Welcome!

We’re glad you’re here! There is no audio at the moment. Feel free to introduce yourself in the chat box 👋. We’ll begin the webinar at 3pm ET.
Hello and welcome to the Recordings at Risk Recipient Informational Webinar. We’ll start with introducing the staff on the call today: My name is Kristen Blair, Program at CLIR and I’ll be moderating this webinar today. I’m joined by our geographically distributed grants team members. I’ll ask them to introduce themselves now, telling you what they do and where they are today. [Introductions: Joy, Becca, and Sharon]

We’d like to begin by congratulating you all once again on being selected as grant recipients for the Recordings at Risk program! We have a varied and remarkable collection of projects represented here, and we’re very happy to be working with all of you.

To start off, we are recording this session so that you can revisit it in the future or share it with colleagues. Some logistics on using the Zoom platform today: If you haven’t already, you can hover your mouse at the bottom of the screen to find the buttons that open the chat and Q&A boxes. Feel free to introduce yourselves in the
chat box now, and to post messages there at any time, and remember to change the setting to “Everyone” if you’d like your message to be seen by the entire group. Please post any questions you have to the Q&A box, so they don’t get lost in the chat. You can also up-vote a question if it’s one you wanted to ask too. We’ll answer questions submitted through the Q&A box at the end of the webinar. At that point, we’ll promote everyone to presenter, so that you can also ask questions with your audio/video on if you’d like. This changes some of the functionality of Zoom, so we won’t do that until the end of the presentation. We’ll give you a heads-up before we get there.
Our Team thought that it would be helpful to touch base as you begin your projects to clarify some of your responsibilities as grantees and to discuss how to navigate a variety of tasks that may come up in the future. Today, we’ll begin the presentation with some short polls, then provide an overview of your Reporting Requirements, the process for requesting Grant Modifications, some final notes, and then move into time for questions.

I’ll now turn the floor over to Joy, who will be starting the presentation…
We always like to start by reminding everyone of CLIR’s mission: The Council on Library and Information Resources (or “CLIR”) is an independent, nonprofit organization that forges strategies to enhance research, teaching, and learning environments in collaboration with libraries, cultural institutions, and communities of higher learning.

Recordings at Risk is just one of many programs administered by CLIR and is generously supported by The Andrew W. Mellon Foundation. We have continued support for this program through the spring of 2021, so be sure to tell your colleagues who may be interested in applying. Cycle 8 will be opening in November with a deadline at the end of January 2021.
JOY

Our work is accomplished by a relatively small staff of about 20 geographically distributed individuals with the greatest concentration living in the DC area, where our headquarters are located. Becca, Sharon, Kristen, and I make up the grants team, administering our two active regranting programs. Our team supports the entire grant cycle--from application to final report. Part of our work is the occasional site visit to recipient institutions, so we hope to resume those opportunities once we can do that safely again.
Before we dive into our presentation, I wanted to point you towards the Recordings at Risk recipient resources page. In much the same way as the Applicant Resources page helped guide your proposal writing, the Recipient Resources page is a one-stop-shop for grant recipients, with information on all the administrative components of holding a CLIR grant. Most of the information we’ll be covering today can be found there if you ever need a refresher on our policies. The recording of this webinar will also be posted on this page.
BECCA
To help us better understand how COVID-19 may be affecting your projects, we'd like to take a few moments before we get too far into the presentation to conduct a few polls. We have 3 questions for you that will help us make sure we’re providing the support you need over the next few months. We’ll leave each question up for around 60 seconds. To respond, you’ll simply click on the answer that’s applicable to you when it pops up on your screen. Answering is optional, but will be really informative us especially as we plan for future applications through the Cycle 8 application process.

The first question...

- Do you currently have access to your collections? Yes, staff are allowed full access to the space/Yes, staff are allowed limited access to the space/No, but we have a timeline for reentry/No, and we don’t know when we can return
- Has your team been in touch with your vendor since receiving the grant? yes/no/I don’t know
- Is your vendor open? Yes, fully operational/Yes, but at limited capacity/No, but they have a plan to reopen/No, and they don’t know when they'll reopen/I don’t know
Thank you so much; this is really informative and helps us get a better sense of timelines and the situation for the vendors you’re partnering with.

Now that we have a bit better sense of your situations, we’ll move forward with some general administrative information you’ll need as a CLIR Recordings at Risk grant recipient. We’ll begin by going over CLIR’s reporting requirements for grantees. We’ve found that seeing what will be required at the end of your project may help you decide how to document progress and keep metrics which may, hopefully, make the reporting easier when your projects are complete.
You were all awarded grants this spring in the seventh Recordings at Risk competition. For that reason, you will hear us refer to you as a group as our “Cycle 7 recipients.” To keep things easy for everyone, we start by putting everyone on the same timeline for completion of project. Due to our particular circumstances at this moment in time, you all have been allotted an 18 month project timeline with the same deadlines, regardless of the project length you originally proposed. We hope this will set your projects up for success.

Given this 18 month timeline, all of you have been assigned a project end date of **October 31, 2021**. This is the date by which all approved project activities including digitization, metadata creation, and providing whatever access you’re providing should be complete. Grant funds may only be expended during this 18-month period. To change this timeline, you’ll need to get approval from us, which we will cover shortly.

Due to the extended length of your timelines, we are requiring an abbreviated interim report. This will be submitted through the online grant management system, SM Apply, just like your proposal, using the same login and password as your proposal submission. We’ll be requesting a project update with digitization counts, remaining

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**Grant Term and Report Deadline**

- **Grant Term**: Activities for all projects must begin no earlier than **May 1, 2020** and must be completed no later than **October 31, 2021**.
- **Interim Report**: Abbreviated report due **May 31, 2021**
- **Final Report**: Report form with financial assessment due within **30-90 days** of project completion, no later than **January 31, 2022**.
award funds, and a brief narrative. These interim reports will be due around the 12 month mark on May 31, 2021.

Final reports and a complete financial assessment are due within 30-90 days of project completion. So this would mean that the latest possible reporting deadline would be January 31, 2022.

You may find that your project ends earlier than October 31, 2021, perhaps even much closer to the original 12-month program timeline, or that you’re ready to submit your report earlier than January 31, 2022. Submitting the final report early is ok. You’ll just need to contact the CLIR Grants Team at recordingsatrisk@clir.org so we can start the reporting process.
Grant reports are submitted through the same portal you used to submit your application, called SM Apply. You can also find a link to this on the Recipient Resources page on the Recordings At Risk website. All communication and reminders for reporting will be sent to the primary principal investigator (or PI), but there’s no limit to the number of other project staff that can be kept in the loop. If there are any others involved in project work who need such notifications, you will need to send to our program email address the names and contact information for those people. Please share this information as soon as possible so we can keep our records up to date.

If you can, you should login to SM Apply using the same email address and password you used to create your application. If you use these same credentials, you should automatically see the reporting form for your project when you log in. If you forget these credentials or lose access to them for any reason (for example, if the person who created your application leaves your organization), you will need to contact us through the program email (recordingsatrisk@clir.org) so that we can link your report to the correct credentials.

An additional way to future-proof your team’s access to the report is to log in using the
application credentials, hit “start” to pretend like you’re starting your report, then add other team members’ email addresses as “collaborators” on your report. Collaborators will then receive an automatic invitation to verify their email addresses and create their own passwords to access the system. Once they do this, they will also be able to log in to view the report and enter data. One of the system’s safety measures insures that only the primary account holder is able submit a report, so if one of the collaborators eventually needs to submit, that person will still need to contact us to make sure this can happen.

We're now going to take you on a tour of the final reporting form itself.
The first section of the report is the quantitative assessment. Here you'll be entering information related to the numbers and types of recordings nominated for digitization, the number of archival master files produced, and variances between the estimated and actual digitization numbers. To complete this part, it will be helpful to have access to your original proposal for your project. Taking the time now to put a copy of your proposal in a place where all team members can access it is a good idea. You can download a copy of your proposal by logging in to the system using the same credentials you used to create your application. If you don't know where to find a copy of your proposal, you can also email us to ask for one.
The next reporting section includes space to document project developments, both internal and public. Internal developments may include things like:

- digitization metrics such as tracking time data for steps in the project workflow (preparing materials for shipping to the vendor, metadata creation, ingest, etc.),
- the implementation of new workflows, standards, protocols, and/or procedures for digitization and/or description,
- the implementation of new tools or systems,
- new financial donation or additional grant awarded to support the nominated collection,
- new collection donation,
- new grant application(s)

CLIR pulls together data about the impact of its program for its own annual reporting to The Andrew W. Mellon Foundation, so providing as many details as you can about the ways that this opportunity affected your organization, collections, staff, and ways of working will be very helpful to us. Taking notes somewhere about the impact of this grant will help you easily complete this section.
We also want to hear about Public developments, such as:

- The creation of new blogs, social media accounts, websites or even content created for existing ones;
- Research guides, online or physical exhibitions, or news articles;
- The incorporation of digitized materials into curricula at any educational level,
- Or publications or presentations about the project or arising from research using the digitized materials.

Again, keeping a file with copies of these kinds of documentation will make the reporting process easy for you. You will also have a chance to append copies of these documents to your report, demonstrating the varied and creative ways you will use your project to educate and serve others.
Here’s a quick glimpse of what these “impact” questions look like on the reporting form. The report form includes simple checkboxes to document activity which you’ll then have the opportunity to explain further in the narrative portion of your report. Here is the checklist for internal impacts...

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And here is the checklist for public outcomes. Because Recordings at Risk is designed to support smaller-scale efforts focused on preservation reformatting of audio and audiovisual materials over short periods of time, CLIR does not expect that all of these things will happen in the course of your work. Most recipients just check two or three boxes here, and some don’t check any—that is ok. Just check any boxes that do apply to you, so we will know to look for them in your narrative and to account for them in our own summary reporting to the Mellon Foundation.
Next, we ask grant recipients to share with us where users can go to find information about the digital copies of the recordings reformatted through your project. Some of you will be providing public access to both the digital files and the associated metadata created through your project, and some may only be providing public access to the metadata.

This is a good place to remind everyone that creating and providing access to metadata for the digital copies of the recordings created through your project is a requirement of the program, unless a specific exception was made in your proposal for cultural reasons. CLIR expects that you will create and publish online at least some basic metadata for the digital copies of the recordings, so people can learn about what you have. At the end of your project, you may still have work to do to add richer descriptions, subject headings, or even transcriptions or captions, but we do expect that some basic records about what you’ve done be posted somewhere online.

You’ll have the option to include up to 10 URLs in the report section. We encourage you to provide a few high-level links to the collections rather than many lower level links. These links allow us to verify that you have made metadata accessible, at the least, and well as verify that those of you who can make the digital surrogates of

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recordings available for streaming online have done so. Again, we understand that for some of you, legal and ethical issues will make it impossible to provide full access to copies of your recordings; if this is the case, you just need to provide one or more links to where your metadata is at the end of your project. You can also provide more information about future locations for your metadata and files in the narrative sections of your report.
You’ll then provide the contact information for the project’s PIs, service provider, and the person who should be contacted if questions emerge about the report.
Next, you’ll add your financial narrative and either save this section of the form or mark it as complete. The financial narrative should address each line in your project budget.
Marking the report as complete will take you to the review page, where you can double-check the information you entered, and see the additional steps you need to take.

There are a few documents to upload before you'll be ready to submit your report. If you look to the left side of the screen, you can see buttons that will prompt you to upload the remaining components of the report, which we'll go over now one by one.
The first, and perhaps most important part of your report is the Project Narrative. This will be an uploaded document of no more than 6 pages which will contain the types of information listed here:

- A summary of the project and purpose of your grant
- Your progress toward expected outcomes where you can explain the numbers, including any variances in your quantitative section
- Any surprises, setbacks, and challenges that you faced
- Significant accomplishments and lessons learned
- And finally, your future plans

No more than 6 pages.

Ultimately, this is information that will help us create resources that can be of use to other institutions wanting to initiate their own a/v digitization projects. We'll also share the lessons learned from grantees with our funder, The Andrew W. Mellon Foundation, which receives a copy of every report.

If you take the time to compile notes somewhere about these topics during the course of your project and save those notes in the same place you keep your copy of the original proposal, you will thank yourself when the final report deadline approaches.
Here’s a screenshot of what you’ll see when you’re asked to upload the form, which you’ll notice includes directions about all the topics your narrative report should cover.
You’ll also be asked to upload a project manifest, a spreadsheet which includes the names and locations of the digital files (normally, the access copies), as well as notations about any checksums and restrictions. We’re requiring this because we are developing a tool—a kind of web crawler—that will allow us to conduct periodic checks that the online files created through CLIR’s digitization regranting programs are, in fact, online.

Note that CLIR’s template for this has multiple tabs, including one with instructions, so be sure to read through all of them.

Taking a look at this template now, and building in time to create this document into your workflow, will help you save time later. Normally, your digitization vendor will return a spreadsheet to you that will be very similar to what you need to submit here, and you should be able to adapt the vendor’s spreadsheet for this template. If you work out your file naming conventions at the start and insure your vendor names your files exactly according to your needs, most of your work for this requirement will be done. If you leave it until the end, it might take some scrambling to pull it together, so we do strongly recommend coming up with a strategy for compiling this data during the course of project work.
Of all of the pieces of the final report, this document is what allows us to verify that you have created all the deliverables agreed upon when you received funding. If, in the midst of your project, issues arise that will affect your ability to reach the goals included in your application, reach out to the CLIR grants team so we can help you decide the best course of action. We will go over how to do that shortly, but first, let’s finish the report form...
The final part of the Reporting Requirements that I want to touch on is the Financial Assessment, which comes in two parts.

The first is the Financial Narrative, which we glimpsed at earlier on the main report form. In the Financial Narrative, you can comment on actual grant expenditures during the reporting period as they relate to your proposed budget. Every budget category should be addressed here and, if there are any variances of 5% or more between projected and actual spending, make sure to include a detailed explanation here.

The second part is the Financial Report, which is an upload using the same budget and financial report template that you submitted with your proposal. The only difference is that you have both the Budgeted and Actual fields of the template filled in for the final report. This is another good reason to make sure you have a copy of your entire proposal saved somewhere where all your team members can access it--you’ll prepare the financial report beginning with the same file you submitted with your proposal.
And as a reminder, here’s what our budget and financial reporting form looks like. It’s important that you use this template for your financial report rather than any internal financial reporting forms your institutions may use. Note that there is a “budgeted” column for the information submitted with your proposal, and an “actual” column for the information about what you spend during the grant term. Some of you may find that you do not spend all of the grant. This is okay; we will, however, expect you to return any unexpended funds to CLIR at the time you submit your final report. [Refer to returned funds policy?]
We noted earlier that SM Apply allows you to add other email addresses for collaborators who will contribute to your report as you develop it in the system. We do recognize, however, that sometimes it isn’t realistic to expect all members of the team to figure out how to log in and use the system. For that reason, we’ve also created a Google Doc template that your team can use to prepare your draft report. The document includes the full information requested in the report, covering both the questions on the reporting form and the documents that will be added as uploads.

You may remember using a similar document to prepare your proposal. It’s the same principle here: just make your own personal copy of the document and save it somewhere your team members can find, then when your team is happy with your report, copy and paste from the document into SM Apply to submit your report.

Because the reporting form was intended to group questions thematically, and because SM Apply is built in a way that requires uploads to be added at the very end, the order of questions on the Google Doc template is somewhat different than the order of questions in SM Apply; however, the content of the questions should be identical.

You can access the Google Doc template using the link on our Recordings at Risk Recipients Resources page. To make a personal copy of the template that you can edit, click on the text that says “click here to make a copy of this document. This copy
can then be shared with anyone who will be collaborating on the draft proposal. Once you have finished drafting your proposal, you must copy your report responses into SM Apply to submit your final report.
Becca: And now I’ll pass things over to Joy.

Joy

Now that we’ve made it through the reporting form, we need to address how you can make changes to your plans if unforeseen delays, problems, or staffing changes happen during the course of your work.

Over the course of many grant projects, we’ve seen that the need often arises to request a modification. Due to the unpredictability of audio and audiovisual digitization initiatives, such requests are extremely common for this program, so please don’t hesitate to ask us for the changes you need to successfully complete your project. CLIR has an online modification request form through which recipients can notify us of any modification requests such as No-Cost Extensions, P.I. changes, and Reallocation Requests. The form was designed to streamline the process and reduce the amount of time spent making and approving these requests.
Access to the Grant Modification and Extension Request form is available through a link at the top of the Recipient Resources web page. The same form is used across CLIR’s grant programs and is designed to allow for the request of multiple types of modification requests. The form includes space for you to submit budget information, requested extension length if needed, and to provide a brief explanation of the modification.

In order for you to prepare the necessary information for the modification request, we also provide a Grant Modification Form Template, linked to on this slide and also available on the Recipient Resources page.
This shows the GoogleDoc template for the modification request form. The online form does involve some question logic, so you may not be required to answer all of the questions on the template depending on how you answer others.

A link is provided at the top of the document that allows you to create a copy of the template for collaborative working. All modification requests should be submitted through the online form, so you will need to copy and paste your prepared responses into that space.
Here’s a glimpse of what the online Grant Modification and Extension Request form looks like.

In many cases, completing the form will be all you need to do to get approval for a modification. However, under certain circumstances, additional documentation may be required in order to move forward with the request.

Multiple types of modification requests can be submitted at the same time using the same form. For example, if you need to request a no-cost extension as well as a reallocation of funds, the form will accommodate both requests. Once the form has been submitted and received, you should hear from CLIR staff within two weeks.

The guidelines for modification requests vary slightly between CLIR’s different grant programs, so be sure to check the Recipient Resources pages for the most up to date information. If you have any questions about the process, CLIR staff is always available via email through our program email address: recordingsatrisk@clir.org.

Now for some additional information about the types of modification requests.
No-Cost Extensions are allowed in the case of unforeseen delays such as hiring or vendor processing delays. These are very common, but it is important to understand that you can only receive one extension per project. It may be useful to set a calendar reminder now to help you remember to evaluate whether or not you'll need to request an extension as your project end date approaches.

For those who may be new to grants, a project end date is not the same as the reporting deadline. The project end date is the date by which all project work should be complete. It's important that extension requests are submitted about 4-6 weeks prior to the project’s end date, which is October 31, 2021. Even if you have spent all the grant funds, you will need an extension if you require additional time to complete your proposed project deliverables, including making the metadata for your project available online. If all project deliverables are not complete by the end date, you will need an extension.
If you need to switch principal investigators (PIs), please let us know as soon as possible by completing the Grant Modification Form. All of CLIR’s grant management tasks require current contact details for every grant’s principal investigators, so it is important we know when a principal investigator departs your organization and their responsibilities are transferred to someone else.

In order to complete the change of PI, you will also be required to supply via email a letter from the head of the institution or department on institutional letterhead. The letter should include the name, title, and contact information of the new PI as well as the date the change will become effective. A CV for the new PI will also be required for our files.

Changes to Principal Investigators

- Notify CLIR of changes to PIs through the Grant Modification Form, as soon as possible.
- In addition to the form, be prepared to supply the following via email:
  - A letter on institutional letterhead from the head of the institution or department noting the change and the date the change will become effective;
  - A C.V. for the new PI
On occasion, grantees find it necessary to spend grant funds in a manner other than originally proposed in their application—for example, vendor services may cost more or less than originally budgeted. Reallocations of grant funds are allowable, but these changes must be approved by CLIR staff prior to the reallocated funds being spent. In cases where a budget surplus remains after the original deliverables have been met, you will have the option of either returning the surplus funds to CLIR or submitting a budget reallocation request that proposes how the remaining funds will be spent. Any proposed use of reallocated funds should be aligned with the original goals and scope of the project and within the current guidelines for allowable and disallowed costs for the Recordings at Risk program.

The first step for a reallocation request is completing the Grant Modification Form, where you can explain the rationale for the reallocation and how it is consistent with the original proposal. CLIR staff encourages spending surplus funds on additional digitization of material or increased spending for another previously approved line item in the project budget, rather than adding new line items. If a mutually satisfactory reallocation solution cannot be found, remaining funds must be returned to CLIR.

Note that small reallocations, amounting to less than 5% of the total project budget
and within the program guidelines do not require a formal reallocation request, but we do ask that you explain these variances in your final report. If questions arise about whether or not you need official approval of a reallocation request, we are always available through email.
In some rare instances, such as when a reallocation request involves a new budget line item, our team will require the completion of an updated budget document. This is the same budget template you used to complete your application. CLIR staff can provide a copy to you if needed.

This new budget will replace the one submitted with your application. Some information will remain the same, such as your project start date and award amount. You will need to update any lines where you are proposing a change in amount and add any additional lines, as needed, if you are proposing a new spending category.

In some cases, reallocations may happen within the already approved line items. When that is the case, we likely will not require the submission of a new budget. An explanation of the changes submitted through the grant modification form and your final report will suffice.

When filling it out, be sure to include the name and title of the person filling out the form. Institutional shared costs should not be included on the budget form, which is also true when you are completing the financial report.
Final Notes

Questions

JOY

We're nearing the end of our presentation. Feel free to submit questions in the Q&A box for us to address in a bit. When we move into our Q&A time, we'll promote everyone to presenter which will allow you to use your audio and video but will prevent you from using the Q&A box.
We’ve been using exit interviews as another component of our data collection and reporting process for this program. Within a few months following the submission of your final reports, CLIR staff will be contacting some or all of you to arrange an exit interview. These 30-45 minute conversations with our recipients help CLIR to assess the program’s impact as well as to document how newly digitized collections are being accessed and used. This is important data for us to collect for our own reporting to The Andrew W. Mellon Foundation, so we hope you will be able to make yourselves available to conduct an interview with a CLIR staff member sometime toward the spring of 2022.

We will want to give a bit of time for things to develop after the project is over. This way we can discuss how the program has shaped your overall institutional strategy for preservation reformatting of audiovisual collections. We are particularly interested in hearing about how the digitized materials have been used, how you are keeping usage metrics, and what lessons you have learned.

Exit Interviews for Cycle 7

Dates not set yet, but likely the first half of 2022)

- How has the program shaped your overall strategy for a/v collections?
- How have the digitized materials been used?
The first interviews we’ve done have been very rich conversations, and our team has been learning a lot through them. Here are some points stressed by past recipients that may be useful to you as you get started:

(1) **Metadata creation for audiovisual materials takes a lot longer than originally anticipated for most recipients.** For this reason, past recipients advise that new recipients consider how they can lay the groundwork for creating project metadata while waiting for materials to be returned from the vendor. Taking digital photographs of the containers for your recordings may help expedite metadata creation while the vendor has them, so consider whether it might be possible to do that.

(2) Get your whole project team together as early as possible to make sure everyone understands individual roles and responsibilities, even if their contributions will only be made late in the project timeline. That way each team member can make room on their schedules to do what they need to do in a timely and efficient manner. It is particularly important for people responsible for ingesting digital files into storage systems or creating metadata for those files to understand what will be expected of them, and for them to remain aware of any changes to the project timeline. Don’t forget it is okay to request
a grant modification if it turns out that the grant term is insufficient for creating metadata and making it available online.

If the recordings to be digitized for your project are part of a larger collection, set aside some additional “backup” items from that collection to send to your vendor as well, just in case the digitization work costs less than originally estimated or other unforeseen circumstances. If you get lucky and have extra funds left over, you can then submit a grant modification request to CLIR seeking permission to authorize the vendor to digitize the backup items as part of the project.

Keeping notes and documentation for your project in one common place for easy reference will make final reporting easier. Determining how you’re going to gather the information needed for the Project Manifest now, in particular, will save you valuable time.
We love to show off the excellent work of our grantees. If there are exciting developments you would like shared with a wider audience, don’t hesitate to let us know. One of the easiest way for us to share your news and accomplishments is to tag us on Twitter @CLIRRaR so that we can retweet you.

If you happen to be describing the Recordings at Risk program in any formal press releases, we appreciate you reviewing CLIR’s Acknowledgement Guidelines, linked to on CLIR’s Policies page.

We also want to make sure we’re representing you correctly. Your projects are now up on the funded projects page of our website. Please read how your project is describe there and let us know if you’d like us to adjust any of the information included. The text we use came directly from your proposals.
Thank you all for attending this presentation. We know we’ve covered a lot of information here and we’ll be sure to post a recording of this webinar, as well as the slides, transcript, and Q&A, on our Recipient Resources page, alongside many of the other documents we discussed.

We’ll now shift to answering any questions you’ve submitted during our presentation and allow a bit of space for conversation. Give us a moment to promote you all to presenter, which will allow you to activate your audio and video if you like. This will disable the Q&A box - a strange quirk of Zoom. For anyone that feels more comfortable typing a question or response, feel free to do so in the chat box.
If you ever have any questions, you can always reach the CLIR Grants Team at our program email address: recordingsatrisk@clir.org

Wrap-up reminders:
- email us to let us know if additional members of your team should be getting info from us
- extensions and modifications are common!
- your team is here to support you. get in touch at any time.