



IMLS Native American/Native Hawaiian Museum Services FY2022 Applicant Information Session

August 2021

Welcome to the Institute of Museum and Library Services' "Native American/Native Hawaiian Museum Services Information Session."

My name is Mark Feitl. I'm a Senior Program Officer in the Office of Museum Services, and I am happy that you are interested in preparing an application for the IMLS Native American/Native Hawaiian Museum Services grant program. I will be referring to the program throughout the presentation as NANH, the abbreviation of the program title.

My goal in this presentation is to provide specific information about the Native American/Native Hawaiian Museum Services grant program and make some recommendations that you may wish to consider when preparing your application. Since this is a pre-recorded webinar and you won't have the opportunity to ask questions, feel free to contact me or any of the other staff in the Office of Museum Services to seek answers to your questions or to discuss a project idea. The staff contact slide is shown later in this webinar.

Companion Webinar

PRE-RECORDED Webinar

IMLS OMS: Choosing a Funding Opportunity for FY2022

Basic information for all applicants

- <https://www.ims.gov/webinars/ims-oms-choosing-funding-opportunity-fy-2022>



Access recordings and transcripts of our webinars here:

<https://www.ims.gov/webinars-archive>

[Image: Pixabay 3307479]

This is one of a series of pre-recorded webinars designed to help you find the information you need to create a competitive application for IMLS museum funding.

“Choosing a Funding Opportunity for FY2022” was pre-recorded and is available as a video, and as a PDF of the slides, plus as a transcript on our website, at the link identified here.

In that webinar, we cover the IMLS vision, mission, and strategic plan with an emphasis on how they influence our grant making. We also address institutional eligibility, provide a quick overview of all our funding opportunities, how to find information online with a focus on our website, and we cover the three places you must be registered in order to apply for an IMLS grant.

We strongly recommend that you view this webinar to get the complete picture of preparing and submitting a competitive application to the NANH program.

In addition to this pre-recorded webinar for NANH, we are providing pre-recorded webinars for all of our grant programs. You can find links to these on the grant program landing pages on our website.



NANH Application and Award Statistics

Year	Number of Applications	Total Amount Requested	Amount Awarded	Awards Made
FY2017	40	\$1,989,815	\$985,494	22
FY2018	31	\$2,103,943	\$1,472,000	22
FY2019	29	\$2,689,197	\$1,472,000	18
FY2020	28	\$2,575,069	\$1,772,000	21
FY2021	34	\$3,035,970	\$2,272,000	26

We are often asked about the number of applications and funding success rates, so here are the figures for the past five years. As you can see, NANH has had a somewhat consistent increase in appropriated funding over time. We seek to award the strongest proposals with the greatest potential to strengthen tribal museum services.

Looking back to the beginning of the program in 2005, the first year we made awards, we have received 606 applications. Of those, 392 have received grants, which has totaled over \$19 million in funding to support the museum services of tribes, Alaskan Native villages and corporations, and Native Hawaiian serving organizations. To date, awards have been made to organizations located in 30 states.



Overview

- Program Goals and Eligibility
- Characteristics of Successful NANH Projects
- Important Dates and Times
- How Much, How Many, and How Long?
- Allowable/Unallowable Costs
- Application Components
- Application Tips
- Review Process
- IMLS Staff Contacts

In this presentation, I'll be addressing the following topics:

Program Goals and eligibility

Characteristics of Successful NANH Projects

Important dates and times

The questions of how much you may request in funding, how many applications you can submit, and how long your project can last

Examples of allowable and unallowable Costs

Application Components

Application Tips

The Review Process

IMLS Staff Contact Information



NANH Program Goals

To provide opportunities to sustain heritage, culture, and knowledge through strengthened activities in areas such as exhibitions, educational services and programming, professional development, and collections stewardship.

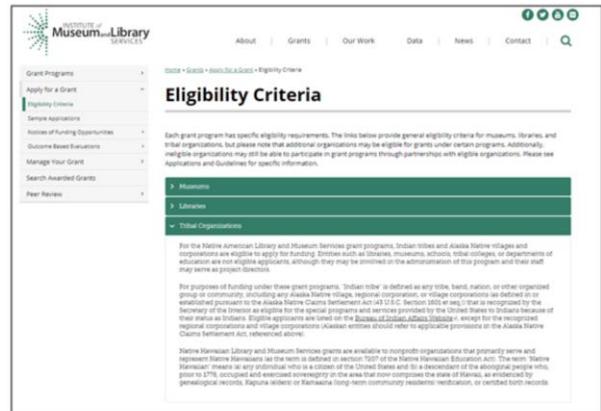


Let's begin with NANH program goals. The goal of the NANH program is to support projects that enhance museum services in order to assist tribes and organizations that primarily serve Native Hawaiians to provide opportunities to sustain heritage, culture, and knowledge through strengthened activities in areas such as exhibitions, educational services and programming, professional development, and collections stewardship.

Eligibility Requirements

Applicants must meet IMLS Tribal Organization eligibility criteria

<https://www.imls.gov/grants/apply-grant/eligibility-criteria>



Unlike other museum programs offered at IMLS, the NANH program has very specific eligibility criteria. All applicants must meet Tribal Organization eligibility criteria. I encourage you to read the specific eligibility noted on our website and in the Notice of Funding Opportunity.



Eligibility Requirements

Eligible applicants are -

- federally recognized Indian tribes,
- Alaska Native Villages and corporations, or,
- organizations that primarily serve and represent Native Hawaiians.

Entities such as museums, libraries, schools, tribal colleges, or departments of education are not eligible applicants, although they may be involved in the administration of the program and their staff may serve as project directors, in partnership with eligible applicants.

Now, for more detail on the eligibility factors. An organization is eligible to apply to this program only if they are a federally recognized Indian tribe (as identified by the Bureau of Indian Affairs), an Alaska Native Village or corporation, or a non-profit organization that primarily serves and represents Native Hawaiians.

In most circumstances, organizations are not eligible to apply if they are a museum, library, school, tribal college or department of education. But, eligible institutions are welcome to partner with a non-eligible organization. The applicant organization must meet the eligibility criteria, but the partners aren't required to do so.



Characteristics of Successful NANH Applications

- ***Institutional Impact:*** The project addresses an identified need or challenge facing an organization.
- ***In-depth knowledge:*** The project design reflects a thorough understanding of current practice and knowledge about the subject matter.
- ***Project-based Design:*** The work plan consists of a set of logical, interrelated activities tied directly to addressing the key need or challenge identified in the application.
- ***Demonstrable Results:*** The project generates measureable results that tie directly to the need or challenge it was designed to address.

What are the characteristics of successful Native American/Native Hawaiian Museum Services applications? There are four, and successful projects address all of them well. As you prepare your application, you should keep these characteristics in mind.

FIRST, Institutional Impact: Your project should address a key need or challenge that faces your organization.

SECOND, In-depth knowledge: Your proposal should reflect a thorough understanding of current practice and knowledge about the subject matter.

THIRD, Project-based design: Your work plan should consist of a set of logical, interrelated activities tied directly to addressing the key need or challenge.

AND FOURTH, Demonstrable results: Your project should generate measureable results that tie directly to the need or challenge it was designed to address.

It has been our experience that an unfunded application is one that has failed to deliver convincingly on one or more of these, so it is a good idea to think about how to structure your application to show how your project will be strong in each.



Important Dates

Applications are due by 11:59 pm
Eastern Time on November 15, 2021

Awards will be announced in June 2022

Projects must start July 1, 2022



I want to remind you of important dates for NANH applications. They are due by 11:59 pm Eastern Time on November 15, 2021. The deadline is non-negotiable, and the time stamp is auto-generated by the Grants.gov system. You will hear this again and again, but **start early** and **submit early**. That way, if you encounter a difficulty of any kind when submitting your proposal, you'll have some time to resolve the problem.

NANH awards will be announced in June 2022, and projects must be scheduled to start July 1, 2022.

Please make sure that everyone involved in preparing your grant application is aware of these dates.

How Much, How Many, and How Long?

HOW MUCH?

\$5,000 - \$100,000

No cost share required

HOW MANY?

There is no limit on the number of applications your organization may submit to the NANH program.

HOW LONG?

Projects may be up to three years in length



NANH applicants can request anywhere from \$5,000 to \$100,000 in grant funds. If you ask for less than \$5,000 or more than \$100,000, your application will be rejected and not reviewed. There is no cost share requirement, though you may include one if your organization will contribute funds toward this particular project. It's important to note that if you decide to include a cost share in your application, it must be met by the end of the award – we will hold you to that figure so keep that in mind when applying. Cost share may be in the form of cash, staff or volunteer time, or third-party contributions. It may not be funds from another federal source.

In terms of how many applications you may submit, there is no limit to the number of applications you can file in response to the FY22 funding announcement for the NANH program.

Finally, you may also be wondering how long the project may last. NANH projects must be at least a year long, but not exceed three years in length.

What is a “project”?

A temporary endeavor undertaken to create a unique product, service, or result.



- A project is **temporary** in that it has a defined beginning and end in time, and therefore defined scope and resources.
- And a project is **unique** in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal.

Source: <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

We have made reference several times to “projects” here, and so let’s take a minute to consider just exactly what that means. The Project Management Institute has a good definition, which is “A temporary endeavor undertaken to create a unique product, service, or result.”

They go on further to explain that a project is temporary because it has a defined beginning and end in time and therefore defined scope and resources.

And a project is unique in that it is not a routine operation but rather a specific set of operations designed to accomplish a singular goal.

We recommend that you keep this definition in mind as you conceptualize your IMLS project. Think of it as temporary non-routine set of activities, which collectively have a beginning and an end in time, a defined scope requiring specific resources, and which are designed to accomplish a specific, singular goal.



NANH Projects

There are no project categories for this program. You may apply for projects including, but not limited, to the following:

- Developing museum resources that foster various types of literacies;
- Creating and delivering interpretive and educational programs;
- Developing, designing, and fabricating exhibitions (non-construction);
- Developing, designing, and delivering digital learning resources;
- Providing programs designed for audiences of specific ages, backgrounds, and circumstances;
- Cataloging, inventorying, documenting, and registering collections;
- Acquiring, implementing, and enhancing collections management systems
- Planning and implementing digitization activities, including purchasing equipment and software, scanning, photography, managing digital output, and implementing preservation processes for digital objects and metadata;
- Performing conservation treatments;

There are no project categories for this program. We invite you to apply for projects that best meet your needs; this is a list of many projects we can fund – they're all linked to the overarching goals of the IMLS strategic plan.

That said, the NANH program does have several primary goals and objectives, which you should keep in mind as you prepare your application. I will review these goals and objectives in the next three slides.

NANH Goal 1

- Empower people of all ages and backgrounds through experiential and cross-disciplinary learning and discovery.
 - Objective 1.1: Support public programs, adult programs, family programs, and early childhood programs.
 - Objective 1.2: Support exhibitions, interpretation, and digital media.
 - Objective 1.3: Support in-school and out-of-school educational programs.
 - Objective 1.4: Support the professional development of the Native American and Native Hawaiian museum workforce.

In this and the two slides that follow, the objectives provide a list of the types of projects that fit within the Goal.

A project that aligns with this goal might include, but is not limited to, all or part of an exhibit, program development for all types of audiences, creating interpretive plans, training for teachers, partnerships with schools or out-of-school audiences, program evaluation, and professional development opportunities for the Native American and Native Hawaiian museum workforce.

As you plan your project in this category, we strongly recommend starting with the concept of “learner at the center” and build around it. Spend time really thinking through who your learners in this project are and what their needs are. It’s not likely going to be “everybody,” so who is it really? What do they want to learn, what do you want them to learn, and what’s the best way to go at that? We’ll get to the whole idea of problems and needs in a few minutes, but a major takeaway here is to be focused in identifying your audience and in thinking about how you are going to serve them.

NANH Goal 2

- Build the capacity of organizations to serve their communities.
 - Objective 2.1: Support institutional planning and policy development.
 - Objective 2.2: Support technology enhancements.

A project that aligns with goal #2 is likely to include activities that contribute directly to your work to build the capacity of your museum services within your Tribe or organization.

Projects might include, but are not limited to, institutional planning and policy development; the recruitment and development of museum staff; and the enhancement of technology, such as your website, or collections management software.

NANH Goal 3

- Advance the management and care of Native American and Native Hawaiian collections and their associated documentation.
 - Objective 3.1: Support cataloging, inventorying, and registration; collections information management; and collections planning.
 - Objective 3.2: Support conservation and environmental improvement and/or rehousing; conservation surveys; and conservation treatment.
 - Objective 3.3: Support database management, digital asset management, and digitization.
 - Objective 3.4: Support the preservation and perpetuation of indigenous languages and traditional cultural practices.

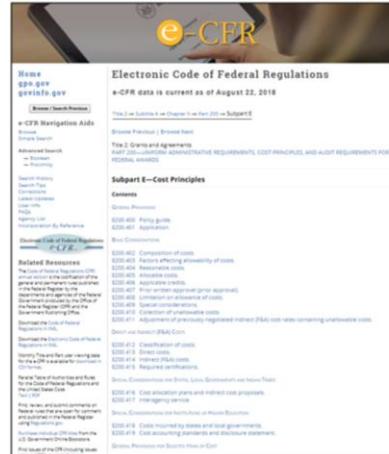
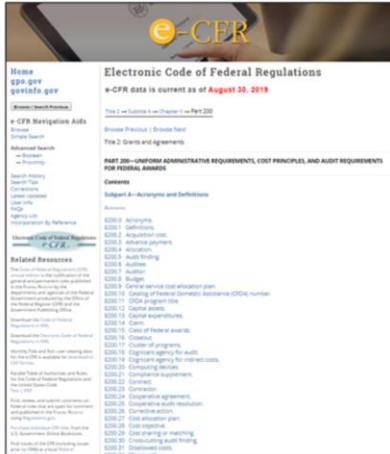
Projects that align with goal #3 includes just about anything you need to do for and with your collections, except acquire them.

We are very open to projects that have multiple components configured in ways that make sense for you. One project might consist of cataloging, taking digital photographs, and updating database records, while another might combine digitization activities with rehousing.

We support conservation projects of all kinds—general, detailed, and environmental surveys as well as treatments and environmental improvements. And you are welcome to incorporate aspects of training and/or collections management into these projects if doing so makes sense for your situation.

It's important to note that with these types of projects we encourage a step-by-step, progressive approach to collections work, including conservation. This means assessing needs, creating a prioritized list of activities, and following through by doing the most important things first.

Allowable/Unallowable Costs



https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

We'll turn now to allowable and unallowable costs for your project. Be very careful in preparing your proposal and include only allowable costs in both your IMLS ask and your cost share. To do otherwise can hurt your chances of getting positive reviews and being recommended for funding.

We'll go through some common expenses that are allowable and unallowable, but for details, please see Title 2, Subtitle A, Chapter II, Part 200 of the Code of Federal Regulations covering Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, or "2 CFR 200" for short.

Fortunately, the regulations are available online in a searchable format on the U.S. Government Publishing Office website listed on the screen.

Of particular interest is Subpart E - Cost Principles, a small section of which is shown on the right side of the screen.

Allowable Costs



Examples of allowable costs:

- personnel salaries, wages, and fringe benefits
- travel expenses for key project staff and consultants
- materials, supplies, software, and equipment related directly to project activities
- equipment to improve collections storage and exhibit environments
- third-party costs
- publication design and printing
- staff and volunteer training
- internships/fellowships
- indirect or overhead costs

In section D6a of the NANH Notice of Funding Opportunity (pages 16-17), we provide a partial list of the most common examples of allowable costs as listed here.

These costs may be part of what you ask IMLS to pay for and/or what you will pay for as part of your cost share, if you choose to include one. The rules about allowability apply to both sides of the budget.

Unallowable Costs



Examples of unallowable costs:

- general fundraising costs, such as development office staff or other staff time devoted to general fundraising
- contributions to endowments
- general operating support
- acquisition of collections (see 2 C.F.R. §3187.15(b))
- general advertising or public relations costs
- construction or renovation of facilities
- social activities, ceremonies, receptions, or entertainment
- research projects (see 2 C.F.R. § 200.87)

In section D6a of the NANH Notice of Funding Opportunity, we also provide a list of generally unallowable costs, again both for IMLS funds and for cost share. These costs may not be part of what you ask IMLS to pay for, nor can they be part of what you will pay for as part of your cost share. In fact, unallowable expenses can't show up anywhere in your proposal.

As you prepare your application, it's a good idea to compare your list of proposed expenses against these lists of allowable and unallowable costs and against the appropriate set of cost principles, specific details of which can be found in 2 CFR part 200 - this is the part of the Code of Federal Regulations covering Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.

Application Components: Required Documents

These components are required of all NANH applications -

- Application for Federal Assistance/Short Organizational Form (SF-424S)
- IMLS Supplementary Information Form (including Abstract)
- IMLS Museum Program Information Form
- Organizational Profile (1 page)
- Narrative (5 pages max.)
- Schedule of Completion (1 page per year max.)
- Performance Measurement Plan
- IMLS Budget Form
- Budget Justification
- List of Key Project Staff and Consultants
- Resumes of Key Project Staff and Consultants (2 pages max. each)

Next up are application components. Your application will consist of a series of individual documents, and it's very important to make sure you prepare and submit everything you should.

These application components fall into three categories in the Native American/Native Hawaiian Museum Services funding opportunity. The first is that of **Required Documents**. **All applications must include the documents listed here.** Omission of even just one can result in the exclusion of your application from further consideration. Also important to note are page limits. If you exceed the page limit specified in the Notice of Funding Opportunity, we must remove the extras before your application goes out for review. That means your reviewer may well see a paragraph or sentence end in mid air and will wonder about your planning skills and your attentiveness to detail. Make sure your content fits into the page limits specified and make sure the number of pages holds when you convert your document to a PDF.

Two of our required forms are ones you will download through Grants.gov, and they are dynamic. By that I mean that your answers to certain questions will determine which questions you see next. These are the **IMLS Supplementary Information Form (including Abstract)** and the **IMLS Museum Program Information Form**.

Conditionally Required Documents

These components are required of some NANH applications -

- Proof of Private, Nonprofit Status (for organizations that primarily serve and represent Native Hawaiians)
 - Proof of Eligibility (for organizations that primarily serve and represent Native Hawaiians)
 - Final Federally Negotiated Indirect Cost Rate Agreement
 - Digital Products Plan (2 pages max)
 - Detailed Condition Reports and/or Conservation Treatment Proposals
-
- **IMPORTANT:** The term “digital product” includes (1) digitized and born-digital content, resources, or assets; (2) software; and (3) research data. See instructions for the Digital Product Plan for more details.

The second category of application components is that of **conditionally required documents**. Some applications must include one, two, or a combination of these, and it's your job to figure out which are required for yours.

- If you are a non-profit organization that primarily serves and represents Native Hawaiians, then you must include your proof of nonprofit status issued by the IRS as well as appropriate Proof of Eligibility documentation outlined in the Notice of Funding Opportunity.
- If you are using a federally negotiated indirect cost in your budget, then you must include a copy of your final rate agreement.
- If you create digital products during the course of your project, then you must complete and submit a Digital Products Plan.
- If you are requesting support for conservation treatment, then you must include detailed condition reports and/or formal conservation treatment proposals.

Just like the required documents, omission of even one can result in the exclusion of your application from further consideration.

Please note that the term “digital product” includes 1) digitized and born-digital content, resources, or assets; 2) software; 3) research data. If you are creating any of these types of materials, you must include the plan with your application.

Supporting Documents

These components are optional in NANH applications. Include only those that supplement the Narrative and support the project description provided in the application.

- Letters of commitment from partners, third-parties, and groups you will work with
- Bibliography or references relevant to your proposed project design or evaluation strategy
- Letters of support from experts and stakeholders
- Relevant images
- Exhibit design plans
- Reports from planning activities
- Contractor or vendor quotes
- Equipment specifications
- Products or evaluations from similar completed or ongoing projects
- Collections, technology, or other departmental plans as applicable to the proposed project
- Web links to relevant online materials
- Needs assessments

The third group of application components is **Supporting Documents**, and here is a **partial list of examples**. Supporting documents are completely optional. You may submit some or none. We urge you to make good decisions here and include only those that supplement the Narrative and support the project description you provide in your application. This is not the place to introduce new information. We also recommend that you be respectful of your reviewers' time and avoid any temptation to include hundreds of pages of extraneous material that is not directly relevant to your project. Being judicious really does work to your benefit. Include what is important and helpful, and stop there.

Narrative: Project Justification

Tell us:

- Which program goal and associated objective(s) of the Native American/Native Hawaiian Museum Services grant program will your project address
- How will your project strengthen museum services?
- What need, problem, or challenge will your project address, and how was it identified?
- Who is the target group for your project and how have they been involved in the planning?
- Who are the ultimate beneficiaries for this project?

And now let's talk about the **Narrative** of your proposal. You have five pages to cover three very important issues, and the Notice of Funding Opportunity provides lengthy guidance on what the Narrative should cover.

PROJECT JUSTIFICATION

What need, problem, or challenge will your project address, and how was it identified? Describe how you have used demographic information, economic circumstances, condition assessments, and other relevant data from reliable sources to define the need, problem, or challenge and develop the scope for the project.

Who is the target group for your project and how have they been involved in the planning? "Target group" refers to those who will be most immediately and positively affected by your project. Identify the number of individuals in the target group or in each target group, if you identify more than one.

Who are the ultimate beneficiaries for this project? "Beneficiaries" refers to those who are likely to be aided in the long-term by your project. They may or may not be the same as your "target group." Identify the number of individuals who will benefit from your project in the long term, if reliable and defensible counts are possible. Otherwise describe the characteristics of the beneficiaries you expect to be served eventually by your project.

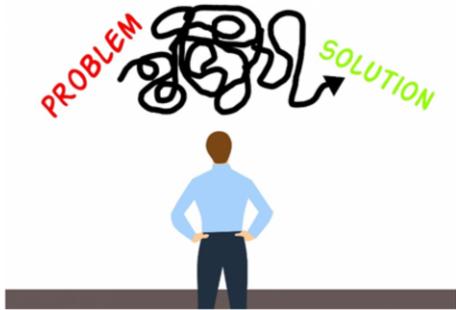
Narrative: Project Justification

Reviewers will look for:

- Has the applicant selected an appropriate program goal and one or more associated objectives of the Native American/Native Hawaiian Museum Services grant program?
- Are the ways in which this project strengthens museum services specific and measurable?
- How well has the applicant used relevant data and best practices to describe the need, problem, or challenge to be addressed?
- If applicable, are the collections and/or records that are the focus of the project and their current condition described and quantified in enough detail?
- Has the applicant appropriately defined the target group(s) and beneficiaries, as applicable, for this work?
- Have the target group and other project stakeholders been involved appropriately in planning the project?

In section E of the Notice of Funding Opportunity, under Review Criteria, you will find a list of questions that reviewers are asked to answer when they review your proposal. It is a good idea to refer to these as you craft your narrative to be certain you are providing Reviewers clear, solid information. You will see that they correspond fairly directly with the prompts you are given to write your narrative.

Defining a need, problem, or challenge



- Remember that the federal government wants its investment to result in something getting better.
- Articulate what will get better as a result of your project as precisely as possible.
- Identify why it is important that this change happens.
- Hone your problem definition carefully.
- Present data that support your problem definition.

Because the need, problem, or challenge is foundational in your application, keep these points in mind.

- The federal government wants its investment to result in something getting better.
- As you define your need, problem, or challenge, articulate what will get better as a result of your project as precisely as possible. Will someone learn something, develop a skill, change an attitude? Will members of your community be better able to work together to solve problems? Will collections be better cared for? Will their lifespan be extended? Will access to your collections and the information surrounding them be expanded? Identify why it is important that this particular change happens.
- Hone your problem definition carefully in clear, succinct terms.
- Gather and present data that support your problem definition.

Narrative: Project Work Plan



Tell us:

- What specific activities will you carry out and in what sequence?
- What are the risks to the project and how will you mitigate them?
- Who will plan, implement, and manage your project?
- What time, financial, personnel, and other resources will you need to carry out the activities?
- How will you track your progress toward achieving your intended results?

PROJECT WORK PLAN

This is where you identify who will do what activities, when, and using what resources.

Note that we ask you to think about risks that are inherent in your particular project and to tell us how you've taken that into account in your planning. We'll say more about that in a few minutes.

We want you to explain how you will track your progress toward achieving your proposed results and what you'll do if you need to correct course. And finally, reflecting the federal government's desire that everything in which we invest generate as broad a benefit as possible, we ask you to tell how and with whom you will share your project's results.



Narrative: Project Work Plan

Reviewers will look for:

- Are the proposed activities informed by relevant theory and practice?
- Are the goals, assumptions, and risks clearly stated?
- Do the identified staff, partners, consultants, and service providers possess the experience and skills necessary to complete the work successfully?
- Are the time, financial, personnel, and other resources identified realistic for the scope and scale of the project?
- Is the proposed Performance Measurement Plan likely to generate the required measures of Effectiveness, Efficiency, Quality, and Timeliness?
- If present, does the Digital Products Plan reflect appropriate practices and standards for creating and managing the types of digital products proposed?
- Will the proposed methods for tracking the project's progress toward achieving the intended results allow course adjustments when necessary and result in reliable and measurable information about the results of the project?

Again, this is the list of questions, in Section E, that reviewers are asked to answer when they review your proposal.

Defining an activity



- An activity is something that someone does.
- It has a beginning and an end.
- You know when you've finished it because it doesn't need to be done any more (or it is no longer on your To Do List).
- It is not a "goal," "result," or "outcome." It is a thing you do as part of striving to achieve those.
- Aim for a reasonable level of granularity in identifying your activities—not too much, not too little, just right.

[Image: <https://pixabay.com/en/stick-figure-road-sign-traffic-sign-1097163/>]

Your work plan will be built on activities, so it's important to be clear about just what an activity is.

An activity is something that someone does. It has a beginning and an end (just like projects), and you know when you've finished it because it doesn't need to be done any more. It is no longer on your To Do List.

An activity is NOT a goal, a result, or an outcome. Rather it is something you do as part of striving to achieve those.

Aim for a reasonable level of granularity in identifying your activities. That might be hard, but strive for not too much, not too little, but rather just right.

Defining risks



About Risk

- There is no checklist of risks, but every project has them.
- The best proposals will show that the applicant is aware of them and has thought through a plan for dealing with them.
- Answer the question, “What if?”

Examples of Risk

- A project may be structured around interns, who will be selected and trained according to well thought-out processes. What will happen if one or more interns drops out? What’s the plan for replacing them mid-project?
- A project involving rehousing collections into new museum-quality collections storage furniture might run into delays in preparing the space or in the delivery of the cabinets. What happens to the collection items then? How will the institution ensure that they remain safe and secure?

[Image: <https://cheekymunkey.co.uk/wp-content/uploads/2017/04/What-is-an-IT-security-risk-1024x437.jpg>]

We also ask you to think about risks that are inherent in your particular project and to tell us how you’ve taken that into account in your planning. Think of it as answering the question, “What if?”

There is no checklist of risks, but every project has them. The best proposals will show that you are aware of them and have thought through a plan for dealing with them. Look at your activities and think about what could go wrong. Focus on the ones where your experience (your own or that of your group) tells you, “Yes, that could happen” and identify steps you would take in response.

IMLS knows things go differently than expected. We just want you to prepare by identifying implementable options.

Narrative: Project Results



Tell us:

- What are your project's intended results and how will they address the need, problem, or challenge you have identified? Be sure to address this question from the dual perspectives of advancing knowledge and understanding and ensuring that the federal investment made through this grant generates benefits to society.
- How will the knowledge, skills, behaviors, and/or attitudes of the target group change as a result of your project?
- If applicable, how will the care, condition, management, access to, or use of the collections and/or records that are the focus of your project improve?
- What products will result from your project?
- How will you sustain the benefit(s) of your project beyond the conclusion of the period of performance?

PROJECT RESULTS

The third section of your Narrative should be devoted to articulating your project's intended results.

This section is your chance to convince the reviewers that your project will result in something getting better. The need or problem you identified in your Project Justification will be addressed directly, and it will be diminished or eliminated altogether.

We ask you to tell us what data you will collect and report in order to measure your project's success.

If your project will generate tangible products (and most do), here's the opportunity to describe them and make the case that they will be useful. And last, but not least, we ask that you tell us how you will sustain the benefit of the project. How will this improvement that you propose to make continue once your grant is over?



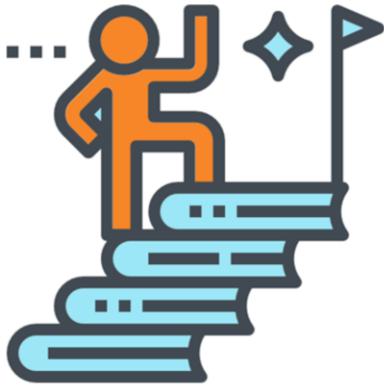
Narrative: Project Results

Reviewers will look for:

- Are the project's intended results clearly articulated, realistic, meaningful, and linked to the need, problem, or challenge addressed by the project?
- Is the plan to effect meaningful change in knowledge, skills, behaviors, and/or attitudes solidly grounded and appropriately structured?
- If applicable, will the care, condition, management, access to, or use of the museum collections and/or records improve as a result of the project?
- Is it clear that the federal investment made through this grant will generate identifiable benefits to society?
- Will the products created by the project be made available and accessible to the target group?
- Is the plan to sustain the benefits of the project beyond the conclusion of the period of performance reasonable and practical?

And this is the list of questions, in Section E of the Notice of Funding Opportunity, that reviewers are asked to answer when they review your proposal's narrative response to Project Results.

Defining intended results, success measures



- Answer the question, “What will be better as the result of this work?”
- Think through how you’ll recognize success and how you’ll measure it for each of your high-level activities.
- Tie everything back to your need, problem, or challenge.
- Include tangential benefits or positive outcomes, but make sure they are in addition to, not instead of, your original intended results.
- Consider constructing a logic model to explain your intended results and your plan for achieving them.

We often hear that defining intended results and success measures is challenging for applicants, so it’s worth spending a bit of time on this here.

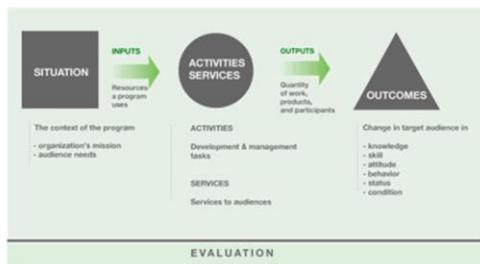
Let’s think back to the questions we referenced a couple of slides ago when we talked about defining the need, problem, or challenge that your project is addressing. If you said someone will learn something, how will you know? If your problem related to segments of your community being better able to work together, how will you know when that has been achieved? If collections will be better cared for, how will you be sure and how will you measure “better”? If you’re digitizing to expand accessibility, how will you know when you’ve done it?

All of your results should tie back to your need, problem, or challenge. You may well experience tangential benefits and/or positive outcomes, but make sure you identify them as “in addition to” and not “instead of” your original intended results. Reviewers are likely to see that as a disconnect.

This focus on results and measuring success in meaningful ways is not new, but it hasn’t gotten easy. There has been a tremendous amount of work done on ways to measure success, and we as an agency are still working on this. For you as an applicant though, we encourage you to consider using a logic model to explain your intended results and your plan for achieving them.

Logic Models

- Consider using a logic model to explain your intended results and your plan for achieving them.
- Learn more through IMLS's Shaping Outcomes online course at <http://www.shapingoutcomes.org/>



This block shows several overlapping worksheets from the 'shaping outcomes' Logic Model Workshop. The visible sections include:

- III. Logic model summary:** A form with fields for 'Use for what?', 'For whom?', and 'For what outcome/benefit?'.
- IV. Program:** A section for detailing the program, including 'Inputs', 'Activities', and 'Services'.
- V. Outcomes:** A table with columns for 'Outcome #', 'Industry', 'Applied to', 'Data Source', 'Date Interval', and 'Target'. It lists four outcomes for tracking.

Some NANH applicants use logic models, and reviewers appreciate their conciseness and focus. There are many excellent resources available to help you construct a logic model, and among these are IMLS's "Shaping Outcomes," a free online course developed in partnership with Indiana University-Purdue University of Indianapolis. It is available at www.shapingoutcomes.org, and it is customized to meet the needs of museum applicants. There are downloadable worksheets and numerous examples that you are likely to find relevant to your own work.

So, to recap: Your Narrative has three sections—Project Justification, Project Work Plan, and Project Results, and you have five pages for it. It's important to remember that the sections are all equally important. Write clearly, address what we ask you to address, and keep an eye on those review criteria. We're telling you here exactly what the reviewers will look for, so make it easy for them to find it and understand it.



Performance Measurement

Performance Measurement

- How good a job did an organization do as a federal awardee?
- Helps us understand what level of performance is achieved by a specific project and by extension, a specific grant program

Project Evaluation

- How successful was a project at achieving a set of specific intended results?
- Helps us understand and explain why we are seeing the results or outcomes that we are in specific projects and grant programs

At the end of last year, the government added a new requirement to all federal awards. Agencies are now required to measure the performance of awardees. This Performance Measurement requirement is different from Project Evaluation, which is typically included in your project proposals.

Performance Measurement tells us how good a job you did as a federal awardee. It helps IMLS understand, manage, and improve our grant programs and the assistance we provide to applicants and awardees. And it helps us inform internal stakeholders (IMLS leadership; key staff in programs/grants management/finance) and external stakeholders (legislative and oversight committees, media/public) about our grant making.

Project evaluation, by contrast, is all about your project intended results or outcomes. The prompts that help you write your narrative, which we will talk about in a moment, will guide you through a discussion of your evaluation methods – we ask you what need you are addressing and what associated results do you want your project to have, how you will track progress toward achieving your intended results, and how the knowledge, skills, behaviors, and/or attitudes of your target audience will change as a result of your project.

So, let's turn now to our focus on **performance measurement** and how we will ask you to plan for it and report on it.

Performance Measure	Data We Will Collect (e.g., counts, costs, weights, volumes, temperatures, percentages, hours, observations, opinions, feelings)	Source of Our Data (e.g., members of the target group, project staff, stakeholders, internal/external documents, recording devices, databases)	Method We Will Use (e.g., survey, questionnaire, interview, focus group, informal discussion, observation, assessment, document analysis)	Schedule (e.g., daily, weekly, monthly, quarterly, annually, beginning/end)
Effectiveness: The extent to which activities contribute to achieving the intended results	<i>Example: At the end of each month, using a report prepared by the registrar, we will compare the cumulative count of rehoused objects against the total number proposed for the project.</i> <i>Example: At the end of each project year, our external consultant will present results of the ongoing observation-based evaluation and compare them against our intended project results.</i>			
Efficiency: How well resources (e.g., funds, expertise, time) are used and costs are minimized while generating maximum value for the target group	<i>Example: Twice per year, we will assess our expenditures for program supplies on a per-person-served basis.</i> <i>Example: Each quarter, we will calculate the dollar value of volunteer hours contributed to the project as recorded in our online volunteer management system.</i>			
Quality: How well the activities meet the requirements and expectations of the target group	<i>Example: At the beginning, the mid-point, and end of the project, we will administer a satisfaction survey to staff who have participated in the training.</i> <i>Example: We will gather opinions about our online services through questionnaires provided to every 20th user.</i>			
Timeliness: The extent to which each task/activity is completed within the proposed timeframe	<i>Example: Every six months, our Project Director will assess the fit between our proposed Schedule of Completion and actual activity completion dates.</i> <i>Example: Each quarter, each project partner will submit to our Project Director a templated report showing their progress on meeting project milestones.</i>			
	Write your Effectiveness performance measure here.			
	Write your Efficiency performance measure here.			
	Write your Quality performance measure here.			
	Write your Timeliness performance measure here.			

In Section A3 of the NANH Notice of Funding Opportunity, we provide a sample chart which applicants may, but are not required, to use. On the left side of the chart are four commonly used Performance Measures that IMLS has adopted for this effort:

- **Effectiveness:** The extent to which activities contribute to achieving the intended results
- **Efficiency:** How well resources (e.g., funds, expertise, time) are used and costs are minimized while generating maximum value for the target group
- **Quality:** How well the activities meet the requirements and expectations of the target group
- **Timeliness:** The extent to which each task/activity is completed within the proposed timeframe

Across the top are the information points we’re asking you to use in your statements with examples of each. For instance, with “Data We Will Collect” are listed counts, costs, weights, volumes, temperatures, percentages, and hours, as well as qualitative observations, opinions, and feelings.

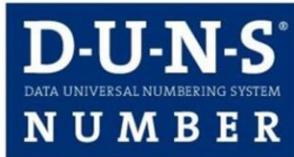
For each performance measure, we provide a couple of examples addressing issues that might turn up in museum and library projects. Our intent was to make it easy for applicants to see the relationship between this request and the project they are proposing.

The blank space is where we suggest applicants write their own performance measure statements, and the chart is constructed such that it can expand to allow as much space as needed. We are looking for one statement for each required performance measure. You may provide more than one statement per measure, if you wish. We do limit the performance

measurement plan to two pages.

Application Tips

Check your registrations, and know your user names and passwords.



- D-U-N-S® Number (www.dnb.com)
- System for Award Management (www.sam.gov)
- Grants.gov (www.grants.gov)

You need all three. SAM.gov expires every year. Grants.gov passwords expire every 60 days. Grants.gov accounts are deactivated after 365 days of inactivity.

At this point, we'd like to share a few tips gleaned from our collective experience in working with applications submitted to the NANH program each year.

First on the list, make sure your registrations are complete and your passwords and user names are current. You must have a DUNS number, an active SAM.gov registration, and a current and functional Grants.gov registration, and if you are just starting out, you'll need to acquire them in that order. In other words, you must have a DUNS number to register with SAM.gov. You must have an active SAM.gov registration to register with Grants.gov.

It's crucial to remember that your SAM.gov registration expires each year and you must renew it. You can check your status at any time by going to www.sam.gov. In addition, your Grants.gov password expires every 60 days, and leaving accounts inactive for a year or more can result in the removal of all account roles. So ... make sure you know who your Grants.gov Authorized Organization Representative is and be sure the username and updated password are in place.

Both the SAM.gov and Grants.gov websites have robust help features and FAQs.



Application Tips

IMPORTANT TO KNOW: We can make grants only to **eligible** applicants that submit **complete** applications, including attachments, **on or before the deadline**. So...

- Start early.
- Become familiar with Grants.gov's Workspace.
See <https://www.grants.gov/web/grants/applicants/workspace-overview.html>
- Do your background research.
- Revisit the grant Notice of Funding Opportunity frequently, and follow the narrative outline it provides. Use headings, subheadings, or numbered sections to make it easy for reviewers to read.
- Avoid generalities, acronyms, and jargon.
- Check your spelling, grammar, and math.
- Ask a colleague to review everything with fresh eyes before you submit it.
- Be sure your application is complete.
- Submit to Grants.gov **early** so you can correct any errors.

IMPORTANT TO KNOW: Our regulations state clearly that we can make grants only to eligible applicants that submit complete applications, including attachments, on or before the deadline. Those are the parameters we must follow as a federal agency. So here are some tips to help ensure that you can too.

- Start early. You've already done that by participating in this webinar, but don't lose momentum. Keep going!
- Become familiar with the Grants.gov's Workspace. This has been available as an option for a couple of years now, and it is now the only option. It has many good features, including upfront validation, which allows you to correct errors prior to submission, and the opportunity to collaborate with others in creating your application. Consider starting with the Workspace Overview and check out the tutorials.
- Do your background research. Make it easy for the reviewers to see that you are up to date and know what you're talking about.
- Revisit the NANH Notice of Funding Opportunity frequently, and follow the narrative outline it provides. Use headings, subheadings, or numbered sections to make it easy for reviewers to read.
- Avoid generalities, acronyms, and jargon. The people who will review your application are experts, but they may not be totally familiar with your particular field's shorthand. Make it easy for them to understand what you mean.
- Check your spelling, grammar, and math. It counts!

- Ask a colleague to review everything with fresh eyes before you submit. Ask them to act like a reviewer who's seeing this for the first time.
- Be sure your application is complete. Check it against the Table of Application Components and then check it again.
- Submit to Grants.gov early so you can correct any errors and avoid any possible issues caused by technology challenges.



Review Process

Date	Review Activity
November 15, 2021	Applicants submit packets through Grants.gov
November - December 2021	IMLS staff review applications for completeness and eligibility
January - March 2022	Review period
May 2022	IMLS Director makes final award decisions
June 2022	IMLS notifies applicants of award decisions; provides reviewer comments
July 1, 2022	Awarded projects begin

This is the general schedule of events to show what happens to your application once we receive it. IMLS staff will review it for completeness and eligibility, and you will hear from us via email if there are any problems.

From January through March, experienced and knowledgeable peer reviewers will provide scores and comments based on the criteria outlined in the NANH Notice of Funding Opportunity, and IMLS staff will examine budgets, financials, and your track record with past and current grants. We then prepare materials for the IMLS Deputy Director for Museums and the Director. By law, the IMLS Director is charged with the authority and responsibility to make final award decisions, and this happens in May.

In June, we notify all applicants by email of the award decisions and provide the scores and comments created by the reviewers.

And on July 1, 2022, funded projects begin.



IMLS Office of Museum Services

Program Contacts:

Mark Feitl
Senior Program Officer
mfeitl@imls.gov
202-653-4635

Jennifer Anstadt
Museum Program Specialist
janstadt@imls.gov
202-653-4765

Thank you very much for your interest in IMLS and in the Native American/Native Hawaiian Museum Services grant program, and we hope you have found the information in this webinar helpful. Here is the contact information for the two IMLS staff assigned to the NANH program. Jenn and I are happy to answer any questions you may have!

Good luck and we look forward to seeing your application in November.

Credit

This presentation text is a work of the U.S. Government and its contents are in the public domain. Images in this presentation are used with permission of the source noted, unless otherwise indicated. If you reuse our work, please acknowledge IMLS as the source.