, economic reports from CARICOM, papers presented at the Caribbean Studies Association, etc., will provide scholars, students, policy makers and citizens with the materials they need to gain an understanding of the region and apply it to the realities of the world today.

**b) What is the potential contribution of the proposed project to the development and advancement of theory, knowledge, and practices in the field of study?**

The dLOC brings diverse materials and information resources from a variety of institutions together in a single centralized interface, thus allowing for the searching across collections. This ability to search multiple collections from different time periods and cultural legacies provides researcher and students with new perspectives. The dLOC intends to advance Caribbean Studies by engendering new research through improved access to diverse materials for the comparison and contrast of ideas.

Additionally, studies such as the Windward Islands Passages Monitoring Project of the National Oceanic Atmospheric Administration (NOAA) are representative of the potential contribution of the proposed Project to theory and knowledge. The movement of oceanic waters to and from the North Atlantic where deep water is formed is an important stabilizer of global climate. The water passes through the Caribbean and northward with deep water returning along the east coast. As the deep water flows southward a trickle of it enters the Caribbean through the Anegada Passage near the British Virgin Islands, making this area a favorable location to test the pulse of this exchange of waters. NOAA and researchers world wide believe that this is the sole region where this phenomenon occurs. The dLOC, as it continues to attract partners

from new institutions, has the real potential to supply documents that support research such as national and global climate studies.

**c) Describe the likely utility and high quality of the products that will result from the proposed project, including the potential for their being used effectively in a variety of other settings.**

The dLOC will follow the collaborative structure modeled by PALMM, allowing partner institutions to store their electronic materials centrally or make them available through OAI. dLOC products will be of the highest quality, based on tried and trusted methods at the Digital Library Center at UF (see Appendices for Imaging and Web Specifications, Appendices B and C). Because the dLOC will also be part of the PALMM collections, dLOC collections will, by default, be part of a larger structure and have a large user base in academic institutions that rely upon digital collections. PALMM collections are harvested by and included in other digital libraries such as the National Digital Science Library, American South, and the Internet Archive among others.

Currently, there are no existing inclusive, high-quality, web-based collections on the Caribbean that enable global access and facilitate resource sharing to the extent of this planned initiative. The dLOC will most likely be utilized beyond the field of Caribbean Studies in complementary academic fields, such as Latin American Studies, International Relations, Political Science, History, Literature, Sociology, Sciences, etc. Policy makers, citizens and civic leaders will also find the high quality electronic products and centralized delivery of benefit.

**d) To what extent will the results of the proposed project be disseminated in ways that will enable others to use the information and strategies?**

The dLOC will be a freely available web portal for electronic collections on Caribbean Studies, open to all users regardless of geography and institutional affiliation. An aggressive and engaging outreach plan is incorporated into this proposal in order to deliver the digital repository of Caribbean resources directly to scholars, students, teachers and citizens. Outreach initiatives include: presentations at conferences related to Caribbean Studies, which can include the Caribbean Studies Association, the Seminar on the Acquisition of Latin American Library Materials, the Latin American Studies Association, the Haitian Studies Association, and the Association of Caribbean Historians; a Teacher Training Workshop for K-12 teachers to facilitate the use of the dLOC materials in curriculum development; a Caribbean Speaker Series that will be video broadcast to institutional partners both in the U.S. and the Caribbean; and two competitive faculty awards to develop web-based digital content in research initiatives and curriculum development. Additionally, like all PALMM collections, each dLOC component collection will be marketed with the aid of direct mailings, bookmarks, postcards, posters, screen-savers and calendars. Exposing metadata to other harvesters will also expose the dLOC more broadly.

**e) Describe the extent to which the size of the potential target audience gives the project national significance.**

The dLOC will provide Caribbean information materials to scholars, teachers, students, citizens and policy leaders. The U.S. partners in this project all support major Caribbean research centers, which are even more critical now with a new movement to internationalize the curriculum at all U.S. universities. Additionally, U.S. Government agencies such as NOAA and National Fish and Wildlife engage in numerous research that includes the Caribbean Basin.

The cultural and linguistic diversity of collections targeted for this project will make the products attractive to a broad audience of multi-lingual researchers studying the Caribbean immigrant experience and for students of French, Spanish, Creoles and Patois. Documents for the Caribbean partners will provide language teachers with new resources for curriculum building. As these languages are explored within the context of history and culture, resources documenting the social life and customs of French and Spanish settlements in the Caribbean are needed to complete the global picture.

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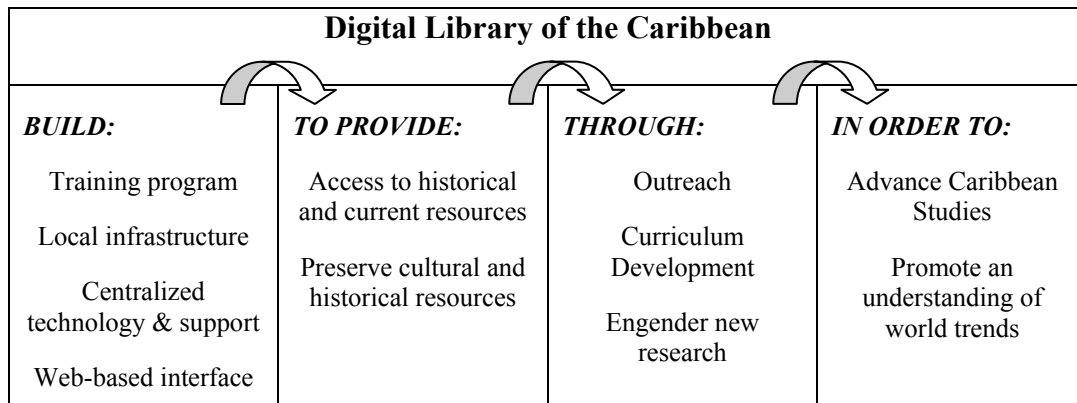
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### **4. Quality of the Project Design.**

The Digital Library of the Caribbean is an innovative and multifaceted initiative to provide access to and preserve collections from and about the Caribbean. The dLOC will provide access to and preserve Caribbean materials located in foreign institutions, supported through Federal funding, while, in a parallel endeavor, U.S. institutional partners pledge to use local, non-Federal funding to contribute valuable materials from the Caribbean held at their institutions. This critical mass of resources available through

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a central web portal will form the basis for an aggressive outreach program that will reach scholars, teachers, students and citizens.



**a) Describe the extent to which the proposed project represents an exceptional approach for meeting statutory purposes and requirements.**

The Digital Library of the Caribbean provides an umbrella for digital projects that might otherwise exist in isolation at single institutions. Digitization projects are currently emerging, either as small, unsophisticated projects, or as more technically advanced projects, at institutions throughout the Caribbean. The dLOC intends to embrace these independent projects, create access in a centralized environment, and cultivate the emergence of additional projects. This centralized nature is even more significant when considering the realities of the Caribbean – individual countries separated by more than water – separated by language, ethnicity, and culture. Collaboration in a region as diverse as the Caribbean is not a simple task, but mutual interest and broad benefit transcends these barriers.

The dLOC has written commitments to provide access to unique source materials from five Caribbean institutions, representing the multilingual and multicultural mix of the region. (For details on these collections, please see Meeting the Purpose of the Authorizing Statute, Narrative, Part 1.) The dLOC will provide advanced electronic

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access in multilingual interfaces to these disparate collections, thus advancing pan-Caribbean scholarship.

Additionally, in a parallel initiative, U.S. partner institutions, using local institutional and non-Federal funding, will also contribute unique resources from the Caribbean to enrich the collaborative digital collections in dLOC. UVI holds the most complete set of papers presented at the annual Caribbean Studies Association (CSA). CSA attracts scholars from institutions across the Caribbean area, as well as from the U.S. and Europe, and topics range from economic and gender studies to ecology and health issues. The depth of research and quality of the documents attest to the ability of local peoples to examine and interpret experiences and underlying causes and to contribute vital materials to the body of resources available for research. UCF's growing Caribbean art collection, together with the literature of that art, provides a unique textual and visual collection of Caribbean cultures. This art collection is augmented by the practical and scientific studies of its Caribbean ecosystems researchers. UF holds one of the oldest and largest Caribbean collections in the U.S. Begun before 1930 and designated the Farmington Plan institution for Caribbean materials in the 1950s, UF's Latin American Collection holds resources on every circum-Caribbean country and culture; and, the Collection continues to grow through a highly active acquisitions program. Its more than 30,000 reels of Caribbean newspaper microfilm are just a small part of the Collection, which also holds rich primary resources in English, French and Spanish, as well as secondary resource in constitutional histories and law, in economics and literature, in culture and religious practices, etc. UF's Institute for Food and Agricultural Sciences together with

its Climate Centers augment the Collection with water and land use, and climate information for the region.

Full-text delivery of documents is critical to the needs of this population for wide dissemination of their resources reflecting the individuality and identity of contributing partners. But, more-so, the ability to query full-text documents across institutions through a single interface saves the research time and money, and build better, more complete information sets for use in humanist and sociological research and scientific studies.

**b) Describe the extent to which the design of the proposed project is appropriate to, and will successfully address, the needs of the target population and other identified needs.**

The interdisciplinary nature of the Caribbean collections that will comprise the dLOC are intended to address the research, teaching and civic needs of scholars, teachers, students and citizens. These populations require greater and easier access to Caribbean research, cultural, historical and current materials in order to gain expertise and knowledge of a region that is not often given adequate attention in the world arena.

As a scholar driven project with two internationally recognized Caribbean Studies scholars at the helm and an Advisory Board of Caribbean Studies scholars to guide its direction, the dLOC ensures that collections will be of high research value in the U.S. and internationally.

An aggressive and engaging outreach plan, using existing wide-range outreach networks at both the U.S. and international institutions, will guarantee that the dLOC reaches intended audiences. Plans are in place to deliver presentations, hold working meetings and convene the Advisory Board at conferences throughout the 4 year period,

including the CSA, the Seminar on the Acquisition of Latin American Library Materials, the Latin American Studies Association and ACURIL conferences.

In an effort to reach out to teachers in the classroom, increase awareness about Latin America and the Caribbean, and provide material to be incorporated into the k-12 curriculum at a national level, the dLOC, in conjunction with the Miami-Dade Public School System, will host a Teacher Training Workshop. This content-based workshop, led by a Caribbean expert, will provide teachers with research materials for curriculum development and with the opportunity to discuss strategies for teaching Caribbean Studies in the classroom. The dLOC will host a Caribbean Speakers Series in which speakers highlight a research theme supported by dLOC collections. This Series will be broadcast in real-time through the Internet to Caribbean institutions and, then, archived in the dLOC.

**c) Describe the extent to which the proposed activities constitute a coherent, sustained program of research and development in the field.**

The dLOC will deliver documents and research materials from multiple international partners and provide them in a centralized space, thus allowing for users to search **across** collections. Students researching slavery in the New World will have access to historical documents from both the National Library of Jamaica and the National Archives of Haiti and other future partners at once. Policy makers shaping viable strategies for economic development will have documents from CARICOM and think tanks such as FUNGLODE at their disposal. This ability for pan-Caribbean research and discovery, facilitated through easy electronic access, opens new avenues for research, especially for students who may not have the time and funding to spend months researching at different institutions in various countries. The dLOC will cultivate the development of

new research initiatives among Caribbean scholars by providing a supportive framework to disseminate this work. The mechanisms and the infrastructure of dLOC to deliver research to a wide audience through advanced web technology, will promote the importance of Caribbean Studies in the international arena.

Through a program of competitive Digital Library Fellowships offered to faculty at the U.S. partner institutions, the dLOC will play a central role in advancing Caribbean research. Faculty Fellows will be required to build a web-based, interactive and interpretive module drawing upon research materials in the dLOC repository, thus directly supporting current and new research in the field of Caribbean Studies.

**d) Describe the extent to which the proposed project is designed to build capacity and yield results that will extend beyond the period of Federal financial assistance.**

An important feature of this dLOC proposal is the assurance of continued success, even after the TICFIA grant period is over. This proposal will ensure sustainability by consolidating the organizational structure, both in technical infrastructure and in governance. The dLOC will be built on an exemplary model of centralized technology and electronic delivery (*PALMM*) that will provide both international and U.S. partners with the physical structure to continue the project. The dLOC will continue to be technically supported and hosted at the Florida Center of Library Automation, even as the grant period comes to a close.

Local infrastructure building and a multi-layered and comprehensive digitization training program for Caribbean partners will build local capacity and help secure contributions of additional collections beyond the period of the grant. Four Caribbean partners will receive and retain dedicated digitization work stations. Each Caribbean

partner will receive on-site training. Ongoing support and troubleshooting assistance will be provided in the form of virtual reference systems (real-time, two-way chat) and electronic mail. Finally, the training team will promote continuing education and support within the Caribbean institutions through awareness of additional resources and by encouraging professional links among the participants.

Perhaps as important as the building of the physical infrastructure is the empowerment that Caribbean institutions will receive from this collaborative project. The dLOC follows a model of decentralized digitization and distributed collection development, thus giving Caribbean institutions, and those that know the collections most intimately, an important role in the decision making and production process. The dLOC allows Caribbean institutions ownership of their cultural/national patrimony, while providing access to scholars and students around the world.

Likewise, U.S. partners are committed to this project and will continue to contribute collections to the central repository after the 4 year grant period. If this proposal is successful, dLOC also has additional funding opportunities. Caribbean partners in the dLOC may have the opportunity to apply for a targeted, non-competitive *Program for Latin American Libraries and Archives (PLALA)* grant of up to \$75,000 for continued development. PLALA, administered by Harvard University's David Rockefeller Center for Latin American Studies, aims to contribute to the development of Latin American and Caribbean Studies by providing special funding for archives and libraries within the region. Caribbean institutions are aware of this opportunity and have been encouraged to apply to PLALA.

**5. Quality of Project Personnel.** (Resumes attached in Appendix E.)

**Principal Investigator:** Dr. Eduardo Gamarra, Latin American and Caribbean Center, FIU

**Co-Principal Investigator:** Dr. Carmen Diana Deere, Center for Latin American Studies, UF

**Advisory Board:** Caribbean Studies scholars, to be determined.

**Project co-Director:** Judith Rogers, Campus Librarian, UVI, St. Croix

**Project co-Director:** Catherine Marsicek, Head, Latin American and Caribbean Information Center, FIU Libraries

**Technical Director:** Erich Kesse, Head, Digital Library Center, UF Libraries

**Training Coordinator:** Gail Clement, Head, Digital Collections Center, FIU

**Foreign Partners Project Coordinator:** To be hired for years 2, 3, 4.

**a) Principal Investigator and co-Principal Investigator**

The Digital Library of the Caribbean is a scholar-driven project, overseen by two distinguished scholars with over fifty years of combined experience in Caribbean Studies. Dr. Eduardo Gamarra, Director of the Latin American and Caribbean Center (LACC) at FIU and a full professor in the department of political science, is Principal Investigator of the dLOC. His current research focuses on democratization, conflict vulnerability and the political economy of narcotics trafficking, with a primary country of expertise being the Dominican Republic. He has also worked closely with Caribbean governments, most recently as Campaign Manager to Dominican President Leonel Fernández's successful reelection in 2003 and as a consultant to help eliminate drug trafficking to ex-President Jean Bertrand Aristide of Haiti in the 1990s. Under his direction, LACC has become a leader in Latin American and Caribbean studies and, along with the Center for Latin American Studies at the UF, enjoys status as a Department of Education Title VI National Resource Center. LACC coordinates the Haitian Summer Institute, a 2-month program that enrolls students and scholars from around the U.S. and Caribbean, and will be co-sponsoring the 30<sup>th</sup> Annual CSA Conference in the Dominican Republic in 2005.

FIU, one of the largest Hispanic-serving universities in the U.S. with over 51% of the student body being Hispanic, is an equal opportunity employer and encourages applications from underrepresented groups (Hispanic, Black, Asian and American Indian). Over 57% of all FIU employees are from these groups, with close to 40% of faculty and administrative personnel being from underrepresented groups.

Dr. Carmen Diana Deere, co-Principal Investigator of the dLOC, is the new Director of the Center for Latin American Studies at UF. Deere is a development economist whose research interests include the Caribbean region and is well known for her work on Cuban agrarian history. She is co-author of *In the Shadows of the Sun: Caribbean Development Prospects and U.S. Policy*, a study that encompasses both the English and Spanish-speaking Caribbean. She brings to the dLOC a deep appreciation for historical and archival research as she has done extensive research in the Braga Brothers Collection at the University of Florida and in national and municipal archives in Cuba.

**b) Key Project Personnel**

Judith Rogers, co-Director of dLOC (20% of FTE for first year, 10% of FTE for years 2, 3, 4) is responsible for promotion, general leadership and continued development. Rogers is the Campus Librarian at the UVI, St. Croix. She has provided team leadership for planning and has directed a variety of initiatives for both St. Thomas and St. Croix campuses, including several grant-funded projects requiring multiple faculty and staff participation. As the director of the recent IMLS-funded, multi-agency, U.S. Virgin Islands collaborative digitization project, the model upon which the dLOC is based, Rogers thoroughly understands the need for inter-institutional collaboration to build a

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digital library of resources from diverse institutions. Rogers has also provided leadership for the faculty development initiative of the University and has coordinated faculty development activities since 1998 and in 2001, developing a successful grant proposal to facilitate the implementation of service-learning pedagogy at UVI.

Catherine Marsicek, co-Director of dLOC (15% of FTE for first year, 10% of FTE for years 2, 3, 4), is responsible for outreach and membership, also assisting with the day-to-day management. She is Head of the FIU Libraries' Latin American and Caribbean Information Center (LACIC), a research support center charged with advancing Latin American and Caribbean Studies at FIU. She is very involved in both library and Latin American/Caribbean Studies professional organizations and oversees an extensive outreach network through LACIC. Marsicek is co-PI and outreach coordinator for a 2004-2006 IMLS grant creating an Andean Amazon GIS Web Portal. She speaks both Spanish (fluent) and Haitian Creole (intermediate).

Erich Kesse, Technical Director of dLOC (10% of FTE), is responsible for all technical processes, standards, automation and website development. Kesse is Director of the Digital Library Center (DLC) at UF and oversees digitization grant development and administration, as well as product marketing. Kesse has a special interest in automation issues and imaging management information systems. He has vast experience with grant management of digital projects and is co-founder of the Florida Heritage project, a collaborative digital library among ten universities in Florida, a model upon which the dLOC is based. He has done technical consulting for dozens of

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institutions, most recently the UVI and the University of Botswana. Working with him on the dLOC project will be multiple staff from the DLC (see Appendix H).

Gail Clement, Training Coordinator of dLOC (10% of FTE), is responsible for developing a multi-layered and comprehensive training program (see Appendix A for Training Program) for foreign partners of dLOC. Clement is an academic/research librarian with over 12 years experience in information technology services. Her Internet and digital library instructional programs have reached hundreds of researchers and educators and, as an adjunct instructor for the University of South Florida Graduate School of Library Science, Clement pioneered a course in Digital Library Development, mentoring dozens of students. In her current position as Head, Digital Collections Center at the FIU Libraries, Clement has developed a weeklong digital library internship program for librarians from south Florida and the Caribbean. Participating in this internship program most recently was a librarian from the University of West Indies.

All institutional representatives from dLOC's international partners are directors of their respective institutions and, by nature of their leadership positions, authorized to commit both collections and resources. These international partners, Jean Wilfrid Bertrand, Director of the National Archives of Haiti, Winsome Hudson, Director of the National Library of Jamaica, Aida Montero, Director of the Library at FUNGLODE, Maureen Newton, Director of the Documentation Centre at CARICOM, and Abul Bashirullah, Director of the Library System of the Universidad de Oriente in Venezuela, hold intimate knowledge of their collections and are best able to recognize value and determine collection priorities.

## **6. Quality of Project Services.**

### **a) Describe the extent to which the proposed project for technological innovation and cooperation reflects up-to-date knowledge from research and effective practices.**

Since the mid-1990s, multi-institutional collaborative initiatives within libraries have been at the forefront in efforts to deliver materials while faced with dwindling financial resources. The long term technical, social and institutional collaborations that emerge through the dLOC promise to deliver a highly effective leveraging of initial investments. The dLOC bases its model of a digital library on two successful and ongoing collaborative initiatives: *PALMM*, the centralized digital library of the State University System of Florida, and the *U.S. Virgin Islands History and Culture* digital library. Since its inception in 1999, *PALMM* has been recognized on a national level as a successful model for multi-institutional collaboration, using centralized software and technical support and decentralized digitization.

In 2002, collaboration in *PALMM* extended beyond the borders of Florida. A prototype for the dLOC was born when the University of the Virgin Islands, after receiving an IMLS grant to digitize cultural heritage, contracted the Digital Library Center at the University of Florida to technically support and help sustain the UVI digital library. The Florida State Library System's central library technology unit, Florida Center for Library Automation (FCLA), agreed to host the project and offer technical support, and in return would gain access to unique and rare materials from the U.S. Virgin Islands. It was an equal trade of technology for access.

### **b) Describe the extent to which the proposed project for technological innovation and cooperation utilizes the most effective and advanced technological methods and techniques.**

The dLOC is an innovative digital library that relies upon centralized software, storage and support or OAI harvesting, decentralized digitization and advanced web delivery of electronic resources through multilingual interfaces (see Web Specs, Appendix C). The dLOC's international partners who follow the *PALMM* model, will have access to high quality infrastructure and advanced technological methods and techniques. Partners can take advantage of centralized software and support services provided by the Florida Center for Library Automation (FCLA), including mechanisms for contributing metadata and data to FCLA; services to load, store, and navigate text and image collections; bibliographic search software; Z39.50 client and server facilities; and the provision of long-term archival storage and migration facilities. International partners, opting to store and maintain their own data, can choose to contribute content to the dLOC through the international harvesting standard, OAI. This option still ensures a critical mass of research materials delivered through a central web portal, yet allows for an institution to develop independent technological capabilities.

**c) Does the project ensure equal access and treatment for eligible project participants who are members of groups that have traditionally been underrepresented.**

All Florida partners and UVI are committed to diversity in employment and in services. The student body at FIU is a microcosm of the diverse South Florida community, with nearly 70% of student enrollment from minority groups: 51% Hispanic, 14% black, and 3.5% Asian. Over 40% of FIU faculty and administrative personnel also come from these underrepresented groups. Caribbean scholarship is underrepresented in area studies and international studies, including within Latin American Studies. The dLOC not only offers access to Caribbean materials, but also engenders new research by

providing the mechanisms for Pan-Caribbean scholarship and the infrastructure to disseminate this research. In web delivery, the dLOC will conform to the access guidelines developed by the Web Accessibility Initiative (WAI) of the World Wide Web Consortium (W3C). These best practices for web authoring will help ensure that resources available through dLOC reach a global audience.

## **7. Adequacy of Resources.**

### **a) Describe the extent to which the costs are reasonable in relation to the objectives, design, and potential significance of the proposed project.**

Many, indeed nearly all, of the resources targeted for digitization by the dLOC, are no longer in print. Nearly as many do not exist in any U.S. library, physical or digital. And, among those that can be found in U.S. collections, nearly half reside in special collections with on-site use policies and limited hours of access. Not since the Farmington Plan has active “collecting” from within the national libraries and archives of the Caribbean been planned on this scale.

It is true that the commercial vendors, with whom the dLOC has consulted, might be able to “collect” these same materials. But their effort would have greater cost and lacuni. Costs: The equipment and processing personnel in this plan are based on UF’s years of experience in the Caribbean, both microfilming and digitizing. Fiscal data from test-bed projects with UVI and the University of the West Indies Eric Williams Memorial Collection have indicated low costs relative to those assessed in annual license fees for access to comparable digital content. Lacuni: The commercial vendors have stressed three points: (1) desire to access dLOC content and willingness to pay royalties that support continued collection building; (2) their limited success in gaining access to

collections – our foreign partners simply do not trust the commercial agencies, many in the past have had to buy access to their own collections on microfilm – the vendors have already seen more willingness among the foreign partners to open their collections to the dLOC; and (3) had they had more success, they would have built topically strong but more narrow collections, leaving much of the “non-commercial” content beyond the reach of U.S. scholars and foreign policy experts. A commercial alternative would have been less complete and more expensive. For a detailed budget breakdown, please see the Budget Narrative.

**b) Describe the extent to which the costs are reasonable in relation to the number of persons to be served and to the anticipated results and benefits.**

It is difficult to enumerate costs relative to anticipated users, and the benefit of use to them. Digital libraries have consistently proven that unanticipated (*future*) uses far out-number anticipated (*past*) uses of content. The dLOC will bring to its patrons resources generally not higher in unit cost than the purchase of an average volume on the out-of-print market. Indeed, the dLOC costs will be far less assessed against this measure. Patronage of the dLOC will be from Caribbeanists. But, it will also be used by scholars whose focus is not immediately within the Caribbean. Political scientists will look toward the dLOC’s constitutional histories to map the genealogy of revolution, democracy and national laws. Economists and sociologists will look to the dLOC’s slavery collections to contest theories of slavery’s collapse in the U.S. Literary and legal scholars will use the dLOC to examine the Caribbean import of abolitionist rhetoric, now considered a reserve of English influence upon New England. Genealogists, perhaps even medical researchers, will map human migrations and food crop development. Ecologists, investigating food-crop sustainability, will dig into climate records that,

today, are still locked in narrative. Research springing from the Caribbean is anticipated to find new windows and doorways opened as they have not been heretofore.

It is not true to say that this research could not be achieved today. But most research is done on a shoe string. It would be very expensive for a scholar studying, for example, mortality at sea during 17<sup>th</sup> century ocean transits to search the departure logs of the *Protocolos Habaneros* in Cuba, comparing them to the arrival logs of the *Protocolos Sevilla* in Spain, let alone to then determine the causes of failed arrivals. Said researcher might have to visit the archives of several Caribbean nations to build weather logs and logs of pirate raids on Spanish shipping. The value of the dLOC in saved travel costs alone is enormous, and, these savings should generate more research.

**c) Describe the support, including, but not limited to, matching funds, facilities equipment, supplies, and other resources from the applicant organization or the lead applicant organization.**

Support is illustrated in the form of matching funds from the partners, particularly FIU, UF, UCF, and UVI, at a ratio to Federal funds of 35% annually. U.S. institutions will be providing the expertise of their personnel, including Caribbean scholars for the Advisory Board. Additionally, both FIU and UVI will provide continuing guidance and leadership for this project. FIU offers facilities, etc. for the directorate of the program. FIU also, at no cost to the dLOC, will provide high speed delivery through the AmericasPATH (AMPATH) network, an NSF funded project to deliver educational and research content to Latin America/Caribbean using terrestrial and submarine optical-fiber networks and Internet II. FIU is an AMPATH hub (See Web Specs, Appendix C). UF will provide continuing technical support and systems to enable the digital library. For detailed matching information, please see the Budget Narrative.

**d) Describe the potential for continued support of the project after Federal funding ends; including, the demonstrated commitment of appropriate entities to such support.**

Sustainability is contingent upon the partners' commitment and their selection of resources. Partners, particularly foreign partners, view this project as a matter of pride and many will be building a digital collection for the first time. They have every incentive to demonstrate that they can build collections of importance and to maintain those collections into the future.

The collections to be created by this project represent the national heritage and cultural patrimony of each country involved. Each, even the poorest of them, takes seriously the need to sustain their collections. Haiti, for example, has already successfully demonstrated ability to raise funds through UNESCO. Jamaica has allocated fiscal and personnel resources to build systems needed to support their collections. UF has demonstrated its commitment to assist in these efforts through the provision of services and systems. Partnerships between UF and UVI and UWI demonstrate that UF can commit its resources to help build and maintain these collections. The attendance of a UN – Economic Community of Latin America and the Caribbean representative at the planning meeting demonstrates UN interest in this project. Caribbean partners also have access to PLALA grants, a library development program for Latin America and the Caribbean administered at Harvard. See the Project Design for PLALA details.

Sustainability is also contingent upon the nature of collections made available both within and across national boundaries. Commercial vendors have expressed interest in acquiring non-exclusive marketing rights to portions of the collections planned. Interest is high, for example, in content having to do with family histories, migration,

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slavery, and economics and tourism, and in formats such as newspapers and archives.

Agreements are anticipated to generate a portion of funds necessary to maintain continued production.

**8. Quality of the Management Plan.**

a) Management Plan. Costs include both Federal and Match.

Task	Responsibility	Fall 2005	Spring 2006	Summer 2006	Fall 2006	Spring 2007	Summer 2007
Convene Advisory Group	Principal Director, co-PI	Videoconf. →		CSA →			CSA →
Annual dLOC Meeting	All, Foreign Partners Project Coordinator (FPPC)			→			→
Promotion/Membership	Co-Directors					SALALM →	CSA →
Annual Report /Annual Evaluation	PI, co-PI, co-Directors			→			→
Search for Foreign Partners Project Coord.	PI, co-Directors	→	→				
Develop on-line and CD-based training tutorials	Training Coordinator	→					
Develop centralized dLOC web portal and 4 Inst. web sites (int'l partners)	Technical Director	→	→				
Equipment and central storage purchase	Tech. Director, co-Director		→	→			
Training / Follow-up visits 4 institutions	Training Coord., Tech. Dir., co-Dir., FPPC		Training →	→		Follow-up visits	→
Digitization /Automation	Int'l Partners, Tech. Dir., FPPC	Equip →	Haiti	CARICOM	DR	Jamaica	Univ. de Oriente →
Digitization /Automation	U.S. Partners				UF, UVI, UCF		→

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<b>Task</b>	<b>Responsibility</b>	<b>Fall 2007</b>	<b>Spring 2008</b>	<b>Summer 2008</b>	<b>Fall 2008</b>	<b>Spring 2009</b>	<b>Summer 2009</b>
Convene Advisory Group	Principal Director, co-PI			CSA →			CSA →
Annual Meeting	All			→			→
Promotion/Membership	Co-Directors	LASA→		CSA→		SALALM→	CSA→
Annual Report /Annual Evaluation	PI, co-PI, co-Directors			→			→
Follow-up training consultations, on-line chat, phone	Training Coord., Technical Director						→
Digitization /Automation	Int'l Partners, Technical Director, FPPC	Haiti	CARICOM	DR	Jamaica	Univ. de Oriente	→
Digitization /Automation	U.S. Partners,		UF, UVI, UCF				→
Outreach	Co-Directors, FPPC	Teacher training workshop	Speaker series		Faculty Fellow Awards		
Final Evaluation	PI, co-PI, co-Directors	→	→		Statistics, qualitative		→

## **8. Quality of the Management Plan.**

- a) Describe the extent to which the management plan is adequate to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks.**

As shown in the outline above, the management plan of the dLOC follows a linear process that builds upon itself and its achievements. During the first term, the majority of time, effort and expenses will build the necessary infrastructure to ensure success, including convening the Advisory Group, recruiting the Foreign Partners Project Coordinator, developing training materials and methods, developing the centralized dLOC web portal and individual institutional sites, building local infrastructure, and providing extensive training in standardized digitization.

By the second term of the first year, three international partners will begin contributing digital content to the dLOC, with the National Library of Jamaica and the Universidad de Oriente following by the fall of 2006. Digitization and automation continues throughout the four year grant period, with annual targets of completion averaging around 2000 images or documents per institution, depending upon the complexity of material. U.S. partners, using institutional, non-federal funding, will also contribute materials from the Caribbean to the dLOC centralized repository or through OAI harvesting: UF commits approximately 200 titles per year, UCF commits 100 titles total; and UVI pledges to contribute the most complete collection of published papers (300) of the CSA available.

The success of the dLOC will be measured not only by the quantity of newly accessible foreign documents, but also by the advancement in Caribbean Studies and the

fostering of a greater appreciation for the multiethnic and multilingual world state. To this end, dLOC will implement an outreach plan and evaluation plan throughout the 4-year period. Outreach events include presentations at conferences, both library and discipline specific, a teacher training workshop in association with LACC and the Miami-Dade Public School System, a speaker series, and two Faculty Fellowship Awards (see Project Design for more details).

**b) Describe the extent to which the time commitments of the project director and principal investigator and other key project personnel are appropriate and adequate to meet the objectives of the proposed project.**

The management structure of the dLOC is both decentralized and streamlined. It is decentralized to include the unique expertise of individual personnel, thus benefiting from collaboration by the sharing of skills. It is streamlined by function to ensure responsibility for each aspect of this multifaceted project. These individual roles make up the whole.

Both the Principal Investigator and the co-PI will dedicate 5% of their administrative time during the academic years of the grant period to provide intellectual guidance to shape the direction of the dLOC. They will appoint 5 Caribbean Studies scholars and 2 Latin American/Caribbean Studies Librarians to the dLOC Advisory Board during the first year, serve as ex-officio members on the Advisory Board, and convene the Advisory Board at each annual conference of the Caribbean Studies Association during the grant period.

The Directorship of dLOC includes two co-Directors with distinct yet complementary roles and a Technical Director. FIU will serve as the clearinghouse for

training and outreach initiatives, while UF will oversee all technical operations. The co-Director for promotion, development and general leadership is responsible for conference presentations, additional funding opportunities, and evaluation. The co-Director for outreach and membership, will oversee the outreach plan and recruit additional partners. The Technical Director is responsible for web development, digitization, standards, automation and programming. As dLOC will be following the *PALMM* model, much of the infrastructure is already in place, therefore allowing the Technical Director time to assist with training international partners.

An international search will be convened to recruit, for years 2, 3, and 4, a Foreign Partners Project Coordinator (FPPC). Due to the collaborative nature of this project, with multiple U.S. institutional partners and foreign partners, this position is imperative to bring all players together, organize the multiple projects, and guarantee success. The FPPC will be responsible for coordinating contacts with foreign partners and vetting their content selections with U.S. partners; overseeing foreign partner production schedules and working to build strong collections that complement dLOC's overall collection; strengthening program objectives by building partner relations; documenting administrative procedures and ensuring their translation into English, French and Spanish and collaborating with web designers to realize Internet based procedural and policy manuals; collaborating with the PIs and co-Directors to build policy discussion and to make policy; and collaborating with the Technical Director and technical trainers to ensure creation and maintenance of multi-lingual on-line technical documentation and training manuals. The dLOC anticipates that this FFPC will have a background in Caribbean Studies and be well-versed in current library technologies. During the first

year of the project, the co-Directors will take on added responsibility while this search is in place.

**c) Describe the extent to which the mechanisms for ensuring high quality products and services from the proposed project are adequate.**

The dLOC relies, in large part, upon the PALMM infrastructure and imaging specifications (see *Imaging Specs*, Appendix B) and UF's provision of technical systems and client applications to the partners (see *Equipment Specs*, Appendix D). With regard to the latter, the dLOC inherits and becomes the beneficiary of UF's automation services, thereby reducing unit costs and labor.

Infrastructure, specifications and applications have been well tested in PALMM and in test-bed projects with UVI and the University of the West Indies' Eric Williams Memorial Collection. Specifications are compliant with NISO and other U.S. national standards and ISO/international standards (see *Imaging Specs*, Appendix B). In non-standardized service areas, specifications are compliant with defacto U.S. academic digital library policies and procedures, most notably those promulgated by Cornell University and the Research Libraries Group.

Equipment and software choices are designed to ensure quality while keeping costs low. Each equipment item selected has been tested in production environments by UF (see *Equipment Specs*, Appendix D). Equipment training will ensure that those using it know how to calibrate it to achieve optimal output. The UF DLC QC application reads file headers to ensure that output meets specifications. Computer workstations have been outfitted for production-environment imaging. The chosen flat-bed scanner was selected

for its performance (speed and image quality), tonal range and sensitivity, and for the size of its platen. The mid-volume high speed rotary scanner is optimized for loose paper, e.g., archival materials. The dLOC will also provide a back-up power unit to ensure uninterrupted work in the event of power failure and surge protection that could otherwise compromise image quality or damage hardware.

File transfer is an Achilles' heel of this configuration. The dLOC has elected an FTP method of file transfer. This method is dependent upon literal lines of communication; most of the partnered programs have reliable internet connections and secure FTP should represent little problem. We are prepared, however, to provide disk-swaps or raw gold based (MAM-A/archival) CD or DVD disks for data-transfer. UF has, in the past, also provided raw media transfers as a method of securing content.

## 9. Quality of the Project Evaluation.

See the following chart. Evaluation chart is based on Outcomes Based Measurement. Each OUTCOME is defined by INPUT(S) necessary for the achievement of the Outcome and by OUTPUT(S) anticipated as product satisfying the Outcome. Each Outcome is associated with specific MEASUREMENT(S), that will be address in grant reporting and that can be used by independent assessors to determine if the Digital Library of the Caribbean has met its goals.

OUT-COME	IN-PUT(S)	OUT-PUT(S)	MEASURE(S)
<b>Increase access to Caribbean research resources</b>	<ul style="list-style-type: none"> <li>(1) Digitization services:               <ul style="list-style-type: none"> <li>(a) hardware &amp; software inputs;</li> <li>(b) training &amp; troubleshooting assistance</li> </ul> </li> <li>(2) Centralized repository services</li> <li>(3) Digital Library technology:               <ul style="list-style-type: none"> <li>(a) OAI-PMH harvesting;</li> <li>(b) text and image search;</li> <li>(c) basic, Boolean and filtered advanced search methods;</li> <li>(d) support for image, text and archival; and</li> <li>(e) multi-lingual interfaces (English, French and Spanish at minimum)</li> </ul> </li> <li>(4) Content from partnered institutions</li> <li>(5) Collection development plans for individuated collections and a coordinated plan for the Library as whole</li> <li>(6) Web statistics</li> </ul>	<ul style="list-style-type: none"> <li>(1) New digital resources, including content from:               <ul style="list-style-type: none"> <li>(a) Archives Nationales d’Haïti;</li> <li>(b) CARICOM;</li> <li>(c) Fundación Global Desarrollo y Democracia;</li> <li>(d) National Library of Jamaica; and</li> <li>(e) Universidad de Oriente,</li> </ul>               and demonstrated capacity to increase beyond these partners;             </li> <li>(2) Digital Library of the Caribbean and individuated linked collection (multi-lingual) web pages;</li> <li>(3) Collection management plans, &amp; infrastructure to maintain and grow them;</li> <li>(4) Dual-phased multi-lingual survey mechanism for (a) assessing user expectations and (b) user satisfaction in response to expectations.</li> <li>(5) Defined reports for web statistics</li> </ul>	<ul style="list-style-type: none"> <li>(1) New digital resources in target numbers as specified by project narrative</li> <li>(2) National collections specific to:               <ul style="list-style-type: none"> <li>(a) Haitian history and culture;</li> <li>(b) Dominican history and culture;</li> <li>(c) Jamaican history and culture; and</li> <li>(e) Venezuelan history, culture, and integration of existing PALMM Caribbean Collections</li> </ul> </li> <li>(3) Topical collections specific to:               <ul style="list-style-type: none"> <li>(a) CARICOM publications; and</li> <li>(b) Democracy and Governance; and additional topical collections</li> </ul> </li> <li>(4) User satisfaction as indicated in responses to followed by demonstrated meaningful response by collection and library managers.</li> <li>(5) Increased dLOC use not less than 50% increase from year 1 to 2, 35% from year 2 to 3, and 20% from year 3 to 4</li> </ul>

OUT-COME	IN-PUT(S)	OUT-PUT(S)	MEASURE(S)
<p><b>Advance Caribbean Studies</b></p>	<p>(1) Audience definition (<i>basic research was conducted to prepare this proposal; it will be refined and matched to specific objectives and lower level outcomes &amp; outcomes based measurement</i>)</p> <p>(2) Video conferencing software</p> <p>(3) Conference speakers (with Internet distribution rights for their presentations)</p>	<p>(1) Outreach program that is both aggressive and engaging of scholars, classroom teachers and their students, and the general public</p> <p>(2) Teacher training workshops or integration of dLOC use within curricula</p> <p>(3) Video lectures, with Internet remote viewing</p>	<p>(1) Presentations at conferences (<i>at least 2 per partner; the sum of presentations reaching at least 100 persons in each of the Library's principle languages</i>)</p> <p>(2) At least one Teacher (K-12) training workshop for schools (<i>Schools in Miami-Dade Co., for example, are mandated to build and teach multi-cultural curriculum focused on the circum-Caribbean; they will be a fertile test-bed</i>)</p> <p>(3) At least three K-12 curricula that assign dLOC readings or research</p> <p>(4) At least three post-secondary curricula that assign dLOC readings or research</p> <p>(5) At least five dLOC citations in U.S. theses and dissertations per year (<i>initial available data will be derived from FIU, UF, UCF and UVI</i>)</p> <p>(5) Video lectures reach an audience of not less than 50 persons (live) and 100 Internet users subsequently</p>
<p><b>Cultivate and develop new research initiatives among Caribbean scholars</b></p>	<p>(1) dLOC web pages &amp; server technologies</p> <p>(2) Collaborative learning software similar that offered freely by the Open University (UK) [<a href="http://kmi.open.ac.uk/projects/">http://kmi.open.ac.uk/projects/</a>]</p> <p>(3) Collections specialist, working with Foreign Partners Program Coordinator</p> <p>(4) UF Digital Library Center Programmers</p> <p>See also, <b>Advance Caribbean Studies</b></p>	<p>(1) Articles on topical interests with links to dLOC content</p> <p>(2) On-line collaborative learning modules, with learning spaces for individuated national &amp; topical collections</p> <p>(3) Search system for collaborative spaces</p> <p>(4) Dual-phased multi-lingual survey mechanism for (a) assessing user expectations and (b) user satisfaction in response to expectations.</p>	<p>(1) Increases in Article use at a rate of not less than 10% per year.</p> <p>(2) At least 5 new Articles per year.</p> <p>(3) Collaboration records not less than 10, active users</p> <p>(4) User satisfaction as indicated in responses to surveys of individuated collections followed by demonstrated meaningful response by collection and library managers.</p>

OUT-COME	IN-PUT(S)	OUT-PUT(S)	MEASURE(S)
<b>Build capacity and ground-level sustainability</b>	<ul style="list-style-type: none"> <li>(1) Equipment and software</li> <li>(2) Scanning staff (together with line of command)</li> <li>(3) Multi-layered (e.g., selection, equipment use &amp; maintenance, quality imaging, etc.), multi-lingual, and comprehensive training program(s) for scanning institutions</li> <li>(4) Recommended workflows</li> </ul>	<ul style="list-style-type: none"> <li>(1) Functional equipment</li> <li>(2) Knowledgeable staff (local administrators, local supervisors, and line production/scanning technician staff)</li> <li>(3) Training program and multi-layered, multi-lingual tool sets</li> <li>(4) Dual-phased multi-lingual survey mechanism for (a) assessing user expectations and (b) user satisfaction in response to expectations.</li> <li>(5) Recommended workflows (revised with variations for localized circumstances)</li> </ul>	<ul style="list-style-type: none"> <li>(1) Reliable equipment as demonstrated through ability to maintain equipment and to produce quality images</li> <li>(2) Competent staff as demonstrated by ability to troubleshoot appropriately, construction of an effective and responsive chain of command, etc.</li> <li>(3) Trainee satisfaction as indicated in responses to surveys of the training program(s) followed by demonstrated meaningful response by collection and library managers.</li> </ul>
<b>Quality Imaging</b>	<ul style="list-style-type: none"> <li>(1) Quality equipment</li> <li>(2) Imaging specifications (translated into the home institution's primary language)</li> <li>(3) Training in equipment use, calibration and maintenance</li> <li>(4) UF DLC QC application and training</li> </ul>	Images meeting specifications appropriate to source document	100% compliance with specifications
<b>Reliable document search</b>	<ul style="list-style-type: none"> <li>(1) Description and Text specifications (translated into the home institution's primary language)</li> <li>(2) [For texts] processing by trained staff using PrimeRecognition with subsequent editing of Table of Contents information</li> <li>(3) PALMM MXF Client application</li> <li>(4) [For text] UF DLC Zoning application</li> </ul>	Mark-up meets all specifications: <ul style="list-style-type: none"> <li>(1) Dublin Core or greater for catalog records;</li> <li>(2) MXF/METS for basic administrative, technical and structural metadata; and</li> <li>(3) TEI for searchable text</li> </ul>	100% compliance with specifications

OUT-COME	IN-PUT(S)	OUT-PUT(S)	MEASURE(S)
<b>Reliable data (digital object) transfer</b>	<b>I N S T I T U T I O N S U S I N G C E N T R A L S E R V E R S</b>		
	<ul style="list-style-type: none"> <li>(1) Digital objects and packages</li> <li>(2) Secure FTP (connections at scanning institution &amp; drop directories at processing institution)</li> <li>(3) UF DLC Metadata application</li> </ul>	<ul style="list-style-type: none"> <li>(1) Verifiable digital objects and packages</li> <li>(2) Checksum for every digital object</li> <li>(3) MXF/METS metadata, containing checksums, for every digital package.</li> </ul>	100% verifiable data transfer from scanning institution to the processing institution (UF) Verification based on checksum values.
	<b>I N S T I T U T I O N S U S I N G O A I - P M H</b>		
	<ul style="list-style-type: none"> <li>(0) Assumes reliably archived/ backed-up digital objects.</li> <li>(1) Mounted digital resources</li> <li>(2) Persistent URLs for each digital resources</li> <li>(3) Dublin Core metadata</li> <li>(4) Digital resources exposed for harvesting by OAI-PMH software</li> </ul>	OAI-PMH harvestable/harvested metadata and persistent URLs	Error free harvesting of digital resource metadata and persistent URLs
<b>Ensure sustainability of the Digital Library of the Caribbean</b>	<ul style="list-style-type: none"> <li>(1) Partnership meetings (<i>scheduled formal annual meetings and ancillary meetings in the context of the Association of Caribbean University, Research and Institutional Libraries [ACURIL] meetings</i>)</li> <li>(2) Partnered planned collection development</li> <li>(3) Assistance with targeted granting and fundraising (<i>this will be secured through the grants and foundation offices of the various U.S. partners</i>)</li> </ul>	<ul style="list-style-type: none"> <li>(1) Formalized <i>vetted</i> membership for dLOC participation (bylaws, dues, fees, etc.)</li> <li>(2) Topical collections or national collections with over arching topical strengths</li> <li>(3) Fundraising plan (for future projects) <i>outside the scope of granting</i></li> <li>(3) Granting plan (for future projects)</li> <li>(4) Vendor relationships plan (for licensing content, <i>without limiting free access</i>)</li> <li>(5) Marketing plan (for use in the Vendor relationships plan, but) targeted at local and national governments.</li> <li>(6) Collection development plan(s) that identify stakeholders as well as traditional library collections policy.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Draft membership structure by grant year 4 &amp; Final structure by the end of grant</li> <li>(2) At least one new collection funded by external foundation, donation or other private giving</li> <li>(3) At least one new collection funded through granting</li> <li>(4) At least one signed non-exclusive distribution agreement with a vendor</li> <li>(5) Not less than 3 models of government support for dLOC component collections or continued collection development</li> <li>(6) Not greater than 10% of digitized resources selected outside of collection development plan(s)</li> </ul>

