Narrative Section of a Successful Application

The attached document contains the grant narrative and selected portions of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations. Prospective applicants should consult the NEH Division of Preservation and Access application guidelines at http://www.neh.gov/grants/preservation/humanities-collections-and-reference-resources for instructions. Applicants are also strongly encouraged to consult with the NEH Division of Preservation and Access staff well before a grant deadline.

Note: The attachment only contains the grant narrative and selected portions, not the entire funded application. In addition, certain portions may have been redacted to protect the privacy interests of an individual and/or to protect confidential commercial and financial information and/or to protect copyrighted materials.

Project Title: The Encyclopedia of Greater Philadelphia

Institution: Rutgers, The State University of New Jersey - Camden Campus

Project Director: Charlene Mires

Grant Program: Humanities Collections and Reference Resources

The Encyclopedia of Greater Philadelphia

Editor in Chief: Charlene Mires. Co-Editors: Howard Gillette and Randall Miller.

The Mid-Atlantic Regional Center for the Humanities (MARCH) at Rutgers University-Camden seeks funding for *The Encyclopedia of Greater Philadelphia,* a civic project to build knowledge and understanding about the region encompassing the City of Philadelphia and portions of the states of Pennsylvania, New Jersey, and Delaware. This multi-phase project is a collaborative, digital-first initiative to create, aggregate, and share information about a region and its history. Reaching beyond similar metropolitan encyclopedias, the project has its foundation in civic engagement, which over the last four years has created an extensive network of interest and participation among potential users, cultural organizations, scholars, and the media. With essential planning and demonstration projects completed and initial digital publishing underway, the project now moves to accelerated development of content. Building upon advanced scholarship and digital collections, the project strives to create a regional information system freely accessible to the public and available for curating in a variety of ways.

The proposed funding will support a new phase of content development and the temporary expansion of editorial staff necessary for two years of accelerated digital publishing. Our priority during the proposed two-year grant period will be to broaden and deepen the project's metropolitan scope by conceptualizing and producing essays that define and illuminate "Greater Philadelphia" as a region. While this is underway, our digital publishing effort also will provide public access to numerous other subtopic essays that are scheduled for completion in the year preceding and during the grant period. By publishing each essay as it is completed and by directing attention to the region's vast and growing digitized collections, the project is creating an unparalleled hub of authoritative, thoroughly vetted information about the Philadelphia region. Built with open-source technology, *The Encyclopedia of Greater Philadelphia* serves as a model of feasibility and interoperability that similar projects may emulate.

1. Nature and Significance

Encyclopedias in a Digital Age

An informed public has long been considered an essential element of a healthy civic life. Commentators as far back as Walter Lippman in *Phantom Public* and as recently as Robert Putnam in *Bowling Alone* have worried about the ill effects of the erosion of community-based knowledge. Today, with an information revolution upon us, we find ourselves in a paradoxical situation: even as information flows have been democratized and expanded through greater accessibility, the sense of shared knowledge has been undercut. Traditional sources of localized information—newspapers, face-to-face forums, and many forms of proximate communication—have lost ground, giving way to digital forms of communication— websites, blogs, texting, Facebook, and Twitter, to name several. Thus even as informed citizens in the twenty-first century have been liberated to enter a global information exchange, they have found it more difficult to sustain knowledge and understanding of the local communities where they live, and those communities have been fragmented by social, structural, and historically-constructed boundaries. We are better informed as individuals, but at a cost in shared community knowledge.

One way communities have traditionally identified, collected, interpreted, shared, and learned to share knowledge has been through encyclopedias. Since their inception, encyclopedias have served as authoritative sources of information about discrete subjects and communities. In the second half of the twentieth century, the fragmentation of metropolitan life enhanced the perceived value of such efforts, and a number of cities, starting with Cleveland and followed by others, most notably New York City,

embarked on ambitious publishing efforts intended both to inform and to anchor communities that were bound by history, economics, and geography but increasingly separated in time and space from the knowledge that could help them see the whole among its disparate parts. With the *Encyclopedia of Chicago*, published in 2004, the movement edged into the digital era with the creation of a parallel website nearly equal in cost to the print volume that generated the information for both productions. Other efforts, most notably *The New Georgia Encyclopedia*, moved entirely away from the print medium that was originally planned, creating an online product that nonetheless continues to be sponsored, as it has been from the outset, by the University of Georgia Press.

The *Encyclopedia of Greater Philadelphia* represents a new phase in encyclopedia publishing. Conceived as digital-first, the *Encyclopedia* is not a self-contained end in itself, but a dynamic aggregator, curator, and distributor of information. Re-imagined in this way, the overarching goals of the project are:

- To help overcome the fragmentation of information and audiences by enabling connections among scattered resources. In the digital *Encyclopedia of Greater Philadelphia,* each essay is a topical hub that guides users to related publications, collections, places, websites, and other digital media.
- To provide an avenue for building community at a time of transience by linking the particulars of individual experience with historical patterns.
- To link the past with the present.
- To provide context for current events as they are reported by media organizations, which no longer have the staff to do it for themselves. For example, we use Twitter to reach journalists with links to historical background for breaking news and commemorative events.
- To develop reliable information that can be distributed in a variety of forms online, in print, and through public programming. For example, we have co-published essays with *The Philadelphia Inquirer* and the news website of WHYY, our region's leading public media service. For the City of Philadelphia Department of Records, we produced text for an Augmented Reality project making historical photographs available on smartphones. *Encyclopedia* essays served as the basis for our series of public discussion programs, the Greater Philadelphia Roundtable, and they were included on CD-ROMs produced by the Historical Society of Pennsylvania for K-12 teachers. Our essays are distributed via email links to members of the Association of Philadelphia Tour Guides, and we have a grant to explore creation of walking tours keyed to *Encyclopedia* content.

Although digital-first, we also foresee print publications. Mindful of rapid transformations of the publishing industry, we have a Memorandum of Understanding with the University of Pennsylvania Press as our publisher of first resort for a single-volume print encyclopedia and potentially other books, but we retain flexibility for other options if the needs and interests of the project and the prospective publisher do not align. Like other curated products, books will add impact to the project and contribute to its sustainability and public access in a diverse region where access to the Internet cannot be assumed. Like other older industrial regions of the United States, Philadelphia and adjacent communities are characterized by wide disparities of income and, therefore, varying degrees of access and familiarity with computers. Schools and libraries provide computer access for many who would not otherwise have it, but these public institutions have experienced extreme financial distress in recent years and remain under-funded and under-staffed. A plan in 2009 to close a number of branches of the Free Library of Philadelphia was withdrawn after vigorous community opposition, but days and hours of services in many locations have been curtailed. Many other communities in the metropolitan area have fared no better. An initiative to build a public wireless network for the City of Philadelphia generated considerable publicity but ultimately failed. While some areas of Philadelphia and many suburban communities are considerably more affluent and technologically connected, these circumstances point to the need for information to be made available in a variety of forms

Printed publications curated and adapted from the digital platform will provide stable and long-lasting ways of preserving the fruits of the project and making them available for current and future use. A single-volume encyclopedia also will serve to solidify the content as a collective work of scholarship that advances knowledge of Greater Philadelphia and urban America. As such, it will become a touchstone for the next generation of inquiry.

New Knowledge For and About a Region

The Encyclopedia of Greater Philadelphia project addresses two pressing needs: for a common point of access and connection among the many exemplary digital projects created in the Philadelphia region over the last decade, especially digitized collections, and for new knowledge about a city whose most recent full-scale narrative history was published thirty years ago. *Philadelphia: A 300-Year History* (W.W. Norton, 1982), edited by Russell F. Weigley, resulted from more than fifteen years of effort by numerous authors. Conceived during the 1960s, the book has many attributes, but it does not reflect the most recent generations of scholarship, especially recent strides in areas such as African American and women's history. Ending with the Bicentennial of 1976, the volume did not have the advantage of historical perspective on such pivotal transitions as population decline, an influx of new immigrants, and the effects of deindustrialization. Its scope was limited primarily to the City of Philadelphia and immediately adjacent suburbs, therefore limiting its usefulness for understanding the historical context of issues that confront a metropolitan area spanning parts of three states.

By documenting, explaining, and visualizing Philadelphia's presence wherever it has existed—locally, regionally, nationally, and internationally—*The Encyclopedia of Greater Philadelphia* is enabling new analyses of the multiple ways the city's trajectory has shaped a vital metropolitan region over time and, in the process, exemplified central strands in American history. If, as geographer Yi-Fu Tuan asserts, place is "an organized world of meaning," the *Encyclopedia* project makes that meaning overt. Acting both as a reference point and a source of insight into the nature of changes that have shaped the metropolitan area, the project places Greater Philadelphia at the hinge between its rich past and its ambitions for the twenty-first century.

Philadelphia is unusually well poised to support a comprehensive review of its heritage following an outpouring of recent scholarship, the emergence of new digital resources, and a host of new collaborations among area cultural institutions. The high level of scholarship is detailed in the bibliographic survey of recent literature compiled to support this project and posted on the *Encyclopedia* website. The Philadelphia region is home to many active centers of historical research, such as the McNeil Center for Early American Studies at the University of Pennsylvania; the Center for the History of Business, Technology, and Society at the Hagley Museum and Library; the Library Company of Philadelphia's Program in Early American Economy and Society; the Philadelphia Area Consortium of Special Collection Libraries (PACSCL); the Academy of Natural Sciences; and the Philadelphia Center for the History of Science housed at the American Philosophical Society. These institutions among others have initiated digital projects in recent years, including:

- PhillyHistory.org, the City of Philadelphia's site of more than two million photographs and maps from the Philadelphia City Archives, Philadelphia Water Department, Free Library of Philadelphia, and Athenaeum of Philadelphia.
- PACSCL's Encoded Archival Description (EAD) Gateway, powered by the University of Pennsylvania's Digital Library Architecture – Discovery (DLA), which provides access to finding aids for manuscript and archival collections held by thirty-five special collections libraries and archives. (http://dla.library.upenn.edu/dla/pacscl/index.html)
- The Greater Philadelphia Geohistory Network, a digital historical map project of PACSCL and

the Athenaeum of Philadelphia (www.philageohistory.org).
- The Metropolitan Philadelphia Indicators Project, based at Temple University, which measures and tracks social, economic, and environmental change in the region (mpip.temple.edu).
- Projects of the University of Pennsylvania Libraries, including the Schoenberg Center for Electronic Text & Image (sceti.libraries.upenn.edu).
- PhilaPlace, a project of the Historical Society of Pennsylvania using innovative GIS mapping features to showcase stories of neighborhood places and people (www.philaplace.org), and HSP's Digital Center for Americana (http://hsp.org/category/tags/digital-center-for-americana)
- PolicyMap, the geographic information system of The Reinvestment Fund (www.policymap.com).
- Temple University Libraries Digital Collections, which encompass more than 60,000 digitized items including such valuable resources as the photograph archive of the defunct *Philadelphia Evening Bulletin* (http://digital.library.temple.edu/).

The *Encyclopedia* project therefore builds on a lively and expanding scholarly community. By providing a common point of access to resources such as these and by commissioning new research, the project leads this community to a new level of sophistication and integration by providing historical context and adding value to investments in digitizing collections. By identifying topics and issues for attention, and especially by engaging emerging scholars in the region's many graduate programs, the project spurs still more scholarship and activity. Essays commissioned for the *Encyclopedia*, together with maps, charts, photographs, and other illustrations, bridge disciplinary boundaries (for example, drawing upon new research in material culture, archaeology, art history, and public policy as well as history).

The project also broadens the impact of scholarship by conveying information in formats and language more accessible to the following <u>audiences</u>:

- The engaged information-seekers who patronize the region's public libraries and numerous cultural institutions. Through public outreach in collaboration with its civic partners, the *Encyclopedia* project engages and expands this audience.
- Educators (at all levels) and their students.
- Information distributors, including the tourist industry and mass media.
- Public policy-makers and other decision-makers who will benefit from increased historical and geographic foundation for charting the future.

In addition to academic and digital resources, the project draws upon the renewed vigor of the region's cultural sector. For a number of years, government and tourism officials have worked to turn the city's extraordinary history to advantage and promote the region as a heritage destination. Philadelphia has seen significant recent investment in a National Constitution Center, Independence Visitor Center, and the development of a portion of Broad Street as the Avenue of the Arts; in 2010 Philadelphia drew more than 37.4 million tourists from other parts of the United States. Despite these impressive efforts, results have been uneven for many of the region's cultural institutions. Rising visitation to Independence National Historical Park, for instance, largely failed to benefit nearby museums and historic sites. Nevertheless, new levels of public interest and collaboration emerged in connection with a particularly challenging project – the site of the President's House, the nation's first "White House," situated in close proximity to a new Liberty Bell Center. The effort to include the story of slavery within George Washington's household, prolonged and contentious as it was, ultimately demonstrated that even the most complex historical stories can prompt public interest and nurture civic dialogue. The lesson that good public history depends on good research, strong advocacy, and high levels of collaboration set the stage for the *Encyclopedia of Greater Philadelphia* project.

Philadelphia's Place

Philadelphia's central role in the birth of a new nation is not to be underestimated. But the commemoration of the Declaration of Independence, the work of the Continental Congress, and the writing of the Constitution in the city have had the effect over time of obscuring the ways in which Philadelphia's entire story is in many ways America's story. The *Encyclopedia* project strives not just to make Philadelphia history understandable and engaging to those who live within its sphere but to demonstrate its central place in the expansive American narrative.

Few would question the national importance of New York City as a seat of commerce and finance, or Chicago as the matrix of development in the American heartland. However, in ways that are rarely appreciated, Philadelphia, as Gary Nash has written, is not just a city of firsts, but *the* first city. From the very beginning the city's intermingling of religious and ethnic groups and the tradition of tolerance nurtured by its Quaker founders nourished the spirit of equality and opportunity that facilitated Benjamin Franklin's economic, social, and political ascent in ways that were not possible in Boston to the north or metropolitan centers farther south. Religious tolerance enshrined in William Penn's "holy experiment" fostered other freedoms that encouraged entrepreneurship and public-spirited, interdenominational urban reforms. Yet, as contemporary critics remind us, such freedoms remained intimately linked to unfreedom, illustrated most dramatically in George Washington's decision to skirt the 1780 Pennsylvania law against holding slaves in bondage for more than six months by moving human chattel under his control back and forth to Virginia at regular intervals while he resided in Philadelphia and conducted the nation's business in the 1790s.

Philadelphia's distinctiveness continued to come to the fore in the wave of antebellum reforms spurred by Protestant evangelicalism. It played a leading role, as well it might, for it had been the capital of humanitarianism that owed so much to its Quaker heritage. The first abolition society began in Philadelphia; the first law abolishing slavery (though gradually) began in Philadelphia; the first female abolition society began in Philadelphia. And Philadelphia became a leader in extending the vote to all free men, regardless of property ownership, in creating a free lending library, in penitentiary reform, in expanding women's rights, in the defense of American Indian rights, in a hospital for the sick poor, and in a brace of other reforms—all of which owed much to the role the city played as the cradle of American Quakerism.

In the arts and sciences, Philadelphia was proud of its title "The Athens of the Western World," bestowed as a prediction by Benjamin Henry Latrobe in 1811. The Greek Revival began in Philadelphia, and soon the city became a center of art, lithography, printing, publishing, photography, journalism, anthropology, and medical and scientific research. It was also the first American city to stage a successful international exposition. In 1876, the Centennial Exhibition, celebrating the nation's hundredth birthday, demonstrated the city's technological and organizational genius. The Centennial also gave the country a demonstration of how to fashion or remake public memory, while sorting through contested versions of the past.

Freedom also meant innovation in business, nowhere better illustrated than Frederick Winslow Taylor's introduction of scientific management to the workplace. Greater efficiencies on the assembly line brought higher wages to workers, which for some meant being able to afford both a row house and a vacation on the New Jersey shore by the early twentieth century. But even such freedoms came at a human cost, as supervisors exercised near dictatorial control over the assembly line. Still, workers were not passive in the face of new technology, managerial demands, and market forces, as the rise of labor activism and union organizing attested. In the age of iron and steam, Philadelphia was in critical ways first in spawning workingmen's associations and craft and trade unions—and even in creating national unions irrespective of any particular skill or industry.

Once known as the "workshop of the world," or "America's Manchester," even Philadelphia's recent industrial decline has been instructive. If deindustrialization is the other side of the industrialization coin, Philadelphia led the way in both dimensions. The story of decline may dominate contemporary accounts, but seen in a larger context, such change is part of a larger regional dynamic where smokestack industries have been replaced by high-tech computer and communications enterprises and a variety of post-industrial start-ups. The evolving social as well as physical landscape thus illustrates the complexity of modern metropolitan areas. By linking text with maps as well as a combination of contemporary and historic images, *The Encyclopedia of Greater Philadelphia* helps chart these changes and illuminate the elements affecting shifting structures of regional development.

2. Project History, Scope, and Duration

Origins

Preliminary plans for an encyclopedia of Philadelphia were discussed at the University of Pennsylvania Press as early as 2000. Then conceived as a print volume, the idea revived during 2007 among individuals involved in commemorating the twenty-fifth anniversary of *Philadelphia: A 300-Year History* with a special issue of the *Pennsylvania Magazine of History and Biography* (October 2007) and an event at the Historical Society of Pennsylvania (held on October 23, 2007). *PMHB* editor Tamara Gaskell and the special issue guest editor, Charlene Mires, worked together to initiate these projects, with the cooperation of the Barra Foundation and the Historical Society of Pennsylvania. The prospect of an encyclopedia as a new initiative for Philadelphia history was mentioned in Gary Nash's historiographical essay in the special issue and discussed by him at length in his featured address at the public event at HSP.

In his HSP speech, Nash pointed out the transformative power of history through projects such as the President's House and the encyclopedia he envisioned. "History, we are finding out, when it is complex, ambiguous, paradoxical, myth-shattering, and even shocking, can be thought-provoking, useful, and a prod toward civic engagement," he said. Elaborating on an encyclopedia's potential, he continued:

> Creating an Encyclopedia of Philadelphia could have an indirect added value of incalculable benefit. In a city which has had its share of ethnic, racial, and political tensions, the process of organizing, designing, writing, and publishing the volume could have an annealing effect on the city's diverse peoples and neighborhoods.

Nash called for inviting broad participation in the encyclopedia project, including "librarians, museum curators, business leaders, politicians, professionals, community activists, churches, voluntary associations, urban planners, architects, and of course historians." Such a civic project would break the traditional pattern of "old patrician institutions reaching out to the people" to become an "in-gathering" to bring people together to work toward a common goal.

Following the event at the Historical Society, the University of Pennsylvania Press enlisted three Philadelphia-area scholars to serve as general editors and leaders of the project: Charlene Mires, then of Villanova University; Howard Gillette of Rutgers University-Camden, then the director of the Mid-Atlantic Regional Center for the Humanities; and Randall Miller of St. Joseph's University. Each editor brought experience managing and editing complex projects involving multiple contributors and involvement with public programs in Philadelphia and elsewhere. Gary Nash also agreed to participate, as consulting editor. Eric Halpern, Director of the Press, named Senior Editor Robert Lockhart as liaison to the editorial team, and Emma Lapsansky-Werner of Haverford College subsequently joined Nash as a consulting editor. Before taking next steps, the co-editors consulted widely with editors and staff of other encyclopedia projects, including *The Encyclopedia of Chicago, The Encyclopedia of New York City, The*

New Georgia Encyclopedia, and *The Encyclopedia of American Studies.*

The project began in earnest in April 2009 with a Civic Partnership and Planning Workshop, funded by the Barra Foundation and held for two days at the Historical Society of Pennsylvania. In a series of sessions ranging from lessons learned at the President's House and other major breakthroughs to panels on broad areas of interest such as immigration and growth and development, close to 150 possible stakeholders discussed in detail their hopes and expectations for an encyclopedia project. Sessions consciously mixed academics with journalists, civic and government leaders, archivists and librarians, and public humanities professionals. By the end of the program, participants—many of whom had never met each other before—were describing the project as "our" encyclopedia. **(Appendix A)**

The project subsequently achieved the following benchmarks:
- Created an organizational structure consisting of a Steering Committee, a Civic Advisory Board, and a Board of Associate Editors. (Lists and letters of support, **Appendices B and C**)
- Developed editorial principles and guidelines for writers. **(Appendix D)**
- Created a project website, http://www.philadelphiaencyclopedia.org.
- Developed preliminary Table of Contents with input from scholars and the public. (**Appendix E**)
- Commissioned and published sample essays, funded by the University of Pennsylvania Press. **(Appendix F)**
- Convened a technology workshop, attended by directors of other digital projects in the region and guests from *Encyclopedia Virginia* and *The Encyclopedia of Connecticut History Online*.
- Created and posted online a bibliographic survey of recent scholarship about Philadelphia.
- Held information sessions at three neighborhood branches of the Free Library of Philadelphia.
- Established a list-serv.

Institutional Home

In 2010 the Encyclopedia established a permanent institutional home on the Camden Campus of Rutgers, the State University of New Jersey, where two of the project's three top editors are members of the faculty (one has since retired). Founded in 1766 as Queen's College and renamed Rutgers in 1825, later in the nineteenth century the university became New Jersey's designated land-grant institution. The Camden campus, located directly across the Delaware River from Philadelphia, originated as the South Jersey Law School (founded 1926) and College of South Jersey. Since joining Rutgers in 1950, the campus has grown to offer thirty-five undergraduate majors and twenty-three graduate programs. Central to the campus mission is civic engagement by students, staff, and faculty, particularly through research and service to address the needs of urban populations.

At Rutgers-Camden, the project is based at the Mid-Atlantic Regional Center for the Humanities (MARCH), an endowed center within the College of Arts and Sciences, with a faculty director who is a tenured member of the Department of History. Funded initially by a challenge grant from the National Endowment for the Humanities, for more than a decade MARCH has created and encouraged collaborations to achieve innovation in humanities research, programming, training, and communication. Transcending jurisdictional as well as disciplinary boundaries, MARCH aims to tap the Mid-Atlantic region's rich intellectual and cultural resources to forge new strategies for understanding and communicating the nature of the places where we live and their inheritance. *The Encyclopedia of Greater Philadelphia* aligns with this mission and has become the center's leading demonstration project. In addition to the *Encyclopedia,* the center hosts an office for the co-editor for *The Public Historian,* the journal of the National Council on Public History, which selected MARCH through a competitive proposal process in 2012.

Since affiliating with MARCH, *The Encyclopedia of Greater Philadelphia* has achieved the following:

Technology:
- With support from Campus Computing, migrated the website from private hosting to Rutgers secure servers; maintained and applied successive Wordpress updates.
- Evolved the website from a project site displaying sample essays to a reference tool with searching and browsing capabilities.
- With input from the region's technical and archival community, commissioned concept designs for evolution of the website and consulted with staff of the Roy Rosenzweig Center for History and New Media, George Mason University, on technical matters and feasibility.
- Secured a grant of $81,000 from the William Penn Foundation to implement the concept designs and add interactive features including maps, timelines, and Object VR (virtual reality) material culture galleries. (Implementation underway at the time of this application.)

Administration:
- Completed Memorandum of Understanding with University of Pennsylvania Press (included with letter from the director of the Press, **Appendix G**).
- Through Rutgers University Counsel, acquired legal documents necessary for work-for-hire; assignment of copyright by volunteer authors; and permission for reprinting *Encyclopedia* content. **(Appendix H)**
- Established editorial workflow procedures.
- Established a network of ongoing support among individuals in Campus Computing; Rutgers University Libraries; Department of Fine Arts (home department for Digital Media Studies); and the Faculty of Arts and Sciences.
- Administered creation of content (work-for-hire) for Augmented Reality photo project of City of Philadelphia Department of Records and Azavea software firm (NEH Digital Start-Up Project).
- Moved to new offices with expanded space for the *Encyclopedia* project's needs.

Content Development: **(Appendix I** and http://philadelphiaencyclopedia.org)
- Enlisted scholars and other subject experts in a thorough review of the preliminary Table of Contents; augmented Table of Contents with topics nominated by the public and topics frequently in the news (based on survey of *The Philadelphia Inquirer* and WHYY Newsworks.org).
- Published a series of ten essays on themes of Philadelphia's civic identity, each to serve as a gateway for growing layers of content (linked to the Greater Philadelphia Roundtable program series, described below); accelerated content creation with calls for contributors to add subtopics on themes of City of Neighborhoods, Cradle of Liberty, and Workshop of the World; and the Green Country Town.
- Issued assignments, set submission deadlines, received, edited, and published submitted essays.
- Activated four Associate Editors to recruit authors and assign essays about regional immigration (to serve as one of the encyclopedia's major foundations for additional content); education topics (to provide historical context for Philadelphia's current educational funding crisis); industrial history (fundamental to understanding the region's present circumstances); and archaeology and material culture.
- Added image galleries and media links to published essays.
- Reached agreements for use of digital images from the Philadelphia City Department of Records; Library Company of Philadelphia; Historical Society of Pennsylvania; and Special Collections Research Center of Temple University Libraries, including the Urban Archives.
- Reached an agreement with WHYY Newsworks to cross-link content, thereby creating a mechanism for continually updating essays with links to the news.

Civic Engagement and Programming **(Appendix J)**
- Continued to add civic partners, most recently the National Constitution Center, the Philadelphia Museum of Art, and Temple University Libraries.
- Formed partnerships and staged the Greater Philadelphia Roundtable, a series of fourteen panel and discussion programs inviting the public to participate in shaping the content of the

Encyclopedia. Each program occurred in a different location, with different sets of partners; average attendance seventy people per program.

- Formed an *Encyclopedia* Education Consortium with leadership from the Historical Society of Pennsylvania and participation of the National Constitution Center; Independence National Historical Park; the Philadelphia History Museum; and the National Archives-Mid-Atlantic Region. During 2011-12, held three teachers' workshops on the themes of William Penn's Vision for Philadelphia; Workshop of the World; and City of Neighborhoods.
- Participated in training programs for the Association of Philadelphia Tour Guides, with several of the *Encyclopedia's* editors providing content lectures.
- With Discovery Grant from the Heritage Philadelphia Program engaged in planning for walking tours keyed to *Encyclopedia* content.
- Established a Twitter feed, "Backgrounders" (https://twitter.com/Backgrounders), which provides links to historical background from the *Encyclopedia* and other trusted sources for journalists and others who choose to follow.

Participation in Professional Conferences and Communities **(Appendix K)**

- Organized information session for the Pennsylvania Historical Association, 2010.
- Organized session on civic identity and workshop for content planning at Mid-Atlantic Popular/American Culture Association annual meeting, 2011.
- Attended Internet Digital Encyclopedia Alliance (IDEA) session at American Association of State and Local History annual meeting, 2011.
- Attended Digital Public Library of America plenary meeting in Washington, D.C., 2011; subsequently hosted DPLA Steering Committee chair John Palfrey for MARCH-sponsored Fredric M. Miller Memorial Lecture, 2012.
- Participated on panel about urban encyclopedias at Organization of American Historians/National Council on Public History annual meeting, 2012; papers subsequently published in *The Public Historian* (May 2013).
- Volunteered to organize session(s) for Urban History Conference in Philadelphia (2014).
- Gained attention from reports on the project in the newsletter of the National Council on Public History and in *The American Scholar.*

Fund-Raising **(See Sustainability, below, for documentation)**:

- In addition to the project's initial planning grant of $21,300 from the Barra Foundation, secured funding from the William Penn Foundation ($81,000 for technology development) and the Rutgers Research Council ($2,100 for research assistance).
- Secured additional funding in partnership with the Historical Society of Pennsylvania ($13,200 from the Pennsylvania Humanities Council for Greater Philadelphia Roundtable programs and associated content) and the Philadelphia History Museum ($4,000 from the Heritage Philadelphia Program of the Pew Center for Arts and Heritage for pilot walking tour program and associated content).
- With the Rutgers Foundation (the Rutgers entity responsible for corporate and foundation fund-raising), developed a case statement, needs projections, and prospect research for future phases of project. Initiated fund-raising plan with a goal of $350,000 to be raised for future project needs by the end of the proposed NEH grant period.

Having completed these tasks, *The Encyclopedia of Greater Philadelphia* is well-positioned for continued activity for the next year preceding the requested grant funding. To date, the project has been progressed primarily through the voluntary efforts of the editors and essay writers. As we continue to accelerate content development, additional staff is needed to expand our capacity for editing and to assure prompt publishing of completed essays. In the civic spirit of the project, associate editors and many of our writers have contributed their time and talents as a matter of public and professional service, and this has been sufficient for topics that align well with personal interests or build from existing scholarship. However, a comprehensive encyclopedia of Greater Philadelphia also requires more intensive and original research,

particularly to create a new understanding of the region. We request funds to pay for this content creation, and we do so at this time in order to take maximum advantage of the editor-in-chief's eligibility for sabbatical in Spring 2016, when the greatest volume of submissions will arrive.

Scope of Work for Grant Period: Greater Philadelphia

While anchored locally, *The Encyclopedia of Greater Philadelphia* strives to highlight the Philadelphia area's larger geographic as well as social context. As important as regions are to the new global economy, they remain largely balkanized in the United States. Greater Philadelphia is no exception, divided as the "tri-state region" is into what urban critic David Rusk calls "small box" jurisdictions, each with its own prerogatives and prejudices. A major goal of the *Encyclopedia* is to help its audiences literally see their places in space as well as in time. By creating bridges among digital resources and connections among people, places, and the experiences that have shaped their relationships over time, the project aims to make visible the region's social and geographic anatomy and, in the process, draw audiences into a web of collective experience.

Implementing this regional scope is our primary goal for content development during the grant period. A working group of associate editors with special expertise in metropolitan dynamics will collaborate to conceptualize, assign, and review essays that explain the changing metropolitan framework of Greater Philadelphia. (For elaboration, see Work Plan, below.) Aided by mapping features that are being added to our website prior to the grant period, this original research will identify and animate the primary elements shaping and reshaping Greater Philadelphia, from a city-centric center of trade and production to a dispersed amalgam of places bound by lines of communication, consumption, and exchange that defy previous laws of community formation. To list just a few examples, new content will track the transitions from networks bound by water and rail to those spurred by highways and airways. We will compare the shifts not just in profit from downtown department stores to suburban shopping centers but also the resulting effect on patterns of social interaction. We will contrast the nature of work in concentrated factory complexes and towns with the lived experience of a post-industrial economy. And we will explore the ways in which the rise and decline of elements of the metropolitan fabric may also spur renewal through reinvention. We will look, for instance, at the way mill towns scattered throughout the metropolitan area—Manayunk and Northern Liberties in Philadelphia, Chester, and Camden—comprise a network that is well positioned in an ecologically-conscious era for renewal as assets such as proximity to rail lines and water gain new purpose as sources of mass transit and recreation. The work achieved during the grant period will help users of *The Encyclopedia of Greater Philadelphia* appreciate the history and dynamics of change in the region and point to policy alternatives for shaping the next stage of post-industrial development.

Project Duration

The Encyclopedia of Greater Philadelphia is a phased project, although each essay also has immediate self-contained value as it is published online with links to external digital resources.

> Phase 1. 2009-12: Planning, partnership building, and demonstration projects, completed.
> Phase 2. 2012-14: Technology enhancement and accelerated content development, underway.
> **Phase 3. 2014-16: Content development, regional scope. Grant period.**
> Phase 4. 2016-18: Content development, special topics (for example, arts, sports and recreation).

At conclusion of content development, we project publication of a print volume with the University of Pennsylvania Press; the digital encyclopedia will continue to be sustained at Rutgers-Camden.

3. Methodology and Standards

The Encyclopedia of Greater Philadelphia is a work of scholarship, written in clear, jargon-free English by knowledgeable persons working from authoritative sources and incorporating the latest, best research. Editors and advisers hold PhDs or other appropriate terminal degrees in their fields of expertise. Prospective writers must have expertise as demonstrated through publications or advanced training in historical research. The majority of authors hold the minimum of a master's degree, and we recruit widely from the region's graduate programs (which include Rutgers, Princeton, Temple, Penn, Lehigh, Penn State, Villanova, West Chester, and the University of Delaware).

The project also embraces the belief that new knowledge emerges in many forms and needs to reach different audiences in different venues, through historical and cultural organizations and print and broadcast media as well as schools and universities. More than previous projects of its kind, *The Encyclopedia of Greater Philadelphia* points to the multiple ways in which new knowledge is generated and where it may be appreciated, in museums, documentaries and Web-based platforms, historical societies, and commemorative or other sites, above or below ground (an archaeologist is among the members of the project's editorial board).

Organizing Concepts

Guided by public input gained from its initial planning workshops in April 2009 and the Greater Philadelphia Roundtable programs in 2010-12, *The Encyclopedia of Greater Philadelphia* strives to communicate Philadelphia's distinctive identity; trace the city's impact and connections within the region, the nation, and the world; and explain changes and continuities. Throughout, the project is attentive to diversities of race, ethnicity, religion, gender, sexuality, generation, and class.

In keeping with the project's intention to build bridges and aggregate resources, our Table of Contents has been developed from multiple sources: our ongoing bibliographic survey, which compiles scholarship, general interest publications, and public history websites; previously published histories of Philadelphia; topics in the news; presentations and discussion at the 2009 planning workshop and the 2010-12 Roundtable programs; and public nominations received on the *Encyclopedia* website. We also have been influenced by the choices made by editors of other urban encyclopedias, especially the successful *Encyclopedia of Chicago,* and we also have included topics addressed in urban studies texts. In 2012, the Table of Contents was intensively reviewed and improved by scholars and other subject experts.

All encyclopedia projects face the problem that the editors of *The Encyclopedia of Chicago* have called "lumping and splitting"—that is, when to generalize into broad topics (such as immigration) and when to subdivide into specifics (such as individual nationality groups). *The Encyclopedia of Greater Philadelphia* approaches this challenge through the project's goal of illuminating the ways that the region's many disparate elements may be bridged so that they comprise a larger whole. We view the project in terms of "patterns" and "particulars" and have devised a hierarchy of essay types and lengths to communicate and connect these for to users. The most substantial essays in the *Encyclopedia* focus on the patterns, but these connect to particulars (such as individual organizations or landmarks) through explicit references and links within the essays, through graphic elements such as lists, maps, and charts, and through search capability within the site and externally through Search Engine Optimization.

As a digital-first project, we have the opportunity to move beyond fixed categories to create a more dynamic and enlightening user experience. While still providing traditional print encyclopedia practices of A-to-Z organization and cross-referencing, we have conceived of the digital *Encyclopedia of Greater Philadelphia* in terms of layers that serve to build new knowledge and enable aggregation. Foundation layers (listed below) provide gateways of information and analysis about major themes; periods of time;

places; and populations. As each new subtopic essay is published, it is categorized in connection with any number of these foundations—one or more themes, one or more time periods, and so on. Essay by essay, this builds into layers of content that constitute investigations into important questions: How do regions form and change, in this case with Philadelphia at the center? What characteristics lie at the heart of civic identity? How does the past connect with the present? Users thus have the opportunity to build knowledge around these questions as they follow links among associated essays.

FOUNDATION LAYERS (essays in bold are completed or assigned for completion prior to the grant period; those not in bold are to be completed during the grant period).
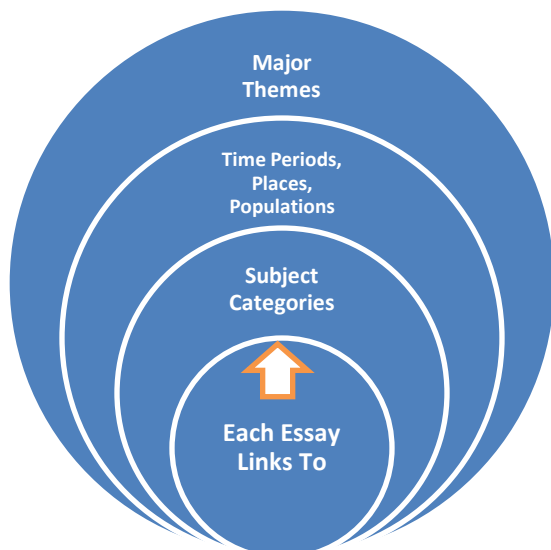
MAJOR THEMES
Broad thematic essays, up to 2,000 words each, with image galleries.
- **Civic identity themes, such as City of Brotherly Love, Workshop of the World, and Cradle of Liberty.**
- Philadelphia and the Region; the Nation; the World.

TIME
Regional narratives and analysis. Up to 4,000 words each, with maps and timelines.
- Before Colonization
- Colonial Era
- American Revolution Era
- Capital of the United States Decade
- Nineteenth Century to 1854
- Nineteenth Century after 1854
- Twentieth Century to 1945
- Twentieth Century after 1945
- Twenty-First Century

PLACE
Essays describing and explaining geographic entities. Up to 1,500 words each, with maps.
- **Sections of Philadelphia (Center City; North; Northeast; Northwest; South; Southwest; West)**
- Counties of the Region
- South Jersey; Delaware
- Major Municipalities

POPULATIONS
Essays emphasizing changing populations and their impact. Up to 2,000 words each, with maps and charts.
- **Immigration, colonial era to 1790; 1790 to mid-nineteenth century; late nineteenth century to 1930; after 1930 with emphasis on late twentieth century**
- **Migration, African American**
- Migration, Internal
- Population

By categorizing new content in connection with these foundations—for example, essays about tolerance and intolerance in connection with the "City of Brotherly Love"—we assure coherence and utility of our project at every step of its development. As users browse, they may discover unlikely connections, for example an essay about Mother Bethel A.M.E. Church in our "Cradle of Liberty" layer alongside essays about Independence Hall and the Liberty Bell. They have the opportunity to drill down from the foundational content into related subtopics. For users who reach the *Encyclopedia's* content by using search engines—which is often the case—this arrangement not only allows them to find the narrowly defined topic they seek but also places them within the larger contexts of theme, time, place, and populations. Maps, illustrations, and links entice them from particulars to larger patterns.

Editorial Procedures

The Encyclopedia of Greater Philadelphia publishes essays online as they are completed to allow for immediate public access and review. This does not mean that the *Encyclopedia* is open to public editing, as in Wikipedia, but that users have the opportunity through moderated comments to write about their own experiences, to point out errors, or to guide us to new sources of information.

The editorial process is as follows:
- The Editor in Chief, Co-Editors, and Associate Editors identify well-qualified writers; make assignments; and communicate deadlines.
- Each author receives writer's guidelines and an assignment sheet specifying the type and topic of essay; assigning editor; word count; deadline; scope of essay; and a list of related topics that may be linked to the essay.
- Copy flow is managed by the Editor in Chief, a responsibility to be delegated to the managing editor to be funded with this application.
- All editors who assign essays are responsible for receiving their authors' submissions and editing the work to meet editorial standards. Revisions are requested as necessary.
- Essays considered acceptable by the assigning editors are submitted to peer review by two additional scholars. Revisions are requested as necessary.
- Essays are fact-checked (as questions arise in the editing process; additional fact-checking by graduate student interns funded by a MARCH donor through 2013-14 academic year; funds for fact-checking also with the current application).
- When the Editor in Chief and Co-Editors agree that an essay is accepted, it is copy-edited (currently by the Editor in Chief; to be delegated to the requested managing editor).
- The author, editors, and partner organizations cooperate to identify media links and digital collections to be featured in image galleries. Graduate students employed as research/digital publishing assistants prepare captions.
- Permissions for publication of images are obtained.
- Authors sign forms assigning copyright to Rutgers as the parent entity of MARCH.
- The essay and its illustrations are published on the encyclopedia's WordPress website by graduate students employed as research/digital publishing assistants or by the Editor in Chief (a duty to be shared by the managing editor requested under the current grant).
  - Metadata is added: Title, Author, Date of Publication, Permanent URL; Copyright; Illustration Credits and Captions; Geocoding (beginning with site upgrade scheduled prior to the grant period). Metadata schema to be reviewed prior to grant period by staff of Rutgers University Libraries RUcore.
  - Search Engine Optimization is added: Title, Short Description, Keywords.
  - The essay is categorized by theme, time period, and subject.
  - Links are created to associated foundation essays and to other internal and external sources deemed appropriate by the editors.
  - The resulting page is reviewed by the author prior to publication.

- To assure preservation and to enable future print publications, the text of each essay is archived as a Word document in hard copy and on a Rutgers-hosted Sakai project management site. Beginning in 2013, essays also will be archived as PDF/A documents for preservation and access through Rutgers University Libraries RUcore (Rutgers University Community Depository). Original visual materials and artifacts remain the collections and care of their home institutions.
- Each new essay is publicized via list-servs, Facebook, and Twitter. The public is invited to review and comment. Comments moderated by editors and monitored by authors.

To provide ongoing updates to essays, the project has developed a relationship with WHYY, the region's leading public media service. In 2013, this will lead to news headlines appearing alongside related *Encyclopedia* content; for example, news of a change in school superintendents will be added to an essay on the Philadelphia School District. Additional updating, such as maintaining hyperlinks, will be performed on an ongoing basis by graduate student assistants working for MARCH and as needed by additional student assistants, including law students, through Federal Work Study.

Technology

The Encyclopedia of Greater Philadelphia is constructed using WordPress (www.wordpress.org), an open-source software script that is easily and economically customized to meet the needs of online publishing. Founded in 2003 as software for blogs, WordPress has developed steadily and reliably into a powerful Content Management System used by such large and complex publishers as CNN and the *New York Times* (history: http://codex.wordpress.org/History*)*. It is the software used by the Internet Encyclopedia of Philosophy (http://www.iep.utm.edu/) and numerous colleges and universities. Rutgers-Camden Campus Computing maintains WordPress installations, applies system upgrades, and provides staff support to faculty members and academic units using WordPress.

With a user community of millions of sites and developers around the world, WordPress constantly expands and upgrades its capabilities. This allows projects such as *The Encyclopedia of Greater Philadelphia* to benefit from cutting-edge technology without large investments in IT staff and software development. WordPress provides the functionality needed for online encyclopedias, as advocated by the Internet Digital Encyclopedia Alliance.[1] These functions include:

- Interoperability using XML-RPC (http://xmlrpc.scripting.com/), which combines XML text encoding with HTTP transport to enable communication among differing operating systems and environments.
- Data storage using the open-source database MySQL (http://www.mysql.com/)
- Fields for metadata.
- Search Engine Optimization (SEO).

These functions, along with the PHP script language employed by WordPress, are fully supported at Rutgers-Camden. Campus Computing oversees the security of the *Encyclopedia* website on a dedicated server purchased by the university for the project in 2012. For connectivity, the campus has a high speed redundant fiber ring providing high speed access and availability to Web content.

Using WordPress, *The Encyclopedia of Greater Philadelphia* has evolved steadily during its initial phases of planning, demonstration, and content acceleration. When first launched (2009), the site (http://philadelphiaencyclopedia.org) presented news about the project, a limited number of sample essays, and a blog page allowing users to post nominations for topics. In 2010, we contracted with the

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[1] Internet Digital Encyclopedia Alliance, *Toward a Community of Practice: Initial Findings on Best Practices for Digital Encyclopedias* (White Paper, 2011).

software firm Azavea (then Avencia) to create a more pleasing design. Thereafter, a skilled graphic designer and programmer from the Azavea staff worked for us on a free-lance basis to add the features necessary for a functioning reference tool. The project is taking another step forward in 2013 by implementing mapping components to allow users to link to content by location and to visualize change; timelines; enhanced designs for theme pages; new display features for material culture; and custom fields to display headlines about current events with associated *Encyclopedia* essays.

To assure that WordPress is sufficient to carry out our vision for the future, in 2012 we consulted with staff of the Roy Rosenzweig Center for History and New Media (CHNM) at George Mason University. As a center devoted to developing digital tools for history research, education, and communication, CHNM is especially well-qualified to assist projects such as ours. The Managing Director at that time, Tom Scheinfeldt, met with us and confirmed that WordPress—also being used for the Connecticut project (http://connecticuthistory.org), which he served as an adviser—will allow us to realize our plans for the future digital platform. Subsequently, with funding from the William Penn Foundation we contracted with CHNM to implement and advise us on our next phase of technology development. The result will be an enhanced digital platform completed prior to the grant period. Once built, the site will be maintained by Campus Computing and continually updated by graduate students employed by MARCH.

Our need for outside consulting will be reduced by the 2013 opening of the Rutgers-Camden Center for Digital Studies, which will provide support and services similar to CHNM. We also anticipate that large-scale projects such as the Digital Public Library of America (DPLA) (http://dp.la/) will enhance the future capabilities of the *Encyclopedia* and similar projects to interact with digital content from multiple sources.

For documentation of technology development and support, see **Appendix L.**

4. Sustainability

Since 2010 *The Encyclopedia of Greater Philadelphia* has been sustained at Rutgers University by the Mid-Atlantic Regional Center for the Humanities (MARCH) at Rutgers-Camden, and it will continue to be sustained by MARCH as a priority demonstration project for research, civic engagement, and digital humanities. As an endowed center, MARCH has stability of staff, facilities, and income, and builds capacity additionally through grants and project partnerships. A multi-layered strategy for sustainability will assure that *The Encyclopedia of Greater Philadelphia* will have lasting public benefit.

Work Product Sustainability

As noted, the digital *Encyclopedia of Greater Philadelphia* is hosted on its own secure server managed by Camden Computing Services, a division of the Rutgers Office of Information Technology (OIT), which provides system administration, technical advice, and support for WordPress, the Content Management System used by the *Encyclopedia*. Camden Computing Services assures round-the-clock security and the application of software upgrades, and MARCH employs and will continue to employ graduate students to monitor and update the site. Beginning in Fall 2013, we are gaining important support for these efforts with the opening of the Rutgers-Camden Digital Studies Center, which will provide services and expertise comparable to our current contract arrangement with the Center for History and New Media at George Mason University.

It should be emphasized that the long-term value of the content we will produce with the requested grant does not depend solely on a website. While we are committing to sustaining the *Encyclopedia* digital platform into the future, we also will produce a print volume when our currently outlined Table of Contents has been completed. Moreover, in 2013 we are instituting digital archiving that will provide a backup of perpetual preservation and access through Rutgers University Libraries (at no charge to the

project). The *Encyclopedia*'s content will be archived and preserved in the form of PDF/A documents in the Rutgers University Community Depository (RUCore, http://rucore.libraries.rutgers.edu/), managed by Rutgers Libraries. All material in RUCore is freely accessible to the public through the libraries' online catalog. If for any reason the *Encyclopedia*'s WordPress website is not sustained, the project's contents will remain accessible through Rutgers Libraries, which also has the capacity to construct a portal for the *Encyclopedia* within RUcore and migrate the content to new formats as may be necessary in the future.

Institutional Sustainability

The *Encyclopedia* does not rely on the resources of MARCH alone, but benefits from the strengths of the Rutgers system. Our capacity includes the Rutgers-Camden Digital Studies Center, opening in 2013; Camden Computing Services, a division of the Rutgers Office of Information Technology (OIT); Rutgers University Libraries, which advises on matters such as copyright and metadata standards; Rutgers Office of Senior Vice President and General Counsel, which provides legal services; Rutgers-Camden Office of Sponsored Research, which provides assistance with grant applications; Rutgers-Camden Office of Financial Services, which provides accounting services for grant projects; the Rutgers-Camden Communications Office, which provides publicity; and academic programs in history and digital media.

As an endowed center for more than a decade, MARCH has established a track record of success, most recently with its bid to become the host institution for a co-editor for *The Public Historian,* journal of the National Council on Public History. MARCH has been a leader in projects that have served as catalysts for collaboration and change. These have included community-based interpretative planning for the abandoned historic buildings of Bethlehem Steel in Bethlehem, Pennsylvania; advocacy for the interpretation of the history of slavery at the site of the President's House in Philadelphia; programs to highlight the history and legacy of Walt Whitman in Camden; and logistical support for *Invincible Cities* (http://invinciblecities.camden.rutgers.edu/intro.html), a GIS-based record of urban change focused on Camden, Harlem, and Richmond, Calif., which is sustained on Rutgers servers. (The project's co-principal investigator, Camilo Jose Vergara, is a 2013 recipient of the National Humanities Medal.) Under its founding director, Howard Gillette, who continues as a co-editor of the *Encyclopedia*, MARCH was awarded and successfully administered project grants from the Ford Foundation, the Andrew Mellon Foundation, the New Jersey Council for the Humanities, and the 1776 Foundation, as well as the National Endowment for the Humanities. The director since 2010, Charlene Mires, has positioned MARCH as the leader of an informal collaborative among public history faculty and graduate students in the Philadelphia area, placing MARCH and the *Encyclopedia* at the center of a network of scholars and public history practitioners.

Rutgers-Camden funds two full-time positions at MARCH, the Director and a Public Historian in Residence (who will serve as co-editor of *The Public Historian* starting September 1, 2013). The Director is granted one course release annually, resulting in teaching responsibility for three courses per academic year. The university provides office space and equipment, clerical support, and the appointment of a faculty Associate Director. MARCH draws approximately $20,000 per year from endowment for projects and publications (at the discretion of the director) and receives supplemental funding each year at the discretion of the Dean of the Faculty of Arts and Sciences. In recent years, this supplement has been sufficient to employ a graduate student as part-time digital media assistant for the center's website (http://march.rutgers.edu), Facebook page, Twitter account, and electronic newsletter. Additional staff support is available through Federal Work Study, which makes available highly capable students enrolled in the Rutgers-Camden School of Law in addition to other graduate and undergraduate students. MARCH adds to its capacity through partnership initiatives in the Philadelphia region. For example, the Historical Society of Pennsylvania provided publicity, program assistance, and financial management for the

Encyclopedia's Greater Philadelphia Roundtable programs and leadership for the *Encyclopedia* Education Consortium.

Financial Sustainability

The Encyclopedia of Greater Philadelphia is a model of economical digital publishing, combining open source technology, volunteerism, organizational partnerships, and campus resources with strategic investments as they are necessary to customize and enrich the project. The funds we seek with this application are one such investment, necessary to build the volume and depth of our content to achieve regional scope. We are of course cognizant that additional investments will be needed to complete our currently projected Table of Contents and to achieve long-term sustainability for the digital platform. Importantly for the project's continuation beyond the grant period, MARCH and the *Encyclopedia* project benefit from the fundraising capability of Rutgers' central support services, specifically the Rutgers University Foundation, a separately incorporated 501c3 tax-exempt organization. Established in 1973, Rutgers University Foundation was set up for the sole purpose of securing and administering private gifts for the benefit of Rutgers, The State University of New Jersey, of which MARCH is a part. Through the Foundation, MARCH has access to important Rutgers external fundraising resources, including:

- Connections to 400,000 living Rutgers alumni, 40,000 of them associated with Rutgers-Camden.
- The Foundation's central Corporate and Foundation Relations fundraising team, funding research services, central Annual Fund program, and targeted mail, email, and telephone campaigns.
- The Rutgers-Camden's campus development team, with five frontline fundraisers who maintain relationships with alumni and major donors and match their philanthropic interests to campus priorities, including MARCH.
- Rutgers' comprehensive capital campaign, *Our Rutgers, Our Future,* which supports priorities that span the full breadth of the university's operations, its three campuses, and all its schools, libraries, and institutions. With a goal of $1 billion, (and nearly $800 million raised to date), this is the largest campaign in the university's history.

Rutgers University Foundation fundraisers adhere to best practices in higher education fundraising and prospect management. The organization and professional staff are members of CASE, the Council for Advancement and Support of Education, which is the field's primary resource for knowledge, standards, and training in alumni relations, fundraising, marketing, communications, and related activities. The Foundation employs strategic prospect management methodology, which holds its front line fundraisers accountable to agreed-upon metrics, goals and benchmarks, contact reporting, and written strategies to create a university-wide culture of philanthropy. Sophisticated technology – relational databases and reporting – are used to coordinate all activities associated with prospects, from data entry to reporting and analysis. Rutgers uses a customized program called Advance/AWA developed by SunGard, one of the world's leading software and technology companies.

For the *Encyclopedia's* needs, the Rutgers University Foundation has identified future funding prospects and is initiating outreach similar to its successful effort on behalf of *The Encyclopedia of New Jersey* (Rutgers University Press, 2004). For *The Encyclopedia of Greater Philadelphia*, in 2012 the Foundation received $81,000 from the William Penn Foundation to support enhancement of the project's website, development of media partnerships, and student assistants for digital publishing. Prospect research and active fundraising for $350,000 for the next phase of the project beyond the proposed grant period has begun and will be ongoing during the next two years.

For documentation of campus and university capacity and support, including funding prospect research, see **Appendix M.**

5. Dissemination

The Encyclopedia of Greater Philadelphia exists foremost as a digital resource freely available to the public, hosted and maintained at Rutgers-Camden. In addition, the project builds public interest and return benefits to the region by disseminating content in a variety of alternative ways. As established during the initial planning and demonstration phase, these will include co-distribution of content with other publications such as *Legacies,* the magazine of the Historical Society of Pennsylvania; cooperation with the Association of Philadelphia Tour Guides for enhancing and creating walking tours; materials and workshops for teachers; public programs; and links to essays distributed by list-serv, Facebook, and Twitter. For the regional content initiative supported by this application, we will hold additional Greater Philadelphia Roundtable public discussion programs, and we will partner with the National Archives in Philadelphia to offer education programs (assisted by an intern to be supported by the grant). We also will continue to share the experiences and findings of our project with professional conferences and communities, including the American Association for State and Local History (AASLH), the Urban History Association, the National Council for Public History, and the Organization of American Historians, and through MARCH publications.

The prospective single-volume encyclopedia, to be published by the University of Pennsylvania Press, will be curated from the digital project upon completion of the currently outlined Table of Contents. The volume will adhere to specifications developed by the Press: 1,200 pages inclusive, 8 x10 inches, 3 columns, 1.2 million words. It will contain a projected 500 images, 47 full-page black and white maps, 2 16-page color inserts, and an additional 32-page color insert. This volume, and potentially other books, will help to assure sustainable value for the project by securing its results in a stable, long-lasting format for use by scholars, educators, students, and the general public.
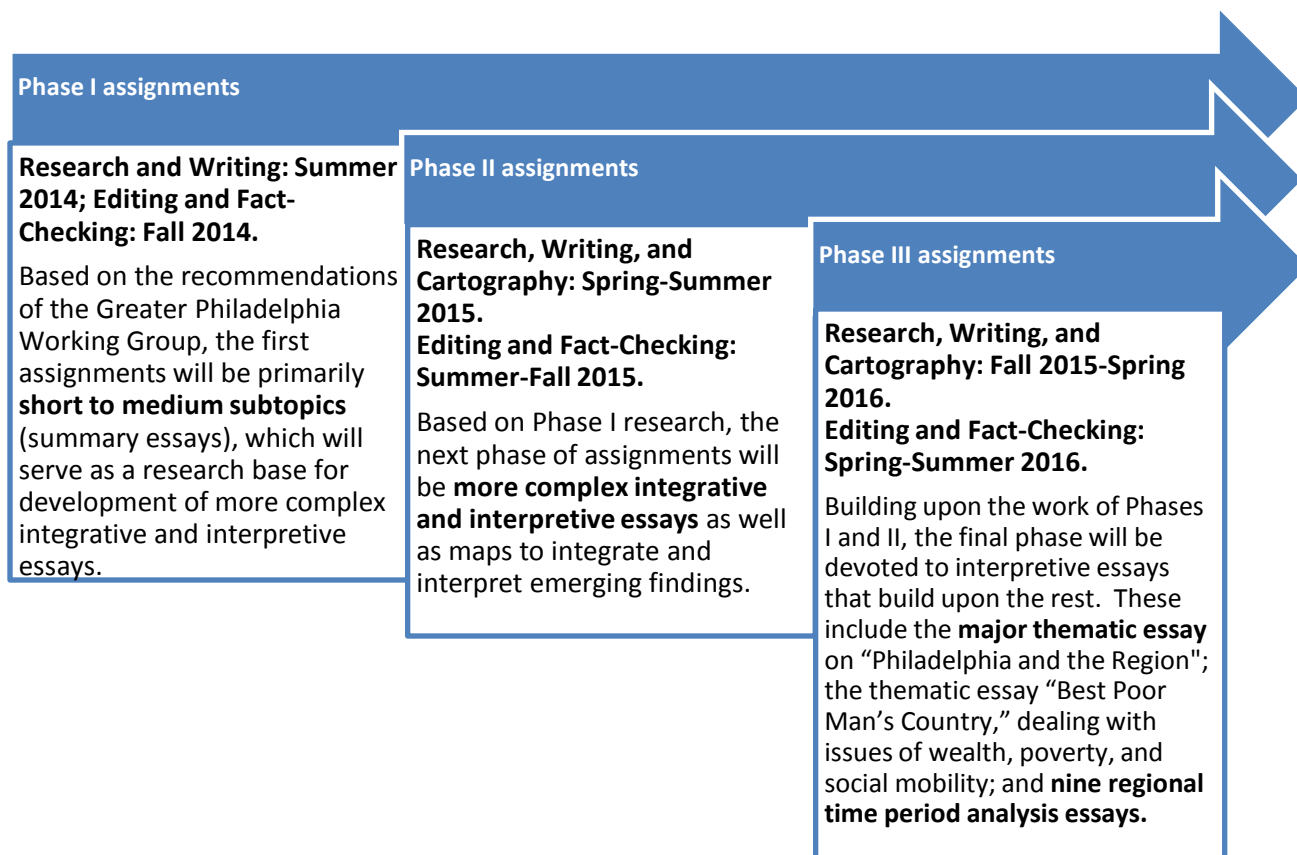
6. Work Plan

Prior to Grant Period

In preparation for the development of regional content, to be supported by the requested funding, in Fall 2013 we will convene an initial meeting of a Greater Philadelphia Working Group of associate editors with special expertise in metropolitan dynamics. MARCH will sponsor a workshop of this group to review and take the first steps in the Greater Philadelphia Content Development Plan included with this application **(see Appendix N).** Benchmark: Identify topics and prospective authors for Phase I assignments.

The Greater Philadelphia Working Group will continue in an advisory and review role throughout the grant period.

Grant Period (July 1, 2014 through June 30, 2016)

With the support of Rutgers Human Resources staff, we will conduct a search and hire a well-qualified Managing Editor. Benchmark: Managing Editor hired to begin work, July 1, 2014.

Schedule and benchmarks for Greater Philadelphia content development (elaboration, **Appendix N**):

Phase I assignments

Research and Writing: Summer 2014; Editing and Fact-Checking: Fall 2014.

Based on the recommendations of the Greater Philadelphia Working Group, the first assignments will be primarily **short to medium subtopics** (summary essays), which will serve as a research base for development of more complex integrative and interpretive essays.

Phase II assignments

Research, Writing, and Cartography: Spring-Summer 2015.
Editing and Fact-Checking: Summer-Fall 2015.

Based on Phase I research, the next phase of assignments will be **more complex integrative and interpretive essays** as well as maps to integrate and interpret emerging findings.

Phase III assignments

Research, Writing, and Cartography: Fall 2015-Spring 2016.
Editing and Fact-Checking: Spring-Summer 2016.

Building upon the work of Phases I and II, the final phase will be devoted to interpretive essays that build upon the rest. These include the **major thematic essay** on "Philadelphia and the Region"; the thematic essay "Best Poor Man's Country," dealing with issues of wealth, poverty, and social mobility; and **nine regional time period analysis essays.**

Before and during the grant period, we will continue to issue Calls for Authors for additional subtopic (summary) essays at the rate of two calls per year, one hundred topics per call, and set deadlines that will lead to publication of submitted essays within six months to a year from the date they are assigned. While less ambitious in scope than the work described above, these essays nonetheless contribute to the regional scope of the *Encyclopedia* as all authors receive instructions to be attentive to the regional implications of their topics. Copy flow will be tracked by the Managing Editor (requested with grant funding), who will also perform copy editing, supervise fact-checking (supported by grant funding), and publish completed essays online. Benchmark: Publication of a minimum of 250 additional summary essays, in addition to at least 200 essays in the Greater Philadelphia content initiative, by the end of the grant period. **Total publication during grant period: 450 essays.** Added to 150-200 topics projected to be completed prior to the grant period, this will bring the project to nearly half of its projected Table of Contents.

8. Project Structure and Staff

The project's administrative structure consists of Editors; Associate Editors; Editorial and Technical Advisers; and Civic Advisory Board, representatives of which constitute the project Steering Committee. The Editor in Chief, Co-Editors, and Consulting Editors provide the necessary range of experience and expertise to manage a project of this magnitude and assure its integrity:

Charlene Mires, Rutgers University-Camden, Project Director and Editor in Chief
Charlene Mires is Director of the Mid-Atlantic Regional Center for the Humanities (MARCH) and Associate Professor of History at Rutgers-Camden. Previously, she worked as an editor for the *Philadelphia Inquirer* in Pennsylvania and New Jersey, and she was a co-winner of the Pulitzer Prize for general local reporting awarded to the staff of the *Fort Wayne (Ind.) News-Sentinel* in 1983. She is the

author of *Independence Hall in American Memory* (University of Pennsylvania Press, 2002), which received the Philadelphia Athenaeum Literary Award, and *Capital of the World: The Race to Host the United Nations* (NYU Press, 2013). Her public history work includes projects with Independence and Valley Forge National Historical Parks, Eastern State Penitentiary Historic Site, and the Philadelphia History Museum at the Atwater Kent.

Howard Gillette, Rutgers University-Camden, Co-Editor
Howard Gillette, Jr. is Professor Emeritus of History at Rutgers University in Camden. His books include *Camden After the Fall: Decline and Renewal in a Post-industrial City* (University of Pennsylvania Press, 2005), the winner of best book awards from the Urban History Association and the New Jersey Historical Commission. He is a frequent contributor to news as well as scholarly publications and editor of three books including, with William W. Cutler III, *The Divided Metropolis: Social and Spatial Dimensions of Philadelphia, 1800-1975* (Westport, CT: Greenwood Press, 1980). He has consulted for a number of area cultural institutions, including the Atwater Kent Museum, Elfreth's Alley, the Historical Society of Washington, D.C., and the New Jersey Historical Society.

Randall Miller, St. Joseph's University, Co-Editor
Randall M. Miller is the William Dirk Warren `50 Sesquicentennial Chair & Professor of History at Saint Joseph's University. He is the author or editor of more than twenty books on subjects as varied as urban affairs, religion, politics, slavery and race, the American South, the Civil War and Reconstruction, mass media, diaries, and immigrants and ethnicity. He co-edited *Pennsylvania: A History of the Commonwealth* (Penn State Press, 2002), and he is the former editor of the *Pennsylvania Magazine of History and Biography*. He has been a consultant for numerous exhibits, public programs, and institutional development projects. has appeared in documentaries, and has been a frequent commentator on politics, public policy, and American culture for national and area radio, television, and newspaper outlets.

Gary Nash, UCLA, Consulting Editor
Born in Philadelphia and a graduate of Lower Merion High School and Princeton University (B.A., 1955; Ph.D, 1964), Gary B. Nash abandoned the East Coast in 1966 for California, where he has taught in UCLA's Department of History ever since. He has published many books and articles on Philadelphia and Pennsylvania history, including *Forging Freedom: The Formation of Philadelphia's Black Community, 1720-1840* (Harvard University Press, 1988) and *First City: Philadelphia and the Forging of Historical Memory* (University of Pennsylvania Press, 2002). He is an elected member of the American Philosophical Society, the American Academy of Arts and Sciences, the Society of American Historians, and the American Antiquarian Society. He served as president of the Organization of American Historians in 1994-1995 and is the Director of the National Center for History in the Schools at UCLA.

Emma Lapsansky-Werner, Haverford College, Consulting Editor
Emma Jones Lapsansky-Werner is Professor of History Emeritus at Haverford College, where she also was Curator of the Quaker Collection. She received her B.A. in History and Ph.D. in American Civilization from the University of Pennsylvania. Her research interests include Quaker history, African American history and especially the intersection between the two, as well as Pennsylvania history, the American West, and material culture. Her recent publications include *Quaker Aesthetics* (University of Pennsylvania Press, 2003, with Anne Verplanck) and *Back to Africa: Benjamin Coates and the American Colonization Movement* (Penn State University Press, 2005, with Margaret Hope Bacon. Pb 2007). With Gary Nash and Clayborne Carson, Lapsansky-Werner has also authored a college text on African American history. She regularly consults with museums and pre-collegiate curriculum developers on enlivening public history and classroom history presentations.

Detailed descriptions of duties and qualifications for additional personnel are provided in **Appendix O**.