



United States Department of the Interior



NATIONAL PARK SERVICE
National Mall and Memorial Parks
1100 Ohio Drive, S.W.
Washington, D.C. 20242-0003

1/26/2023

Paul Farber
Monument Lab
1617 JFK Boulevard
Phila, PA 19103

Dear Paul Farber,

I am writing to confirm support for Monument Lab's candidacy to join the Cooperative Ecosystem Studies Units (CESU) Network. This is an exciting opportunity for Monument Lab to join the network and leverage its thought leadership in the public memory sector in meaningful ways. They would be an invaluable partner and collaborator to the network partners.

I am excited by the work Monument Lab has produced and cultivated over the last decade. The organization is currently curating Pulling Together, the inaugural exhibition of the Beyond Granite initiative on the National Mall led by the Trust for the National Mall, the National Capital Planning Commission, and the National Park Service.

Here at National Mall and Memorial Parks, we are deeply engaged in the Beyond Granite initiative and other efforts to build diversity, equity, inclusion and accessibility into the fabric of our national parks. We seek to engage with innovative partners like Monument Lab for continued opportunities to collaborate on projects that build upon our long-term interests in public art, history, memory, and engagement.

We look forward to seeing Monument Lab join the CESU Network and support their candidacy for membership.

Sincerely,

Jeffrey P Reinbold
Superintendent of National Mall and Memorial Parks
National Park Service



Monument Lab, Inc.
1617 JFK Boulevard, Suite 2034
Philadelphia, PA 19103

January 2, 2023

Matt Fitzpatrick
University of Maryland Center for Environmental Science
Appalachian Laboratory
301 Braddock Road
Frostburg, MD 21532

Dear Mr. Fitzpatrick:

This letter is in support of Monument Lab's application for membership to the Chesapeake Watershed CESU Research Network (CHWA CESU) and serves as a formal letter of interest to enroll as a new partner institution/organization.

Given the interdisciplinary nature of Monument Lab's research, programming, and projects, we are eager to join such a collaborative network where we can learn from colleagues and offer our expertise to new partners. As part of the CHWA CESU, Monument Lab agrees to accept the outlined overhead rate of 17.5% for projects conducted under a formal CESU agreement. This is inclusive of research, technical assistance, educational services, and related activities initiated via CESU contract.

We are excited by the prospect of becoming part of a special network of colleagues.

Thank you for your consideration.

All my best,

A handwritten signature in black ink, appearing to read "Paul Farber", written in a cursive style.

Paul Farber
Director, Monument Lab

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- 1. *Your application should include a formal letter of interest addressed to the Director of the Chesapeake Watershed CESU Research Network.***

Formal letter of interest is page one of this application/document.

- 2. *Confirmation that the institution/organization has read the CESU agreement and agrees to support the CESU mission and goals and fulfill the roles and responsibilities of a nonfederal partner, as described in the CESU agreement.***

Monument Lab has reviewed the CESU agreement as stated and agrees to support the CESU mission and goals and fulfill the roles and responsibilities of a nonfederal partner, as expressed in the CESU agreement. Our organization's commitment to working in collaboration across sectors is demonstrated by the CESU Network and its wide range of institutions, organizational partners and federal agencies with a shared mission.

- 3. *Description of the institution/organization, its mission, and the primary focus of collaborative activities to be supported through the CHWA CESU in the context of the CESU mission.***

Monument Lab is a nonprofit public art and history studio based in Philadelphia. We cultivate and facilitate critical conversations around the past, present, and future of monuments. We believe that monuments must change, and by disrupting the status quo of how monuments are made, preserved, and interpreted, we hope to contribute to a future society defined by joy, regeneration, and repair. Our team consists of scholars, artists, curators, researchers, educators, designers, writers, project managers, and students. This includes full-time and half-time employees, contractors, innumerable collaborators, senior advisors, and board members. Our team works with a growing network of artists, students, activists, municipal agencies, and cultural institutions on innovative approaches to public engagement with collective memory.

As an organization we aspire to make all of our decisions, including how our resources are obtained and allocated, based on the following values:

- **Art at the Core:** We are artists and believe that art is critical to how we understand, experience and imagine the past, present and future, so we engage with artists whenever possible.
- **Process Matters as Much as Outcome:** We aim to take time for quality, move at the speed of trust, and cultivate relationships beyond the life of a single project. We strive for a powerful final result that is fueled by intentional and iterative processes. We balance urgency and timeliness with purposeful reflection.
- **Intersectionality for Transformation:** We are driven by anti-racist, de-colonial, feminist, queer, working class, climate-conscious, and disability justice perspectives, and know all forms of oppression must be dismantled for us to truly get free.

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- **Collaboration With Boundaries:** We are committed to working with individuals, organizations, and institutions, but only build trusting relationships with those that share values and honor a collective sense of process.
- **Integrity With Accountability:** We intend for our words and actions to be aligned. If it comes to our attention, from staff, collaborators, or anyone else that we're out of whack, we pause, process and apologize to determine the best way forward.
- **Culture of Care:** To maintain our own wellbeing and support collective healing, we acknowledge the presence of trauma while centering a culture of care, repair, harm reduction, and safety for all. Expressing joy, having fun, and sharing nourishment are essential parts of our organizational culture.
- **Citation and Compensation:** We acknowledge all contributors (including artists, students, educators) for the fullness of their efforts. We value local knowledge and expertise while building strategic coalitions across locations. This takes form in a number of ways including as payment, citation, credit, authorship, or ownership, as decided with each individual or collective ahead of time.
- **Wisdom and Learning:** As students and teachers with an endless curiosity, we are perpetually learning from others and sharing information. We believe that wisdom and intelligence comes in many forms. We are committed to challenging white-centric, hegemonic norms and neutrality.

This work and its emerging sector of Public Memory is collaborative and depends on the work of scholars, artists, administrators, and organizers across disciplines. In addition to furthering the organization's relationship with federal agencies, participating in the Cooperative Ecosystem Studies Units (CESU) Network would help Monument Lab connect to new, non-federal collaborators whose interdisciplinary studies often overlap with the organization's initiatives.

4. Description or list of the primary programs, departments, or other institutional divisions of relevance to federal land management, environmental, and research agencies that will likely be engaged in CHWA CESU activities.

Monument Lab's current programming and capacity includes engaged research; curatorial services; educational programs; media development; and other projects committed to demonstrating exploratory approaches to redefining the ways the United States' stories are told in public. The organization has also worked to build coalitions with others and has been committed to working with artists, collectives, municipalities, public art officials, institutions, and others who seek to critically engage the country's inherited symbols.

Examples of this work include:

- [*Pulling Together*](#) (2023): the inaugural exhibition of the National Trust for the Mall's *Beyond Granite* initiative on the National Mall in the Fall of 2023. The exhibition features prototype monuments that respond to the central curatorial question, "What stories remain untold on the National Mall?"
- [*National Monument Audit*](#) (2021): We served as lead researchers on this definitive report on the nation's monuments in partnership with the Mellon Foundation. The publication

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received praise from *The New York Times*, *Washington Post*, *CNN*, and *National Geographic*, and we were invited to share findings with leadership at the Department of the Interior and National Park Service.

- [Plot of Land](#) (2023): a podcast and platform to be released in Spring 2023 that explores how the forces of power and public memory have used race, class, and citizenship to inextricably shape the history of land ownership and housing in the United States.
- [Re:Generation](#) (2022): A nationwide participatory art and history exhibition led by 10 collaborative teams across the country organized with the goal to unearth the next generation of monuments.
- [Field Trip](#) (2021-2022): a hands-on activity guide to help learners of all ages investigate historical monuments and museums in their communities, ask questions about art and justice in public spaces, and propose and build out their own ideas for the changing landscape.
- [Staying Power](#) (2021): we curated an outdoor art exhibition featuring new commissions from 5 artists and program series hosted by the Village of Arts and Humanities, in the Fairhill-Hartranft neighborhood of North Philadelphia.
- [OverTime](#) (2021): a public art and technology platform designed to allow users to dig deeper into the living histories of a city through the use of a free downloadable augmented reality app.
- [Fellows Program](#) (2019-2020): in which we supported 18 fellows independent and local work rooted in public art and memory
- Production of the [Monument Lab Bulletin](#) and podcast [Future Memory](#), and other media projects focused on critically reading and reimagining monuments, like [The Stories We Tell](#) short video series.

Full project list can be found at <https://monumentlab.com/projects>.

5. A list of and brief description of the staff or faculty with expertise in disciplines and subject areas of relevance to federal land management, environmental, and research agencies (do not submit CVs).

Paul Farber, Ph.D.

Director, Monument Lab

Paul M. Farber is a curator, historian, and educator from Philadelphia. In addition to being the Co-Founder and Director of Monument Lab, he is the Senior Research Scholar at the Center for Public Art & Space at the University of Pennsylvania Stuart Weitzman School of Design. Farber's research and curatorial projects explore transnational urban history, cultural memory, and creative approaches to civic engagement. As Director and Co-Founder of Monument Lab, Farber is among the nation's thought leaders on monuments, memory, and public space. Farber is author and co-editor of several books including *A Wall of Our Own: An American History of the Berlin Wall*, *Monument Lab: Creative Speculations on Philadelphia*, and the *National Monument Audit*. Most recently Farber created and hosted *The Statue*, a podcast series from

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WHYY/NPR. Farber holds a PhD from the University of Michigan in American Culture and a BA in Urban Studies from the University of Pennsylvania.

Sue Mobley, Ph.D.

Director of Research, Monument Lab

Sue Mobley is a New Orleans based urbanist, organizer, and advocate. Sue was Co-Director of Paper Monuments, a public art and history project that invited residents to imagine new monuments for New Orleans. She served as the inaugural Visiting Fellow for Arts and Culture at the American Planning Association and formerly Public Programs Manager at the Small Center for Collaborative Design at Tulane School of Architecture. Sue holds a BA in Anthropology from Loyola University New Orleans and an MA in Political Science from the American University in Cairo. She is the author of *Human Rights, Human Wrongs, Observation of Human Rights Law and Norms in United Nations Peacekeeping Operations*, a contributor to *Remaking New Orleans: Beyond Exceptionalism and Authenticity*, and a contributor to *Teachable Monuments: Using Public Art to Spark Dialogue and Confront Controversies*.

Kirk Savage, Ph.D.

Board of Directors, Monument Lab

Kirk Savage has written extensively on public monuments within the larger theoretical context of collective memory and identity. His research has focused on memory and monuments from the Civil War in the United States, and he has taught and written about public monuments and public art as they intersect with issues of loss, trauma, deindustrialization, militarism, and racial justice. Savage also works intensively with artists, planners, preservationists, and activists in the public sphere who are looking for new ways forward in the field of public memory. In addition to his role on the Monument Lab board of directors, Savage also serves as Professor, History of Art & Architecture, University of Pittsburgh

Laurie Allen

Senior Research Advisor, Monument Lab

Laurie Allen is a librarian from Philadelphia. In addition to serving as the Research Director for Monument Lab, Laurie has worked for nearly 20 years as a librarian with a focus on digital scholarship, public data practices, mapping, and emerging forms of publishing. Laurie joined the Monument Lab team in 2014 while working at Haverford College, and stayed with Monument Lab through her time as Director for Digital Scholarship at the University of Pennsylvania Libraries. In addition to her role as a Monument Lab Senior Research Advisor, Allen works as Chief of the Digital Innovation Lab (LC Labs) at the Library of Congress.

- 6. Description or a list of facilities, equipment, centers, or institutes that would provide support to the research, technical assistance, or educational activities of relevance to federal land management, environmental, and research agencies that will be engaged in CHWA CESU activities.***

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Monument Lab studio is headquartered in Center City Philadelphia, at the co-working space Bond Collective. Amenities include large conference rooms, IT support, networking opportunities with local businesses and nonprofits, office supplies, computer equipment and office supplies.

We have collaborated with partners through our research initiatives, exhibitions, and Fellows program in over a dozen cities, including Chicago, New York, Newark, Los Angeles, Pittsburgh, Richmond, St. Louis, and more. Monument Lab founded the Center for Public Art & Space at the University of Pennsylvania School of Design, and has partnered with Bryn Mawr College, Rutgers University-Newark, the University of Michigan, and Washington University, among other institutions. We have also programmed with, advised, and offered workshops for municipal agencies including Americans for the Arts and the State of New Jersey's Historical Commission and Council on the Arts.

7. Description or a list of past research, technical assistance, and educational services supported through federal financial assistance awards that are of relevance to federal land management, environmental, and research agencies that will be engaged in CHWA CESU activities.

After six years of working as an unincorporated group of individuals, and then operationally as a fiscally-sponsored organization, Monument Lab received its independent federal 501c3 designation from the IRS in March 2022. As a result, the organization has yet to be directly supported through federal financial assistance awards.

8. Description or a list of current formal agreements and informal relationships with federal agencies that are of relevance to federal land management, environmental, and research agencies that will be engaged in CHWA CESU activities.

Monument Lab Director, Paul Farber, and Director of Research Sue Mobley were invited to present the organization's *National Monument Audit* to leadership at the National Park Service in 2021. The audience included Superintendents from across the country. From this introduction, a meaningful and collaborative relationship has developed with the National Park Service to imagine what the future of monuments and interpretation activities could look like across the United States of America.

During Monument Lab's first-annual Summit in Washington, DC in April 2022, Superintendent for National Mall and Memorial Parks Jeffrey Reinbold shared welcoming words to our local and virtual audiences. He and his colleagues also hosted a tour of the Lincoln Memorial for participants in our *Re:Generation* project, ten collaborative teams of artists, educators, storytellers, and organizers from across the country working on commemorative projects rooted in the living history of a neighborhood, city, or region. These experiences were designed to inspire and firmly demonstrate the role we collectively have in examining the way American stories will be told on the National Mall.

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In 2022, Monument Lab was contracted by the Trust for the National Mall to curate *Pulling Together*, a public art and history exhibition centered on and around the National Mall in Washington, DC. *Pulling Together* is an inaugural exhibition for *Beyond Granite*, an initiative led by The Trust for the National Mall in partnership with the National Capital Planning Commission (NCPC), National Park Service (NPS), and other contributing organizations to create a new model for temporary commemorative works in Washington, DC. Dr. Paul Farber and Dr. Salamishah Tillet are serving as co-curators on behalf of Monument Lab for the artist installations and have worked with the project's Curatorial Advisory Board (CAB) to review submitted artists proposals and function as a consultative body that advises with full information about a project for the final selected concepts.

- 9. Confirmation of the institution's/organization's willingness to accept a limited overhead rate of 17.5% and cost items to which the rate is applicable for activities conducted through the CESU, including research, technical assistance, and educational services (this overhead rate applies to the entire institution/organization for CHWA CESU activities). This confirmation must be on organizational letterhead and signed by the appropriate authority.**

This confirmation is included in the formal letter of interest shared as page one of the application.

- 10. Designation of a technical representative AND administrative representative (with full contact information – name, title, full address, phone, fax, email) to serve on the CHWA CESU steering committee.**

Technical Representative:

Jen Cleary
Operations Manager, Monument Lab
1617 JFK Boulevard, Suite 2034
Philadelphia, PA 19103
jen.cleary@monumentlab.com

Administrative Representative:

Naima Murphy Salcido
Director of Partnerships, Monument Lab
2005 Congress Street
New Orleans, LA 70117
naima.murphysalcido@monumentlab.com

- 11. Participation in the CESU annual/semi-annual partner meetings, and facilitation of internal and external communication, promotion, and response to CESU correspondence and administrative actions (e.g., announcements, new member applications, processing agreements/amendments, five-year reviews). Agreement**

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to relay agency-specific research, technical assistance, and educational needs and associated funding opportunities to other institutional/organizational members (e.g., faculty, students).

Monument Lab representative(s) will attend and actively participate in partner meetings. We will relay all internal and external communications to relevant parties and respond to correspondence and administrative actions from the CESU in a timely manner. The primary responsibility for ensuring completion of these tasks will be Naima Murphy Salcido, Director of Partnerships. Murphy Salcido also agrees to relay agency-specific research, technical assistance, and educational needs and associated funding opportunities to other institutional/organizational members.

12. Signature (or endorsement) from an appropriate official, with authority to commit institutional resources in a binding multi-year federal cooperative and joint venture agreement (e.g., president, executive director, chief financial officer, vice president for research, director of sponsored programs).



Paul Farber
Director, Monument Lab

13. Letter(s) of support from one or more CESU federal agency partners sponsoring the new partner's application, including a description of successful past collaborative work supported through federal financial assistance awards.

Please see attached letter of support from Jeffrey Reinbold, Superintendent of National Mall and Memorial Parks National Park Service.