Title
Holistic Decision-Making Frameworks: Accountability, Transparency, and Communication

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Holistic Decision-Making Frameworks: Accountability, Transparency, and Communication

Kate Dundon
Retrospective Born-Digital Accessioning at UC Santa Cruz

Maggie Hughes
Creating a Processing Prioritization Framework at The Huntington Library

Jasmine Jones
Strategizing for Interdependence

Christine Kim
User Discovery, Interpretation, & Responsible Access

Sarah Jones
Examining Internal Policies through a Diversity & Inclusion Framework

SCA AGM 2021
Retrospective Born-Digital Accessioning at UC Santa Cruz

Society of California Archivists Annual General Meeting 2021

Kate Dundon
Supervisory Archivist
University of California, Santa Cruz
Project Background

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2016-2017: Surveyed finding aids, identified 470 digital media carriers within 17 collections

2017-2019: Developed born-digital accessioning procedures and processing capacity

2018: Initiated retrospective accessioning project

Today: Project is ⅔ complete

Steps 1-3: Appraise, Transfer, Appraise

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**Step 1: Appraise**
- Pull carriers
- Appraise based on labels
- Deaccessioned 190 carriers

**Step 2: Transfer**
- Inventory carriers
- Transfer files

**Step 3: Appraise (again)**
- Appraise files at high level
- Deaccessioned 125 carrier-level directories

Step 4: Prioritize, Accession, Process

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1. Gain administrative control
   - Create digital object record in ArchivesSpace

3. Process
   - Weed PII, duplicates, out of scope
   - Document processing interventions

4. Update finding aid
   - Record extent in GB and number of files
   - Update narrative notes

5. Wrap up
   - Package for long-term preservation
   - Deposit in digital preservation repository
Project Status

Accessioned 125 GB in 5,500 files across 11 collections

➔ 30% of which is processed and discoverable

## Project Metrics

<table>
<thead>
<tr>
<th>Task</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraise pre-transfer</td>
<td>13</td>
</tr>
<tr>
<td>Pull, inventory, transfer (student)</td>
<td>63</td>
</tr>
<tr>
<td>Transfer (staff)</td>
<td>9</td>
</tr>
<tr>
<td>Appraise post-transfer</td>
<td>29</td>
</tr>
<tr>
<td>Other accessioning tasks</td>
<td>2</td>
</tr>
<tr>
<td>Process</td>
<td>16</td>
</tr>
<tr>
<td>Describe</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>163</strong></td>
</tr>
</tbody>
</table>


# Project Metrics

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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>163</strong> hours</td>
</tr>
</tbody>
</table>
Baseline Steps for Born-Digital Accessioning:

1. Assign unique ID
2. Transfer files to server
3. Perform cursory review for PII
4. Appraise at high-level
5. Describe in collection-level record
6. Generate hash values
7. Package for preservation storage

Guidelines for Efficient Archival Processing in the University of California Libraries Version 4 (2020) see page 29
bit.ly/UC-Guidelines
We need to adjust our expectations around accessioning to create space for born-digital care.

Operational Impacts of Born-Digital Accessioning Backlogs

- Increased preservation costs
- Increased level of processing effort
- Decreased efficiencies in planning and collection management
- Impaired capacity to advocate for resources
Creating a processing prioritization framework at The Huntington Library

Maggie Hughes, SCA AGM 2021
Wider profession

- Same issues regarding prioritizing large backlogs, efficient processing, surveying, MPLP, exposing hidden collections
- Communities of practice developing frameworks
- OCLC report “Taking Stock and Making Hay: Archival Collections Assessment” and “UC Guidelines for Efficient Processing”
- Building into archival information management software applications
Enter: Committee!

- Dorothy Auyong, Early Books & Codices Cataloging Manager
- Peter Blodgett, Curator of Western American History
- Livia Hirsch-Shell, Acquisitions Librarian
- Suzanne Oatey, Visual Materials Archivist

- Read professional literature
- Met 1-2x per month
- Adapted existing rubrics
- Discussed, debated, tested
Why a framework with rubric?

Circumstances
- Many stakeholders, 15 curators
- 100 years of backlog
- Complexity and variation of collections
- Collection needs change over time

Affordances of a framework
- Ensuring underrepresented stakeholders are included
- Consolidating feedback
- Centralized for resource allocation and planning
- Standardizing for efficiency
- Built-in flexibility
- Inclusive of formats, collecting areas
- Transparency for managing expectations and planning
- Accountability to mission and ethics
WE ARE ONE

...backlog
<table>
<thead>
<tr>
<th>Scale</th>
<th>Research Value &amp; Interest</th>
<th>Institutional Value</th>
<th>Object Value</th>
<th>Collection Development</th>
<th>Accessibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Slight</td>
<td>Slight</td>
<td>Negligible</td>
<td>Negligible</td>
<td>Cannot be processed or accessed as is</td>
</tr>
<tr>
<td>2</td>
<td>Limited</td>
<td>Slight</td>
<td>Slight</td>
<td>Slight</td>
<td>Has significant barriers to accessibility</td>
</tr>
<tr>
<td>3</td>
<td>Pertinent, average</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate</td>
<td>Moderate barriers to access</td>
</tr>
<tr>
<td>4</td>
<td>Important, extensive</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Few barriers to access</td>
</tr>
<tr>
<td>5</td>
<td>Unique, very rich</td>
<td>Very high</td>
<td>Very high</td>
<td>Very high</td>
<td>Ready to be processed, no intervention needed</td>
</tr>
</tbody>
</table>
Approach

New acquisitions
- As they come in, get added to backlog
- Baseline score by curator after acquisition
- Via form

Past acquisitions
- Prioritizing the Backlog Committee
  - Rotating membership
  - Curators and archivists
- Standing monthly meeting
  - Collections assigned and scored ahead of time
  - Meeting for discussion and decision
Revisiting priorities

Annual meeting to reevaluate existing scored collections and priorities

◉ Re-processing, user interest/circulation, exhibition planning, user requests
◉ Include representatives from Reader Services, Curatorial, Preservation, ACMe, Digital Projects
## Communication Framework

<table>
<thead>
<tr>
<th>Rolling timeline, as collections come in</th>
<th>Acquiring curators give initial score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monthly</strong></td>
<td>Prioritizing the Backlog Committee meets and gives initial scores to backlogged collections</td>
</tr>
<tr>
<td><strong>Annually</strong></td>
<td>Larger meeting to revisit scores, trends, user demand, to determine top priorities for the year</td>
</tr>
</tbody>
</table>
Implementation progress

- **Nov 2019-Jan 2020:** Introduced to colleagues
- **Feb 2020:** Began using rubric to score new acquisitions
- **Dec 2020:** Prioritizing the Backlog Committee’s first meeting
- **Jan 2021:** First backlogged collections scored
- **~Summer 2021:** Anticipated first annual prioritization meeting
Sources and inspiration


- Jasmine Jones’s processing prioritization work at UCLA Library Special Collections
- Development Prioritization sub-team, ArchivesSpace Councils
Strategizing for Interdependence

Jasmine Jones
Head of Collection Management, UCLA Library Special Collections (LSC)
jjones@library.ucla.edu

SCA Annual General Meeting
2021 April 30
LSC FRAMEWORK FOR COLLECTIVE WORK

We understand that to be collegial and respectful, we recognize that we all have autonomy in our work and trust in one another across our units. We all acknowledge the ways we have to be accountable, responsible, and interdependent in the individual work we do, as our efforts impact one another.
Be **inclusive** in our interactions with **all** who enter our physical and online spaces;

**balance** the collecting of materials in **transparent** ways through donations and purchases that **advance diversity in voices and representation** and support scholarship;

**embark on mutually meaningful and respectful partnerships** with communities on campus and in our region;

**perform ethical** description of our collections;

and, have **authentic and respectful interactions** with communities whose histories can be found in our holdings and with whom we seek new or **renewed** partnerships.
Asessing Collections Stewardship

Relationship with Curatorial Unit
Designing tools, documentation, and workflows to build towards interdependence

Frameworks & Practices
Expanding beyond processing
Centering fundamental principles

Resources
Contextualizing impact of acquisitions and services in relation to relationships, staffing, capacity, space
# Developing Approach to Processing Prioritization

**Key collaborators:** Shira Peltzman, Processing Prioritization Team (Courtney Dean, Lizeth Ramirez, Shira)

## Context to process and criteria

- Relationship to other processes
- Reframing discovery and access needs

## Prioritization Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Definition</th>
<th>Responsible unit to provide information</th>
<th>Data to use in assessment</th>
<th>Alignment with collecting priorities</th>
<th>Criteria Rubric</th>
</tr>
</thead>
</table>
| User Interest                 | Does this have potential to be a high use collection due to its connection to LA, UCLA, current events, etc.? How significant is the material to scholarship on this topic? How unusual, extensive, or detailed is the material? Does it offer great research potential or a unique perspective on a subject of high user interest? | Curators                                | Curatorial proposal form, as well as subject-related instruction requests, circulation data: prospective programming and user needs: information from OCE regarding use and instruction statistics. | How closely does this collection align with our current collecting priorities? Will providing better access to this collection attract additional collections that document similar topics, functions, or activities? Will it expand the representation of diverse populations or historical marginalized communities/subjects? Do these records indicate that there are collections that do not yet exist that should? Does the collection fulfill or advance the mission, vision, and principles of UCLA or the Library? | Collection adheres to LSC’s current collecting priorities by adding to the strengths of or filling the gaps in our existing collections; or fulfills mandated collecting responsibilities as specified by the UC System Records Retention Schedule and the UC Records management policies. Additionally, collection facilitates UCLA’s core mission, principles of community, and values:  
  - discovery and innovation  
  - creative and collaborative achievements  
  - debate and critical reflection. |
| Alignment with collecting priorities | How closely does this collection align with our current collecting priorities? Will providing better access to this collection attract additional collections that document similar topics, functions, or activities? Will it expand the representation of diverse populations or historical marginalized communities/subjects? Do these records indicate that there are collections that do not yet exist that should? Does the collection fulfill or advance the mission, vision, and principles of UCLA or the Library? | Curators                                | Curatorial proposal form; collecting priorities                                      |                                                                                                                                                                                                                                     |                                                                                                                                                                                                             |
DESIGNING MECHANISMS FOR HOLISTIC STEWARDSHIP

Key collaborators: Heather Briston, Jasmine Larkin, and Shira Peltzman

Pre-custodial documentation and workflows

Stewardship tracking tools
REFOCUSING COLLECTIONS STEWARDSHIP STRATEGY

Key collaborators: Reappraisal Project Team (Courtney Dean, Genie Guerard, Dalena Hunter, Lizeth Ramirez, and Shira Peltzman), Appraisal Study Group (Kelly Besser, Dalena, Jasmine Larkin, Lizeth)

Context and overview of Reappraisal Project

Developed process for reappraisal, as well as led to Appraisal Study Group

Central framing for backlog strategy and holistic stewardship practice
ELEVATING DISCOVERY AND ACCESS TO COLLECTIONS

Key collaborators and participants: All LSC staff

WHERE WE STARTED
Assessment | development and documentation of practices and workflows | implementation of tools/systems

LAYING THE GROUNDWORK (REMOTE)
Archival data remediation project -- Kelly Besser, Courtney Dean, Jasmine Larkin, and Shira Peltzman
Survey of description in legacy formats -- Alex Adame, Caroline Cube, Tess Livesley-O’Neill
Description study group -- CM team, led by Kelly Besser and Shira Peltzman

LAYING THE GROUNDWORK (ONSITE)
Putting things back where they belong (PIBWIB) + triage -- all staff
Completing onsite backlog survey for physical collection control -- Curators & Collections team
Rehousing and ASpace container and location entry project -- CM team
Collection file cleanup project -- all staff, led by LSC Collection File Systems Committee

BASELINE DISCOVERY
Begin retrospective accessioning -- CM team, led by Jasmine Larkin
Prepping for reappraisal -- CM team
ELEVATING DISCOVERY AND ACCESS TO COLLECTIONS

Key collaborators and participants: All LSC staff

REAPPRAISAL
Reappraisal analysis and documentation -- Curators & Collections team

Operational impact analyses -- Head of Collection Management

ENHANCED BASELINE DISCOVERY & ACCESS
Leveraging info gathered during reappraisal for enhanced description -- CM team

Accessioning for access or queueing for processing prioritization -- CM team

PRIORITIZATION AND PROCESSING
Processing prioritization -- Processing Prioritization team

Assigning queued, prioritized collections based on criteria assessment -- Head of Collection Management, Head of CFPRT
ASPIRATIONS FOR LONG-TERM IMPACT

- Centering of relationships and collective community
- Equity in stewardship commitments
- Culture for continual critical reflection and interrogation of practice
- High-levels of transparency and accountability in decision-making
- Broad understanding of the impact of our decisions across all functions
- Holistic approach to acquisition, stewardship, and community engagement

NEAR-TERM IMPACT

- More transparency and communication about decisions internally and externally
- Moves LSC closer to holistic and proactive stewardship
- Elevate the extent of labor, capacity, and time that goes into stewardship
- Building in layers for advocacy and protection against those afforded more agency and power in decision making
- Building healthy boundaries to move into more equitable partnerships and collaborations
User Discovery, Interpretation, & Responsible Access

Strategies to surface archival & historical context in digital collections

Christine Kim
California Digital Library
christine.kim@ucop.edu

Society of California Archivists
2021 April 30
Introduction & Context

A case study on Calisphere
User Referrals & Discovery

How do users find Calisphere?

Link referrals:

<table>
<thead>
<tr>
<th>Year</th>
<th>Users</th>
<th>Pageviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>1.4M</td>
<td>7.2M</td>
</tr>
</tbody>
</table>

- Method: Count “users”
- 78.7% of users via Google

What’s the first page (type) users see in Calisphere?

Landing pages:

<table>
<thead>
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</thead>
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<td>7.2M</td>
</tr>
</tbody>
</table>

- Method: Count “landing pages”
- 72% of the first page viewed are “item” pages

What do “Googlers” see first?

Landing pages via Search Engines:

<table>
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<th>Pageviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>1.2M</td>
<td>4.9M</td>
</tr>
</tbody>
</table>

- Method: Count “landing pages,” filtered by “organic” (meaning search engines)
- 74.2% of search engine referrals point to “item” as the first page viewed.

Note: These data visualizations were created on Google Data Studio with data gathered via Google Analytics. If anyone is interested in seeing this data evolve over time, feel free to email me.
Examples of user-submitted comments:

- **Rights & permissions to use**
- **Requests to purchase/order an item**
  - (Real example: “Kimchi sauce, Cosmos Food Co”)
- **Offering metadata identification**
  - Name or place identification
  - Corrections (e.g., spelling)
- **Requests to remediate metadata**
  - E.g., Use of biased/derogatory language.
- **Requests to remove (restrict) content**
  - Protocols for Native American Archival Materials
  - Personal privacy of private citizens (e.g., high school photos)
context

n.
1. The organizational, functional, and operational circumstances surrounding materials' creation, receipt, storage, or use, and its relationship to other materials.
2. The circumstances that a user may bring to a document that influences that user's understanding of the document.

Notes
Along with content and structure, context is one of the three fundamental aspects of a record.
User-centered opportunities:

Enhancing context for digital collections.

- Creating new instructional resources for users
- Offering transparency about how (and why) historical materials are shared on the open web
- Committing to support reparative description and ethical access
- Mediating clear communication pathways
- Developing tools to better understand and analyze metadata
- ...and more!
“Calisphere: The deeper you look, the more you discover” video. https://calisphere.org/about/
FYI: It’s embeddable!
Context: How/Why is this online?

“About the collections in Calisphere.”
https://calisphere.org/overview/

Key sections:

- Providing access to primary source records for documentary evidence of past events
- Understanding metadata, its use, and its challenges
- Supporting best practices and community values regarding access to historical materials
- Recognizing historic and ongoing biases in primary sources
- Our commitment to providing responsible access to digital primary sources--and how you can help!
Acknowledging biases & committing to reparative re-description.

Understanding metadata, its use, and its challenges

The California Digital Library acknowledges the necessity of efforts to evaluate and contextualize metadata, including how it is sourced, created, described, or catalogued so that there is historical context as you explore these primary sources. We are engaging with contributing partners and colleagues to identify and implement reparative cataloging and descriptive practices that not only address existing metadata records, but also inform the creation of new records.

“About the Collections in Calisphere.” [https://calisphere.org/overview/](https://calisphere.org/overview/)

“Exhibitions in Calisphere.” [https://calisphere.org/exhibitions](https://calisphere.org/exhibitions)
Responsible & ethical access: “...should this be online?”

Starting from the position that all items have been identified as important historical materials.

The question: **Is it ethical for the item be online, without restriction?**

This is a **conversation guiding** framework.

This is **NOT** a decision-making framework.
Communication framework: Let’s work together.

Our commitment to providing responsible access to digital primary sources--and how you can help!

We welcome additional information about the digital primary sources in Calisphere. The California Digital Library and contributing partner organizations invite users and researchers to share any relevant information that will help us better understand and describe the primary sources and historical records in Calisphere. As you explore the collections in Calisphere, please contact us if you are able to:

Upon receipt of such feedback, we will review and address any issues raised or new information provided in consultation with the contributing organization and respond to your feedback accordingly.

Sharing User Inquiries and Feedback with Contributors

1. Once a user submits an inquiry or feedback through the “Contact” form on Calisphere or OAC:
   i. CDL will acknowledge receipt of the message.
   ii. CDL will forward the message to the contributor.
   iii. CDL and the contributor will confer on this information and:
      • Formulate a strategy: to update the item record/description, remove the item record and description, or leave the item record/description published as is.
      • Determine who will provide an update to the user.

“About the Collections in Calisphere.” https://calisphere.org/overview/

“User inquiries received via the Calisphere/OAC “Contact” forms.” help.oac.cdlib.org
Communication: Empowering users to share information.

Know something we don’t?

We welcome additional information about the digital primary sources in Calisphere. The California Digital Library and contributing partner organizations invite users and researchers to share any relevant information that will help us better understand and describe the primary sources and historical records in Calisphere.

Learn more about our commitment to providing responsible access to digital primary sources—and how you can help—below!

Search Results for "untitled"

35,511 items found in 124 collections

Search results:
https://calisphere.org/search/?q=untitled&start=11232
Tools: Reports to support metadata analysis

Append “/metadata” to any collection page URL.
Example: https://calisphere.org/collections/#####/metadata
What’s next?

- Centering on inclusive practices to support discovery, access, and interpretation.
- Continued commitment to support users, community-centered practices, and contributing partners.
- Let’s work together.
References and resources to share


Tennant, Elaine; Hanff, Peter; Miller, Kevin; Eagle Yun, Audra; Jackson, Athena N; Lin, Emily S; Williams, Cherry; Corey Claassen, Lynda; Ilieva, Polina E; Moon, Danelle; Mora, Teresa. “Statement on Inclusion and Equity in Special Collections, Archives, and Distinctive Collections in the University of California Libraries.” January 2021, https://escholarship.org/uc/item/4mq1461d.


Examining Internal Policies through a Diversity & Inclusion Framework

Sarah Jones, Interim Head of Technical Services
University of Nevada, Las Vegas Special Collections and Archives
Society of California Archivists 2021 Annual Meeting
UNLV Libraries
Special Collections & Archives (UNLV SCA)

- 3 departments
  - Technical Services, Public Services, & Digital Collections
- 2 research centers
  - Oral History Research Center and Center for Gaming Research
- Vacancies/interim positions since 2019
Context for UNLV SCA Diversity and Inclusion Interest Group (DIIG) formation

- Acknowledge that systemic racism is harmful, and that strengthening diversity, equity, and inclusion (DEI) in UNLV SCA is valuable, important, and a priority.
- A timely and urgent response to the national Black Lives Matter movement and a political atmosphere that puts DEI values and marginalized communities at increased risk.
- Need for transparency, communication, and accountability within UNLV SCA.
Ongoing, long-term work that builds on, acknowledges, and honors prior work, including:

- DEI, anti-racism, and social justice scholars and activists
- Past UNLV SCA collecting efforts and grant projects
- UNLV Libraries Inclusion and Equity Committee (IEC)
- UNLV Libraries diversity and inclusion statement
- Individual expertise, research agendas, service commitments, and personal commitments of staff members
Our responsibility as archivists

This work of this group is supported by the following:

- Responsibility of the archives profession as articulated in the **SAA Core Values Statement and Code of Ethics** and the **SAA Council Statement on Black Lives and Archives**

- Responsibility of UNLV SCA to represent inclusive history of Southern Nevada & UNLV, as articulated in the 2019 draft SCA mission, vision, and values statement:

  “We celebrate the diversity of our collections, communities, staff, and researchers. We strive to represent diverse voices, perspectives, and communities in our collections. Our goal is to treat all people with respect and dignity.”

---
Beginning stages of DIIG: a call to learning & action

Tasks and responsibilities include:

- Explore the practice of librarianship and archives with a DEI-lens
- Investigate standards and best practices
- Compile and share resources
- Provide input to leadership to help inform priorities
- Implement recommendations that reach a consensus of support in the division
- Coordinate efforts with other aligned groups and across project teams
First actions for DIIG

- Evaluate SCA’s “Mission, Vision, and Values” and strategic goals
- Determine new priorities for collecting, (re)processing, and digitization across the division with a DEI lens/focus
- Share resources (webinars, workshops, readings, etc.) and host group discussions of relevant literature
Think “big picture”

Needed to step back and work on broader changes before specific projects could begin. Broke off into smaller groups:

- Formed a Student Supervisor subgroup
- Formed a Harmful/Inclusive Description subgroup
- Diversity Fellow planning (in progress)
- Community network/”Friends group” idea for UNLV SCA
Currently: DIIG subgroups

- Formed a Student Supervisor subgroup
- Formed a Harmful/Inclusive Description subgroup
- Diversity Fellow planning in progress
- Community network/"Friends group" idea
What we’ve learned so far

- A lot of our work already aligns with the values of this group or can be directed towards this work
- Grant applications will allow valuable collections to be (re)processed or digitized
- This work takes time! Everyone has other work that we cannot stop doing (grants, faculty service, scholarship, etc.)
What we have to remind ourselves

- A lot of people were already doing this work.
- Everyone is at a different level (knowledge, education, comfort, lived experience) in this type of work. Be mindful of that.
- This work is ongoing and in order to be sustained, we have to be deliberate and thoughtful about the group’s trajectory and plan for the work to continue.
In conclusion

- Increased participation and communication in the Division
- Receiving support from the Dean and others in the Library
- Plan to keep this group moving forward and pushing for more support for this extremely important work
Holistic Decision-Making Frameworks: Accountability, Transparency, and Communication

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