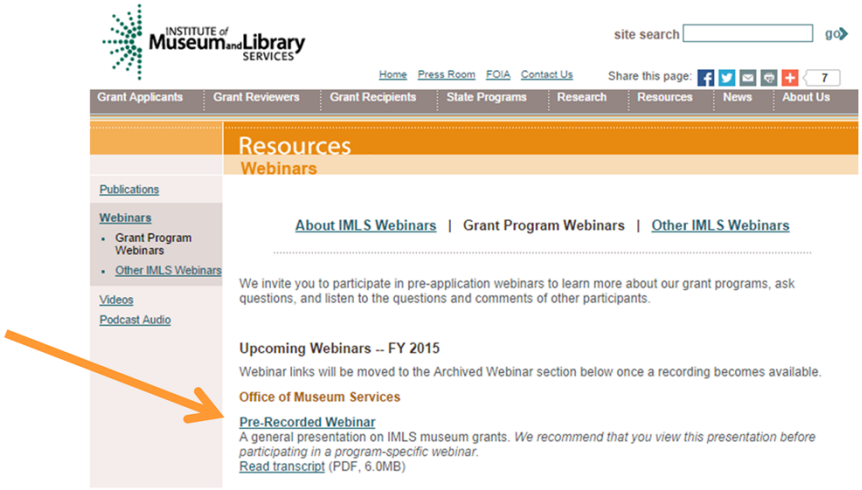
START RECORDING

Welcome to the Institute of Museum and Library Services' webinar, "National Leadership Grants for Museums, Fiscal Year 2015 Information Session."

My name is Helen Wechsler, and with me today are Reagan Moore and Katherine Maas. All of us work in the Office of Museum Services here at IMLS, and we're delighted that you are interested in learning more about the National Leadership Grant for Museums program.

Pre-recorded Webinar



If you have not viewed our pre-recorded introductory webinar about IMLS's funding opportunities, we strongly recommend that you do so at your earliest convenience. You can access it at any time by going to the Resources section of our website, then webinars, then Grant Program Webinars.

Pre-recorded Webinar Summary

1. IMLS's vision, mission and strategic plan are at the core of its grant-making.

2. Funding programs and opportunities include two technical assistance programs
   - Conservation Assessment Program (CAP)
   - Museum Assessment Program (MAP)

   and five grant programs
   - Museums for America
   - National Leadership Grants for Museums
   - Native American/Native Hawaiian Museum Services Grants
   - Museum Grants for African American History and Culture
   - Sparks! Ignition Grants for Museums

As a quick summary, in that webinar, we discussed IMLS's vision, mission and strategic plan which are at the core of our grant-making. You would be well-served to consider these as you think about the project for which you will be seeking IMLS support.

We also talked about all of IMLS's funding programs and opportunities, which include two technical assistance programs (CAP, MAP) and five grant programs: Museums for America, National Leadership Grants for Museums, Native American/Native Hawaiian Museum Services Grants, Museum Grants for African American History and Culture, and Sparks! Ignition Grants for Museums.

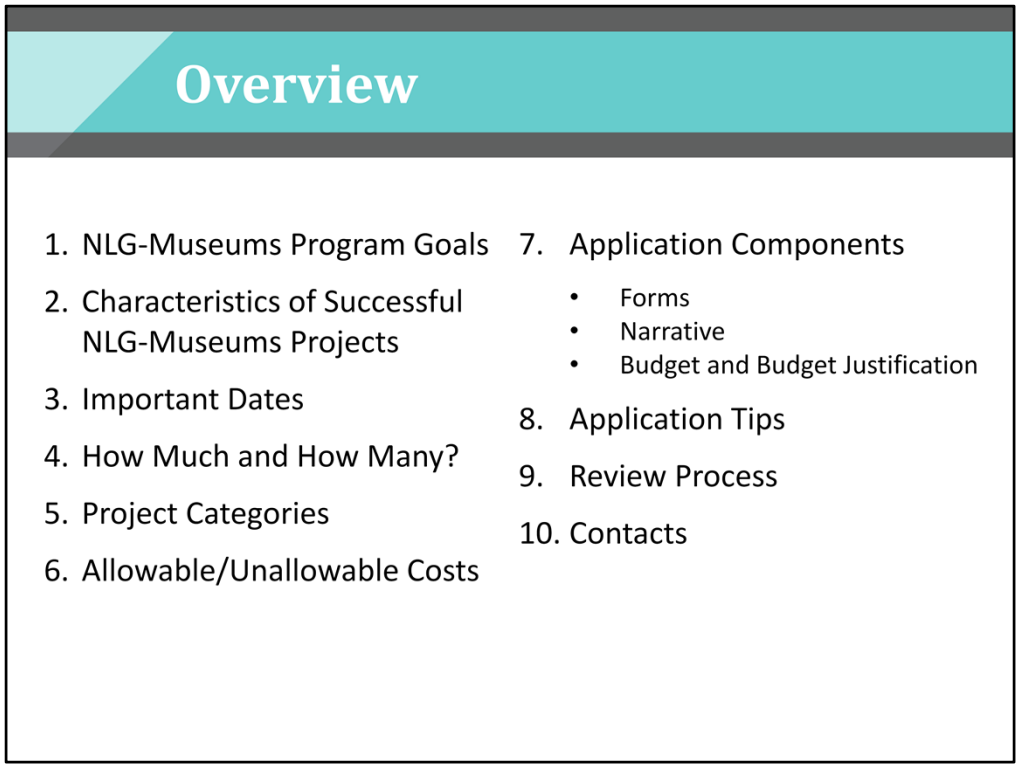
Pre-recorded Webinar Summary

3. Each grant program has its own set of eligibility requirements.
4. Helpful information, contacts, and Notice of Funding Opportunity for applying for funding are on the IMLS website, www.imls.gov.
5. It is very important to get a DUNS number and to register early with SAM.gov and Grants.gov. Keep your registrations current.
6. Be sure to view the webinar for each program to which you may apply.

We reviewed the eligibility requirements for each grant program and provided staff contacts and links to Notice of Funding Opportunity.

We covered registration requirements, which are critical to the application process. So critical, in fact, that we'll address that again a little later.

And lastly, we encouraged potential applicants to view the webinar for each program to which they might want to apply.



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

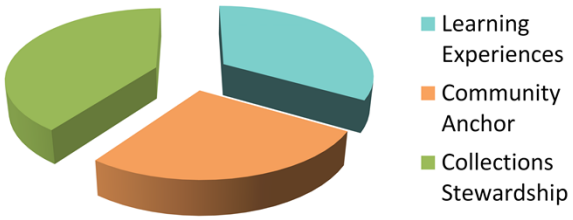
- NLG-Museums Program goals
- Characteristics of Successful NLG Projects
- Important dates
- The questions of How much and how many?
- Project categories
- Allowable and Unallowable Costs
- Application Components
- Application Tips
- The Review Process
- IMLS Staff Contact Information

FY14 NLG Museums Numbers

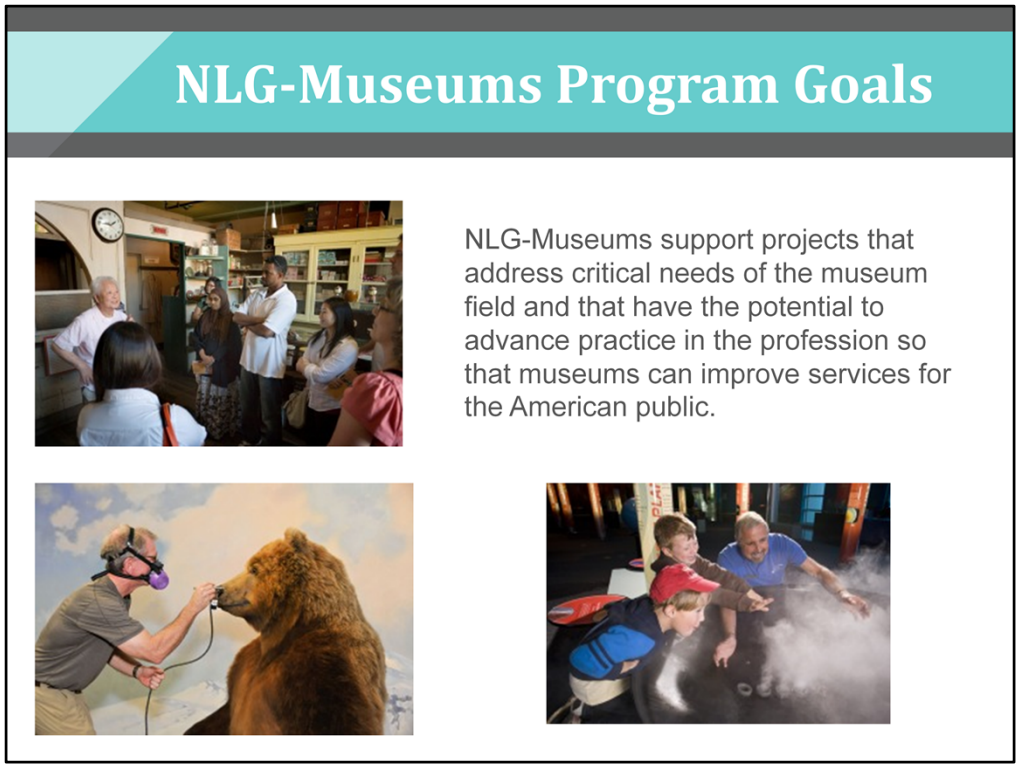
Application and Award Numbers

	Number	Amount
Applications	70	$23,040,447
Awards	15	$5,171,451

Project Categories



As you can see, NLG is a fairly competitive grant program. We were able to fund a little more than 21% of the applications we received. You can also see a pretty even split of funded project among our three project categories (which we will talk about more in a moment). It is important to note, however, that we do not have funds reserved for each project category – rather, we seek to fund the strongest proposals with the greatest potential to meet a field-wide need.



The goal of the NLG-Museums program is to support projects that address critical needs of the museum field and that have the potential to advance practice in the profession

This might be through activities that increase the museum field's abilities to: serve as active resources for lifelong learning, address community needs using their assets and resources, perhaps in concert with other community based organizations, or be good stewards of the nation's collections.

The key concepts here that distinguish NLG from other IMLS funding programs are that the focus on a need within the museum field rather than within an individual museum and the creation of tools, resources, networks, etc. that can be used to meet that need.

Characteristics of Successful NLG-Museums Projects

- ***Broad Impact:*** show the potential for far-reaching impact beyond your institution and influencing practice across one or more disciplines or specific fields within the museum profession.
- ***In-depth Knowledge:*** reflect a thorough understanding of current practice and knowledge about the subject matter and an awareness and support of current strategic initiatives and agendas in the field.
- ***Innovative Approach:*** employ novel approaches or techniques new to your project area to strengthen and improve museum services to benefit the audiences and communities being served.
- ***Collaborative Process:*** incorporate audience, stakeholders and/or other partners to demonstrate broad need, field-wide buy-in and input, access to appropriate expertise, and sharing of resources.
- ***Shared Results:*** generate results such as models, new tools, research findings, services, practices, and/or alliances that can be widely used, adapted, scaled, or replicated to extend and leverage the benefits of federal investment.

I am just going to read these slides that come directly from the NLG-Museums guidelines because we worked hard to capture the essence of what makes a strong and appropriate NLG project.

Important Dates

Applications are due by 11:59 pm Eastern Time on **December 1, 2014.**

Awards will be announced **September, 2015.**

Projects must start **October 1, November 1, or December 1, 2015.**

We want to remind you of important dates for NLG-Museums applications. They are due by 11:59 pm Eastern Time on December 1, 2014. That is non-negotiable and the time stamp is auto-generated by the Grants.gov system. We will say this over and over 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 solve the problem.

NLG-museums awards will be announced in September, 2015.

And all NLG-museums projects must be scheduled to start October 1, November 1, or December 1, 2015. The choice is yours.

How much and how many?

HOW MUCH?

$50,000-$500,000 with 1:1 cost share

Exception: No cost sharing is expected for research projects and will not be considered in the review of the application.

HOW MANY?

There is no limit on the number of applications your museum may submit to NLG-Museums.

NLG applicants can request anywhere from $50,000 to $500,000. There is a 1:1 cost share requirement accept for research project, which we will address a little later. Cost share may be in the form of cash, staff or volunteer time, or third-party contributions. It may not, of course, be funds from another federal source.

The second question is how many applications you may file? There is no limited on the number of applications your museum may submit to NLG-museums.

NLG-Museums Project Categories

Three IMLS programmatic strategic goals inform NLG project categories. You will choose one for your project.

Learning Experiences: IMLS supports the unique ability of museums to empower people of all ages through experiential learning and discovery. Successful projects advance the museum field's ability to provide high-quality, inclusive educational opportunities that address particular audience needs.

Community Anchors: IMLS promotes the role of museums as essential partners in addressing the needs of their communities by leveraging their expertise, knowledge, physical space, technology, and other resources. These projects advance the museum field's ability to create a better quality of life within communities.

Collections Stewardship: IMLS supports the exemplary management, care, and conservation of museum collections. Successful projects advance the museum field's ability to identify new solutions that address high priority and widespread collections care or conservation.

Learn more about the IMLS strategic plan at www.imls.gov/about/strategic_plan.aspx.

Our next topic is project categories.

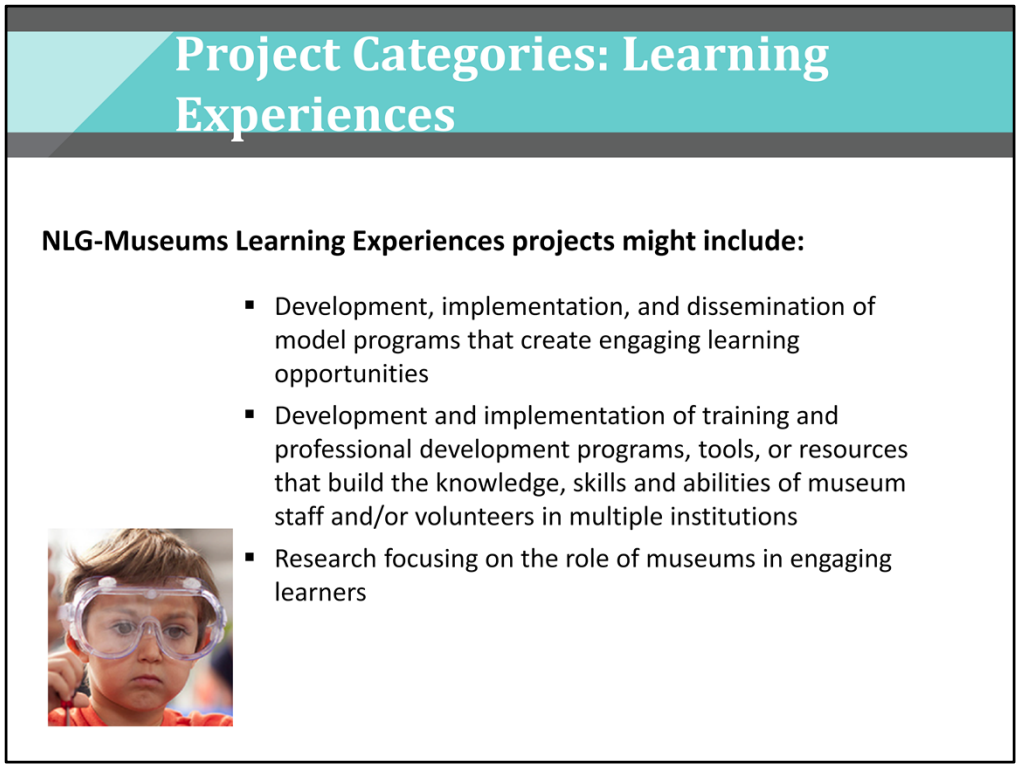
What is most important to you as a potential applicant is that there are three programmatic goals within IMLS's strategic plan that drive our grant-making. Beginning in 2013 and continuing in 2015, we require applicants for both Museums for America and National Leadership Grants for Museums to align their projects with one of these goals.

Goal 1, abbreviated as "Learning Experiences," Projects should advance the museum field's ability to provide high-quality, inclusive educational opportunities that address particular audience needs.

Goal 2, "Community Anchors," Projects should advance the museum field's ability to harness the expertise, knowledge, space, and/or other resources of museums in order to address specific community needs.

And Goal 3, "Collections Stewardship," Projects should advance the museum field's ability to identify new solutions that address high priority and widespread collections care or conservation

It is important to choose the right category for a couple of reasons. First, your application will be reviewed by museum professionals who have experience and expertise in these general categories. And second, your application will be competing against others who have chosen the same category. In short, the entire review process incorporates an assumption that your project aligns with the category you've identified.



So let's take a look at what kinds of activities a project in each of these categories might include.

An NLG-Museums Learning Experiences project might include:

- Development, implementation, and dissemination of model programs that create engaging learning opportunities
- Development and implementation of training and professional development programs, tools, or resources that build the knowledge, skills and abilities of museum staff and/or volunteers in multiple institutions
- Research focusing on the role of museums in engaging learners

Ideally, these and related activities will help the museum field place the learner at the center and result in tools, resources, research findings, etc. that can be used by other museums to create engaging learning experiences for their targeted audiences.

An NLG-Museums Community Anchor project might include:

- Development, implementation, and dissemination of model programs that use museum resources to address community needs
- Development of new and innovative methods for addressing community challenges through partnerships, services, processes, or practices
- Development and implementation of professional development programs, tools, or resources that build the abilities of museum staff to meet the needs of their communities
- Research focusing on the role and value of museums as community anchors

It can sometimes be difficult to choose between this Community Anchor categories and the Learning Experiences category, so we encourage you to think about the origin of the problem you're trying to solve or the need you're trying to meet. Read the guidelines carefully and then ask yourself what's the source for the impetus to do this project? If it's because museums need a new way to fulfill their educational goals then Learning Experiences may be the best fit. If, on the other hand, there is a problem or a need common to many museums that originates in their communities, and museums, perhaps by joining with other community organizations, have the expertise, the know-how, the assets, and the ability to take it on then your project may fit better with Community Anchors.

Project Categories: Collections Stewardship

NLG Collections Stewardship projects might include:

- Development, implementation and dissemination of new tools or services that facilitate access, presentation, management, preservation, sharing, and use of museum collections
- Development and implementation of professional development programs, tools, or resources that impact the ability of museum staff in multiple institutions to improve the stewardship of collections

- Research focusing on any broadly relevant aspect of the management, conservation and preservation of collections.
- Building or strengthening coalitions to enhance collections care

Our third category is that of Collections Stewardship. An NLG-Museums project in Collections Stewardship might include:

- Development, implementation and dissemination of new tools or services that facilitate access, presentation, management, preservation, sharing, and use of museum collections
- Development and implementation of professional development programs, tools, or resources that impact the ability of museum staff in multiple institutions to improve the stewardship of collections
- Research focusing on any broadly relevant aspect of the management, conservation and preservation of collections.
- Building or strengthening coalitions to enhance collections care

We want to point out two places on the IMLS website to learn more about the projects we have funded in NLG-Museums

On the right hand side of nearly every page of our website is a feature called Search Awarded Grants. This is an opportunity to search our archive of grants that we have awarded in past years by grant name, grant issue area, state, year, institution name, and keyword. Your search will return the grantee's name, city, state, year, amount, grant name, and a brief description of the project.

We have also posted the abstract, narrative, and schedule of completion of **3** successful NLG-Museums applications from 2014, **1** in each project category. If you are conflicted over which project category to choose, looking at these exemplary proposals might help clarify your thinking. These may be found at www.imls.gov/applicants/sample_applications.aspx.

Allowable/Unallowable Costs

Grant Reform (2 CFR 200) will be effective for all awards made after December 26, 2014.

If funded, you will be required to follow those regulations that will be in effect at the time of award.

We encouraged you to become familiar with the Grant Reform.

We'll turn now to allowable and unallowable costs for your project. You want to be very careful in preparing your proposal and include only allowable costs in both your IMLS ask and your cost share, if one is required.

Within the past year, the Office of Management and Budget has issued final guidance on Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards—or for short, Grant Reform (2 CFR 200), and this will be effective for all awards made after December 26, 2014. That includes the grants for which you will be applying this round. And this means you will be required to follow those regulations that will be in place at the time of the award.

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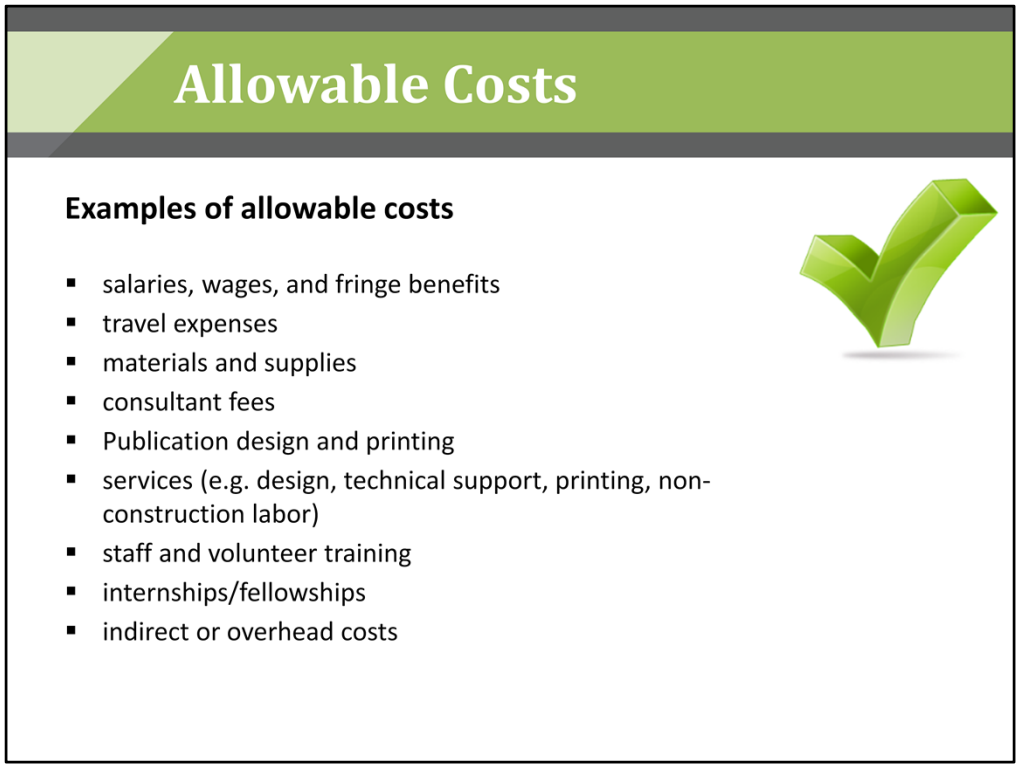


In the NLG Notice of Funding Opportunity, we provide a partial list of the most common examples of allowable costs. These include:

- salaries, wages, and fringe benefits
- travel expenses
- materials and supplies
- consultant fees
- Publication design and printing
- services (e.g. design, technical support, printing, non-construction labor)
- staff and volunteer training
- internships/fellowships
- indirect or overhead costs

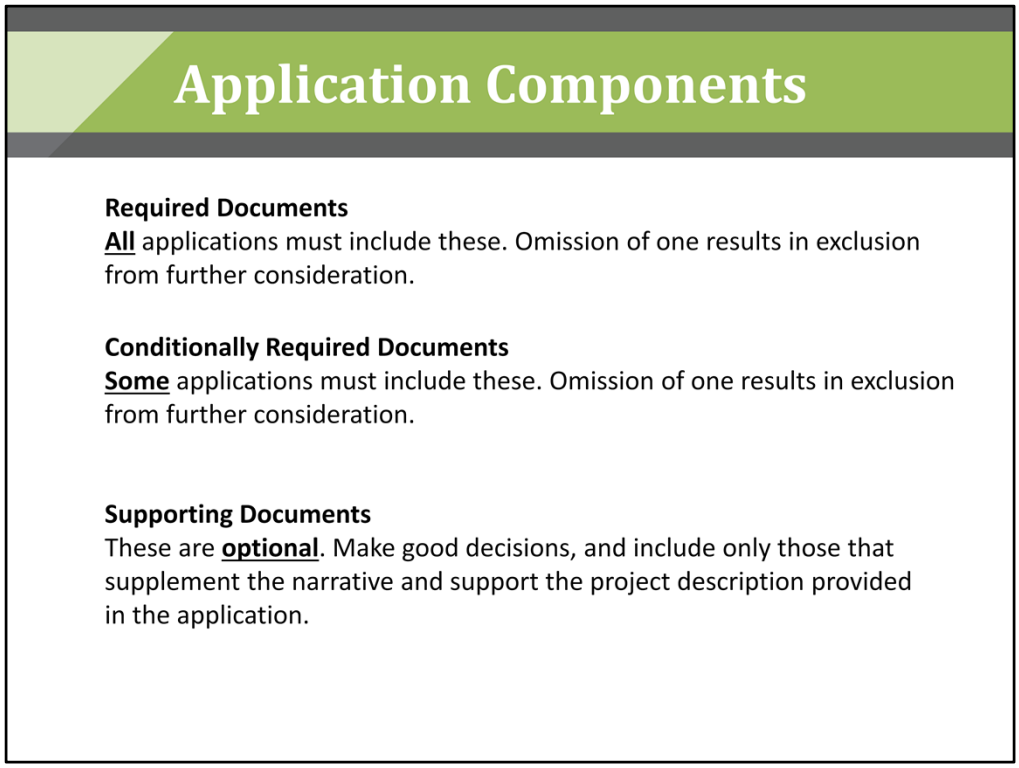
So, these costs may be part of what you ask IMLS to pay for and what you will pay for as part of your cost share, if one is required.

We also provide a partial list of the most common examples of unallowable costs. These include:

- general museum fundraising costs, such as development office staff or other staff time devoted to general fundraising
- contributions to endowments
- general museum operating support
- acquisition of collections
- general advertising or public relations costs designed solely to promote activities other than those related to the specific project
- construction and renovation of museum facilities
- exhibit fabrication that involves contract labor of the construction trades
- reconstruction or renovation of historic sites
- social activities, ceremonies, receptions, or entertainment
- pre-award costs

So, these costs may NOT be part of what you ask IMLS to pay for nor part of what you will pay for as part of your cost share, if one is required.

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. If after that you have specific questions, please contact us and we'll be happy to help.



Next up are application components.

Application components fall into three categories in NLG-Museums. The first is that of Required Documents. All applications must include these. Omission of even just one results in the exclusion of your application from further consideration.

The second group is that of Conditionally Required Documents. Some applications must include these. It might depend on the nature of your institution or some aspect of your project. In either case, omission of even just one results in the exclusion of your application from further consideration.

The third group of application components are Supporting Documents. These are completely optional. You may submit some or none. We strongly recommend, however, that you 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 actually works to your benefit. Include what is important and helpful and stop there.

Table of Application Components

Use the table to keep organized.

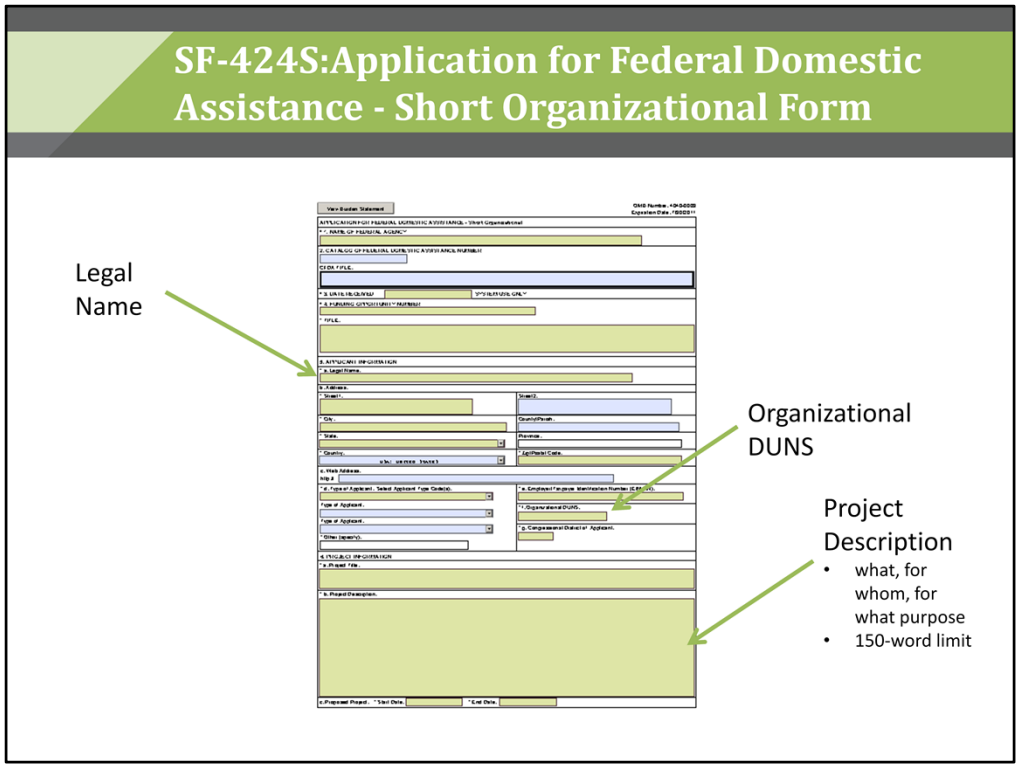
- Serves as a checklist of application components
- Identifies document formats and naming conventions
- Provides links to instructions and forms
- Identifies categories of documents (Required, Conditionally Required, Supporting)

Table of Application Components

Component	Format	File name to use
Required Documents		
The Application for Federal Assistance/Short Organizational Form (SF-424S)	Grants.gov form	n/a
Abstract (one page, max.)	PDF document	Abstract.pdf
IMLS Program Information Sheet	IMLS PDF form	Programinfo.pdf
Organizational Profile (one page, max.)	PDF document	Organizationalprofile.pdf
Narrative (ten pages, max.)	PDF document	Narrative.pdf
Schedule of Completion (one page per year, max.)	PDF document	Scheduleofcompletion.pdf
IMLS Budget Form	IMLS PDF form	Budget.pdf
Budget Justification	PDF document	Budgetjustification.pdf
List of Key Project Staff and Consultants (one page, max.)	PDF document	Projectstaff.pdf
Resumes of Key Project Staff and Consultants that appear on the list above (two pages each, max.)	PDF document	Resumes.pdf
Conditionally Required Documents		
Proof of Nonprofit Status	PDF document	Proofnonprofit.pdf
Federally Negotiated Indirect Cost Rate Agreement	PDF document	Indirectcostrate.pdf
Supporting Documents		
Information that supplements the narrative and supports the project description provided in the application	PDF document	Supportingdoc1.pdf Supportingdoc2.pdf Supportingdoc3.pdf etc.
Digital Stewardship Supplementary Information Form	IMLS PDF form	Digitalstewardship.pdf

In the NLG Museums Notice of Funding Opportunity is a Table of Application Components. We recommend that you use this to keep yourself organized. It serves as a checklist of application components. It tells you what formats and naming conventions to use for each document so that you may upload your application to Grants.gov successfully.

It provides links to instructions and forms. And it tells you which documents are required, conditionally required, and supporting.



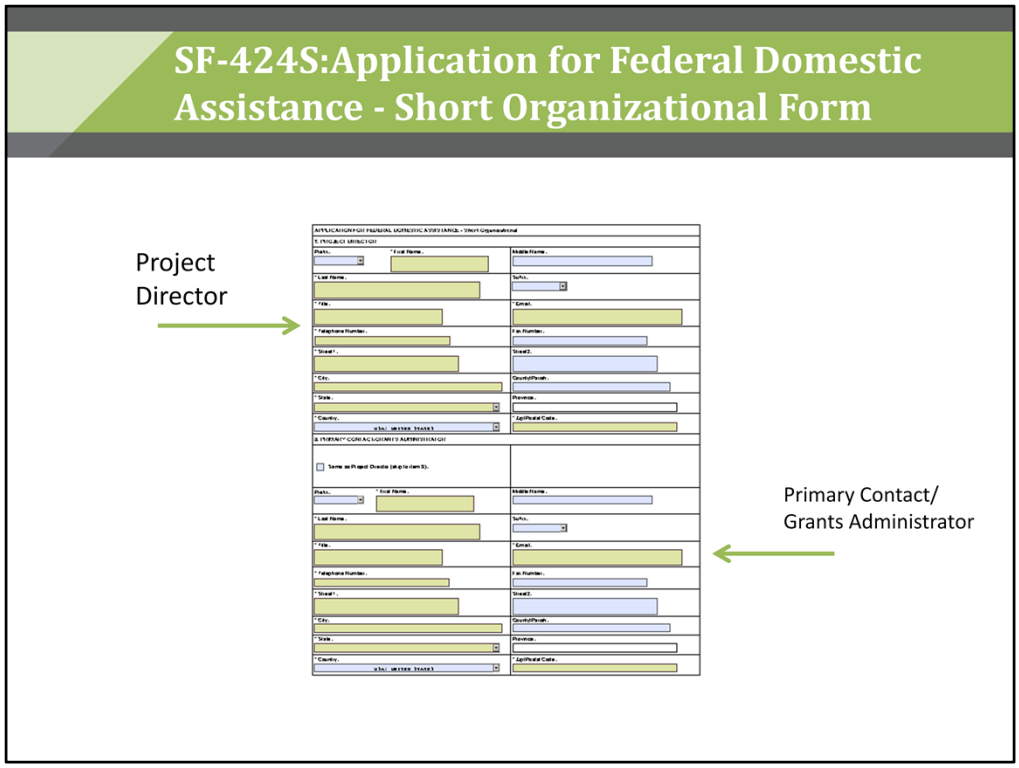
Now we're going to look at some of the forms that are required for your application, and we'll focus on those areas that seem to be the most challenging for applicants. The first form we'll consider is the SF 424S, or the Application for Federal Domestic Assistance, Short Organizational Form. This is a Required Document, and the form is downloaded as part of the Grants.gov package. It is not available from the IMLS website.

There are three important things to watch for on this page:

The **Legal Name** ties to Program Information Sheet, which we'll get to in a few minutes, and these should match. It is the name to which your DUNS number is officially tied.

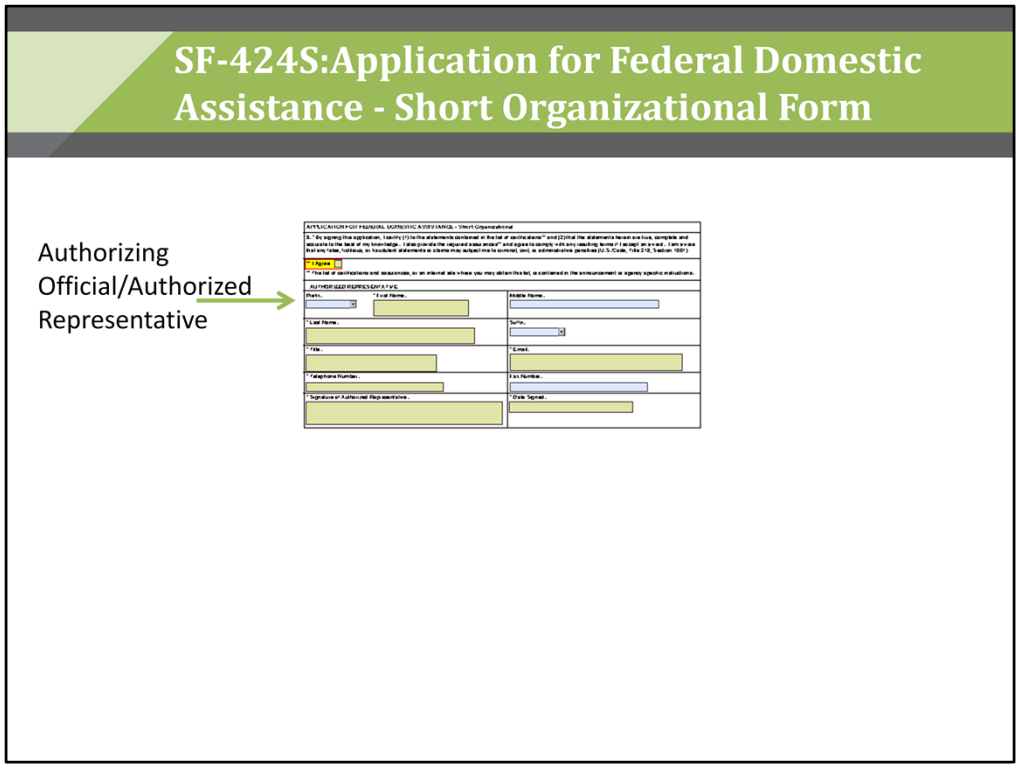
The **Organizational DUNS number** is important in confirming your eligibility, identity, and tax-exempt status. It must link to the Legal Name.

And at the bottom of the page is space for a **Project Description.** This is important for at least two reasons: (1) We use this for several purposes during the review process, and if you're funded, it can be the basis for the representation of your project that goes on our website and to the media. Write your project description to address **what you plan to do**, **for whom**, and for **what purpose**. You might consider making this the last piece you write so that it is as concise and accurate as possible. **(2)** There is a character limit that you won't encounter until the moment you press the **SUBMIT** button. Your entire application might be rejected by Grants.gov if you exceed the limit. You'll get an immediate message to that effect, but if you're minutes away from the deadline, you might not have time to rewrite it. Our experience is that 150 words is close to the maximum limit.

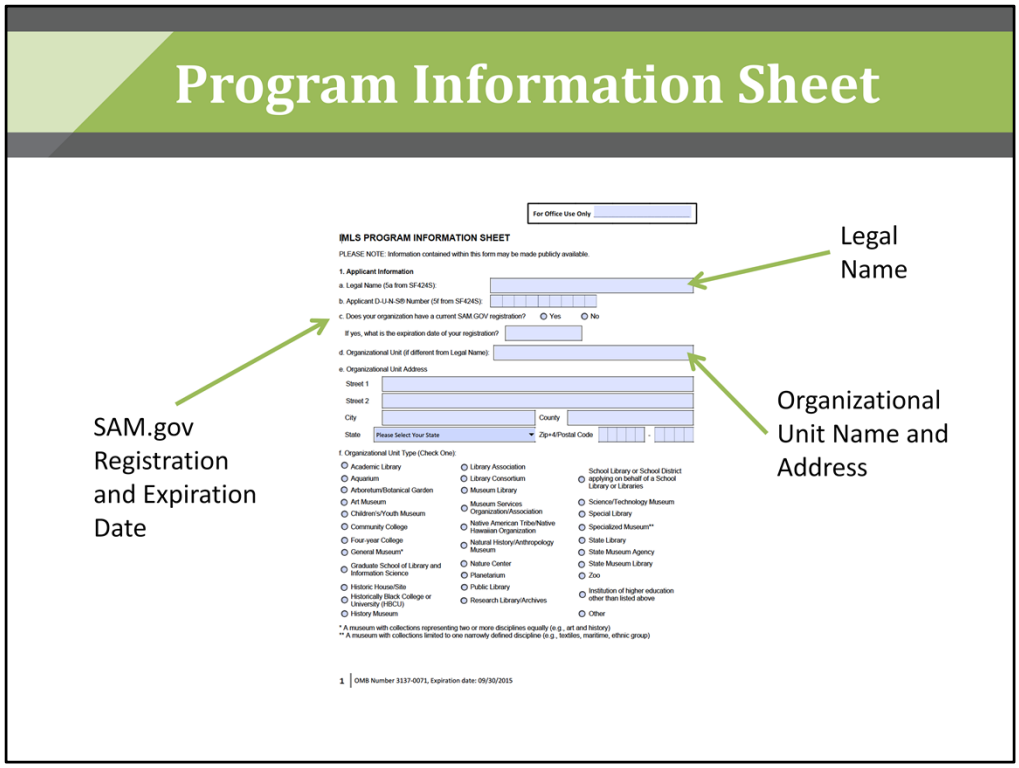


Page 2 of the SF-424S is about the Project Director and the Primary Contact/Grants Administrator. The Project Director should be the person who is responsible for the day-to-day activities of the project—in short for making sure the project gets done. The Primary Contact might be someone in the grants office or someone whose role is more purely administrative. Important to remember here is that in many cases these two positions may be the same person. They don't have to be, but they **may** be.

HOWEVER…



The Authorizing Official, also known as the Authorized Representative, MUST be different from the Project Director. This is the person who has the authority and the responsibility for certifying that statements made in the application are true, complete, and accurate and that the organization will comply with all necessary certifications, assurances, and terms if an award is made. If awarded, this person also signs all reports, financial documents, and change requests. This might be the President/CEO, Director, Board President, or other position of authority within the institution. **It cannot be the Project Director, however.**



Let's turn now to the Program Information Sheet, which is an IMLS form downloadable from our website. This is a five-page document that is VERY important to your application. The Notice of Funding Opportunity provides complete instructions for how to fill out this form, but we want to highlight a couple of especially important things for you here. MAKE SURE THE PROGRAM INFORMATION SHEET YOU DOWNLOAD LOOKS LIKE THIS ONE**.** We made a few changes made this year, and you want to be sure you aren't using a cached version.

In #1a on page 1, you'll see "Legal Name." This must be the same as the "Legal Name" you provided on the SF-424S, and again, it must link to the DUNS number for your organization.

In #1c, we ask about your SAM.gov registration. You MUST have a SAM.gov registration, and it MUST be active. We recommend that you check this immediately. If you haven't registered yet, start the process now because it can take several weeks. If you need to renew, start that process now too because it also can take several weeks. Please remember: Your SAM.gov registration must be active throughout the grant review period, at the time awards are made, and throughout the lifespan of your grant. Without it, we cannot accept your application, review it, make an award, or provide you money.

In #1d, we ask you to record your organizational unit if that is different from the Legal Name of the applicant. When might that be the case? Typically, it is a matter of governing authority – a parent child relationship – such as a University and its museum or a City and its museums.

If you have questions about your own situation, spend some time with the eligibility requirements for NLG for Museums, and then call us if you need help in interpreting them.

Program Information Sheet

Financial Information

IMLS PROGRAM INFORMATION SHEET

2. Organizational Financial Information

a. Please complete the following table for the applicant Organizational Unit for the three most recently completed fiscal years

Fiscal Year	Total Revenue*	Total Expenses**	Surplus or Deficit

* For nonprofit tax filers, Total Revenue can be found on Line 12 of the IRS Form 990.
** For nonprofit tax filers, Total Expenses can be found on Line 18 of the IRS Form 990.

b. If you had a budget surplus or deficit greater than 10% of your annual operating budget for two or more of the three fiscal years listed above, please explain the circumstances of this surplus or deficit in the box below.

c. Were there any material weaknesses identified in your prior year's audit report?

○ Yes ○ No ○ Not applicable

A **material weakness** is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

If **yes**, please explain.

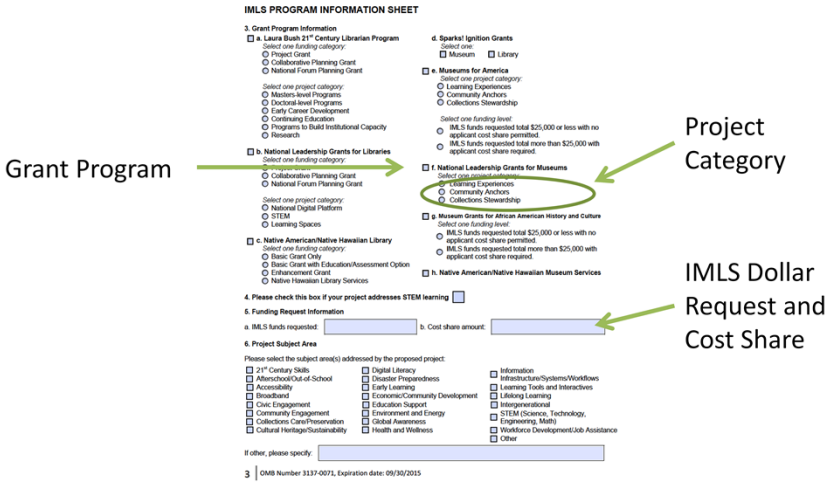
d. Has your organization had an A-133 audit in the past three years?

○ Yes ○ No

2 | OMB Number 3137-0071, Expiration date: 09/30/2015

On page 2, we ask questions about your organization's finances—total revenue and expenses for three fiscal years; budget surplus or deficit greater than 10% of your annual operating budget; and any material weakness identified in your prior year's audit report. If you are applying using an **organizational unit** designation, then these questions apply to it, rather than to the Legal Name entity.

Program Information Sheet



IMLS PROGRAM INFORMATION SHEET

3. Grant Information

☐ a. Laura Bush 21st Century Librarian Program
Select one funding category:
- ○ Project Grant
- ○ Collaborative Planning Grant
- ○ National Forum Planning Grant

Select one project category:
- ○ Masters-level Programs
- ○ Doctoral-level Programs
- ○ Early Career Development
- ○ Continuing Education
- ○ Programs to Build Institutional Capacity
- ○ Research

☐ b. National Leadership Grants for Libraries
Select one funding category:
- ○ Project Grant
- ○ Collaborative Planning Grant
- ○ National Forum Planning Grant

Select one project category:
- ○ National Digital Platform
- ○ STEM
- ○ Learning Spaces

☐ c. Native American/Native Hawaiian Library
Select one funding category:
- ○ Basic Grant Only
- ○ Basic Grant with Education/Assessment Option
- ○ Enhancement Grant
- ○ Native Hawaiian Library Services

☐ d. Sparks! Ignition Grants
Select one:
☐ Museum ☐ Library

☐ e. Museums for America
Select one project category:
- ○ Learning Experiences
- ○ Community Anchors
- ○ Collections Stewardship

Select one funding level:
- ○ IMLS funds requested total $25,000 or less with no applicant cost share permitted.
- ○ IMLS funds requested total more than $25,000 with applicant cost share required.

☐ f. National Leadership Grants for Museums
Select one project category:
- ○ Learning Experiences
- ○ Community Anchors
- ○ Collections Stewardship

☐ g. Museum Grants for African American History and Culture
Select one funding level:
- ○ IMLS funds requested total $25,000 or less with no applicant cost share permitted.
- ○ IMLS funds requested total more than $25,000 with applicant cost share required.

☐ h. Native American/Native Hawaiian Museum Services

4. Please check this box if your project addresses STEM learning ☐

5. Funding Request Information

a. IMLS funds requested: b. Cost share amount:

6. Project Subject Area

Please select the subject area(s) addressed by the proposed project:

- ☐ 21st Century Skills
- ☐ Afterschool/Out-of-School
- ☐ Accessibility
- ☐ Broadband
- ☐ Civic Engagement
- ☐ Community Engagement
- ☐ Collections Care/Preservation
- ☐ Cultural Heritage/Sustainability
- ☐ Digital Literacy
- ☐ Disaster Preparedness
- ☐ Early Learning
- ☐ Economic/Community Development
- ☐ Education Support
- ☐ Environment and Energy
- ☐ Global Awareness
- ☐ Health and Wellness
- ☐ Information Infrastructure/Systems/Workflows
- ☐ Learning Tools and Interactives
- ☐ Lifelong Learning
- ☐ Intergenerational
- ☐ STEM (Science, Technology, Engineering, Math)
- ☐ Workforce Development/Job Assistance
- ☐ Other

If other, please specify:

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On page 3, we ask you to select a grant program, which will be National Leadership Grants for Museums.

#3f is where you indicate which project category—Learning Experiences, Community Anchors, or Collections Stewardship—you have selected for your application. Important to know here is that the selection you make here determines the group in which your proposal will be reviewed. We won't second-guess you on this, so you should choose wisely.

In #5a, we ask you to tell us how many dollars you are requesting from IMLS, and in #5b, we ask you to record your cost share. **Make sure these amounts reflect what's in your budget.** Sometimes people skip these blocks because they intend to fill them in later but forget, and or they record preliminary numbers that change by the time they finish your application. Please double check them.

Program Information Sheet

Museum Profile

IMLS PROGRAM INFORMATION SHEET

7. Population Served

Please select the population(s) served by the proposed project:

- ☐ General Population
- ☐ Early Childhood/Preschool (0-5 years)
- ☐ Middle Childhood/Primary School (6-12 years)
- ☐ Adolescents/High School (13-19 years)
- ☐ Adults
- ☐ Aging, Elderly, Senior Citizens (65+ years)
- ☐ Ethnic or Racial Minority Populations other than Native Americans/Native Hawaiians
- ☐ Families/Intergenerational
- ☐ Immigrants/Refugees
- ☐ Military Families
- ☐ Museum and/or Library Professionals
- ☐ Native Americans/Native Hawaiians/Alaskans Native
- ☐ People with Mental or Physical Challenges/Disabilities
- ☐ People who are Low Income/Economically Disadvantaged
- ☐ Rural Populations
- ☐ Scholars/Researchers
- ☐ Unemployed
- ☐ Urban Populations
- ☐ Other

If other, please specify:

8. Museum Profile (Museum Applicants Only)

a. Is the institution either a private not-for-profit organization that has tax-exempt status under the Internal Revenue Code or a unit of state or local government that is organized on a permanent basis for essentially educational or aesthetic purposes? ○ Yes ○ No

b. Does the institution own or use these objects, whether animate or inanimate? ○ Yes ○ No

c. Does the institution care for these objects? ○ Yes ○ No

d. Does the institution exhibit these objects to the general public on a regular basis through facilities the institution owns or operates? ○ Yes ○ No

e. Is the institution open and exhibiting tangible objects to the general public at least 120 days a year through facilities the institution owns or operates? ○ Yes ○ No

f. Institution's attendance for the 12-month period prior to the application

On-site: Off-site:

g. Year the institution was first open and exhibiting to the public:

h. Total number of days the institution was open to the public for the 12-month period prior to application:

i. Does the institution employ at least one professional staff member, or the full-time equivalent, whether paid or unpaid, who is primarily engaged in the acquisition, care, or exhibition to the public of tangible objects owned or used by the institution? ○ Yes ○ No

j. Number of full-time paid institution staff:

k. Number of full-time unpaid institution staff:

l. Number of part-time paid institution staff:

m. Number of part-time unpaid institution staff:

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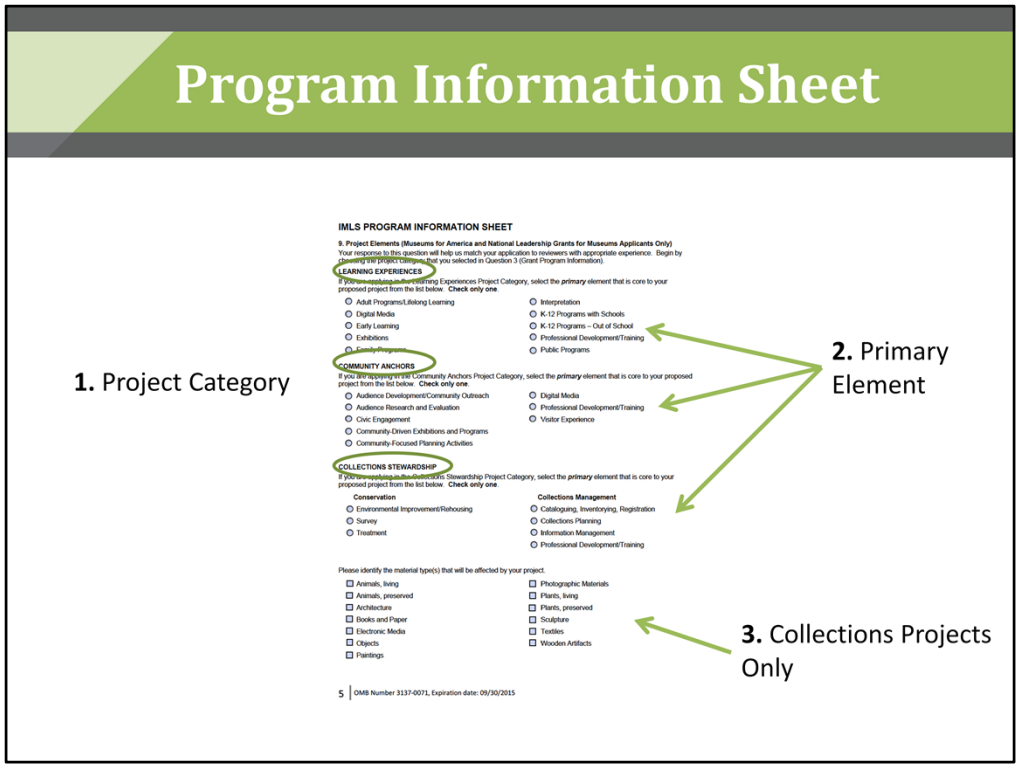
On page 4, we draw your attention to #8, Museum Profile. This is for Museum Applicants Only, and this applies to you if you are a museum applying to National Leadership Grants for Museums. This is where you provide the information we need to verify your eligibility. We need answers for each question, a through m, so don't skip any. To do so could result in your institution's being found ineligible.



On page 5, #9 is all about helping us identify the expertise and experience needed to review your project.

Begin by finding the project category that you selected in Question 3—Learning Experiences, Community Anchors, or Collections Stewardship. Once you've located that list of primary elements for that project category, select the ONE that you consider core to your proposed project. **To recap, you'll check one and only one primary element for your proposal.**

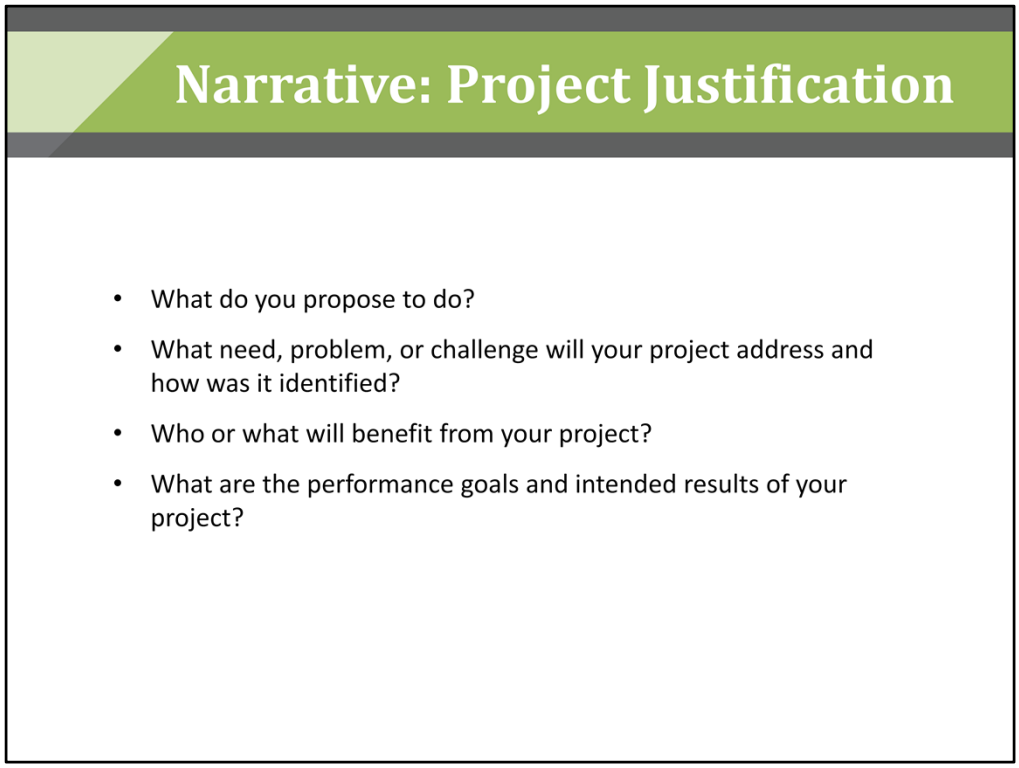
In addition, if your project involves collections, then we ask you to identify the material type or types that will be affected by your project. You may select as many as you feel appropriate here.

Narrative

- Limit to ten single-spaced, numbered pages. (Excess will be removed and not reviewed.)
- Include your organization's name at the top of each page.
- Use at least 0.5-inch margins and a font size of at least 12 points.
- Be clear, concise, and well-organized.
- Address the questions we ask.
- Use the sections we identify: **Project Justification**, **Project Work Plan**, and **Project Results**.
- Keep the review criteria in mind as you write.

Let's turn now to the narrative, which could be considered the core of your application. Some basic considerations are these:

- Limit it to ten single-spaced, numbered pages. Be sure to test the length by printing it out in PDF format. Sometimes PDFs accommodate fewer lines per page than your word processor. **We must remove any extra pages and they will not be reviewed as part of your application.**
- Include your organization's name at the top of each page.
- Use at least 0.5-inch margins and a font size of at least 12 points.
- Be clear, concise, and well-organized in your writing.
- Address the questions we ask.
- Use the sections we identify—Project Justification, Project Work Plan, and Project Results
- Keep the Review Criteria in mind as you write.



In this section of the narrative, you should lay out the reasoning for your project. Tell us in the clearest terms possible what you propose to do; what need, problem, or challenge you expect to address; who or what will benefit; what your performance goals and intended results will be;

Reviewers will evaluate your proposal on how well you explain your project; the narrative section of the notice of funding opportunity lists the questions reviewers are asked. They are like the answers to the test:

- Is the project clearly explained?
- Is the need, problem, or challenge to be addressed clearly identified and supported by relevant evidence?
- Are the people who will benefit from the project clearly identified, and have they been involved in planning the project?
- Are the performance goals and intended results well formulated and achievable?
- If a research project, is the research design appropriate?
- Does the project address current needs of the museum field and/or have the potential to advance practice in the museum profession?
- Does the project align with the selected NLG for Museums category: Learning Experiences, Community Anchors, or Collections Stewardship?

Narrative: Project Work Plan

- What specific activities will you carry out?
- Who will plan, implement, and manage your project?
- When and in what sequence will your activities occur?
- What financial, personnel, and other resources will you need to carry out the activities?
- What resources will your institution contribute to the project?
- How will you evaluate your project?
- How will you track your progress toward achieving your performance goals and intended results?
- How and with whom will you share your project's results?

The Project Work Plan is the part of the narrative in which you relay who will do what when and using what resources?

We ask you to tell us what specific activities you will undertake; who will plan, implement, and manage your project; when and in what sequence your activities will occur; what financial, personnel, and other resources you will need to carry out the activities; what resources your institution will contribute if this is allowed and required; how you will track progress toward achieving your performance goals and intended results; and how and with whom you will share your project's results.

Reviewers are asked:

Are the proposed activities informed by appropriate theory and practice?

Do the identified staff, partners, consultants, and service providers possess the experience and skills necessary to complete the work successfully?

Is the schedule of work realistic and achievable?

Are the time, personnel, and financial resources identified appropriate for the scope and scale of the project?

Does the institution provide evidence of its capacity to carry out the project activities and meet the cost-share requirement? Note: Cost sharing is not expected for research grants.

Is the proposed evaluation methodology appropriate for project activities? Will it result in valid, reliable, and generalizable findings?

Is a clear methodology described for tracking the project's progress and adjusting course when necessary?

Is there an effective plan for communicating results and/or sharing discoveries?

For research projects, does the proposal answer the questions outlined in the guidance

on how to write an effective research proposal?

Narrative: Project Results

- How will the knowledge, skills, behaviors, and/or attitudes of the intended audience change as a result of your project?
- What performance indicators will you use to measure this change?
- What are the proposed targets for these performance indicators?
- How will you compare the proposed targets to actual outcomes?
- What project results will be of value to the field?
- How will you sustain the benefit(s) of your project?

The third and last section of your narrative should be devoted to articulating what changes as the result of your doing this project. It should tie back directly to the need, problem, or challenge you set out in the Project Justification.

We also ask you to tell us what performance indicators you will use to measure this change and what you are proposing as targets for these performance indicators. You'll need to tell us how you will compare the proposed targets to the actual outcomes you achieve. We want to know what tangible products will result form your project, and how you will sustain the benefits of your project beyond the lifespan of this particular project. Reviewers will ask:

- Are the proposed activities informed by appropriate theory and practice?
- Do the identified staff, partners, consultants, and service providers possess the experience and skills necessary to complete the work successfully?
- Is the schedule of work realistic and achievable?
- Are the time, personnel, and financial resources identified appropriate for the scope and scale of the project?
- Does the institution provide evidence of its capacity to carry out the project activities and meet the cost-share requirement? Note: Cost sharing is not expected for research grants.
- Is the proposed evaluation methodology appropriate for project activities? Will it result in valid, reliable, and generalizable findings?
- Is a clear methodology described for tracking the project's progress and adjusting course when necessary?
- Is there an effective plan for communicating results and/or sharing discoveries?

- For research projects, does the proposal answer the questions outlined in the guidance on how to write an effective research proposal?

Project Evaluation Definitions

An **outcome** is the tangible result or consequence of a series of activities that you undertake during your project. It might be an improved delivery of a museum service, or it might be a change in knowledge, skills, behaviors, or attitudes among individual(s) or group(s) of people. In all cases, the outcome must be accomplishable by the end of the project. An outcome answers the question, "So what?" or "What difference did our project make?"

A **target** is the specific level of achievement that you hope to reach for a particular outcome. It is expressed as a number or a percentage. A target answers the question, "How will we know our project is a success?"

A **performance indicator** is a measurable characteristic that indicates achievement of the outcome. It might be a behavior that demonstrates there has been a change in knowledge, skill, behavior, or attitude among learners, or it might be a reading of an instrument that demonstrates there has been a change in environmental conditions for collections. An indicator answers the questions, "How will we know that participants or collection objects experienced the intended outcome(s)?" and "What will we measure?"

Here are some basic definitions of terms used in the NLG Notice of Funding Opportunity instructions for writing your narrative.

An **outcome** is the tangible result or consequence of a series of activities that you undertake during your project. It might be an improved delivery of a museum service, or it might be a change in knowledge, skills, behaviors, or attitudes among individual(s) or group(s) of people. **In all cases, the outcome must be accomplishable by the end of the project.** We therefore do not recommend identifying an outcome that cannot reasonably be achieved and documented within the timeline of your project. An outcome answers the question, "So what?" or "What difference did our project make?"

A **target** is the specific level of achievement that you hope to reach for a particular outcome. It is expressed as a number or a percentage. A target answers the question, "How will we know our project is a success?"

A **performance indicator** is a measurable characteristic that indicates achievement of the outcome. It might be a behavior that demonstrates there has been a change in knowledge, skill, behavior, or attitude among learners, or it might be a reading of an instrument that demonstrates there has been a change in environmental conditions for collections. An indicator answers the questions, "How will we know that participants or collection objects experienced the intended outcome(s)?" and "What will we measure?"

About Project Evaluation

We empower applicants to:

- define their performance indicators and intended outcomes,
- decide the best way to measure success in achieving them, and
- convince reviewers that their choices are appropriate, informed, and likely to be successful.

For help and ideas visit:

Evaluating Your Project
www.imls.gov/applicants/evaluating_your_project.aspx

Outcome Based Evaluation
www.imls.gov/applicants/outcome_based_evaluations.aspx

Shaping Outcomes: Making a Difference in Libraries and Museums Tutorial
www.shapingoutcomes.org/

In talking with potential applicants about their proposals, we often hear questions about what IMLS expects in terms of evaluation and measures of success. Our current approach is to empower applicants to define their intended outcomes, decide the best way to measure success in achieving them, and then of course convince reviewers that their choice is appropriate, informed, and likely to be successful. We are not prescriptive about it, but rather depend on you to make and defend your case.

For help and ideas, you might wish to visit one or all three of these webpages as you think through what is appropriate for your project:

- Evaluating Your Project
- Outcome Based Evaluation
- and Shaping Outcomes: Making a Difference in Libraries and Museums, which is a self-guided tutorial

Research Projects

- What are your the specific research questions?
- What is the relevance of the proposed research for current practice?
- What research method(s) will be used?
- What type of data will be gathered?
- How will the data be analyzed?
- How will the information be reported?
- How will the research data be managed and made available for future use (as applicable)?

http://www.imls.gov/applicants/guidance_for_research_proposals.aspx

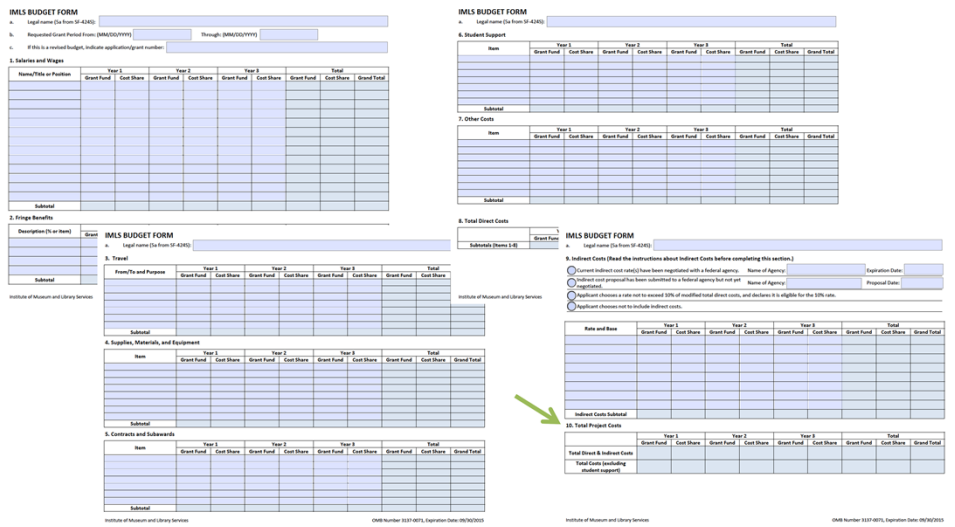
As you probably noticed, we welcome research projects under any of the three NLG-Museums categories. To submit a competitive research proposal, your narrative should answer the following questions:

- What are the specific research questions this investigation will attempt to answer?
- What is the relevance of the proposed research for current practice?
- What research method(s) will be used to conduct the research?
- What type of data will be gathered?
- How will the data be analyzed?
- How will the information be reported?
- How will the research data be managed and made available for future use (as applicable)?

If an electronic dataset will be created as a result of the proposed research, you **must** complete section 3 of the Digital Content Supplementary Information Form (which I will talk about a little later) and include this form as part of your application.

A link within the guidelines will take you to a page with guidance for research proposals.

IMLS Budget Form



For more on the IMLS Budget Form, see www.imls.gov/applicants/instructions_for_completing_budget_documents.aspx

At this point, we move on to the IMLS Budget Form. This is a single fillable PDF document that is four pages long and that you download from our website. You'll use it whether your project is 1, 2, or 3 years in duration. The form adds for you automatically, although there are still some calculations you'll need to do on your own to get the numbers you need to plug into the form. We urge you to check your figures very carefully, making sure that expenses that will be paid from IMLS funds as well as those that you will cover as part of your cost share are in the right categories, are justifiable in the context of your project, and, of course, represent allowable costs.

It's very important to make sure you have **this** version of the form, and not a cached one, as there are some important changes over previous years. The easiest way to make sure you've got the new form is to download it directly from our website and to make sure it has TEN numbered items, not ELEVEN.

Indirect Costs

IMLS BUDGET FORM

a. Legal name (5a from SF-424S):

9. Indirect Costs (Read the instructions about Indirect Costs before completing this section.)

- Current indirect cost rate(s) have been negotiated with a federal agency. Name of Agency: Expiration Date:
- Indirect cost proposal has been submitted to a federal agency but not yet negotiated. Name of Agency: Proposal Date:
- Applicant chooses a rate not to exceed 10% of modified total direct costs, and declares it is eligible for the 10% rate.
- Applicant chooses not to include indirect costs.

Rate and Base	Year 1		Year 2		Year 3		Total		
	Grant Fund	Cost Share	Grant Fund	Cost Share	Grant Fund	Cost Share	Grant Fund	Cost Share	Grand Total
Indirect Costs Subtotal									

10. Total Project Costs

	Year 1		Year 2		Year 3		Total		
	Grant Fund	Cost Share	Grant Fund	Cost Share	Grant Fund	Cost Share	Grant Fund	Cost Share	Grand Total
Total Direct & Indirect Costs									
Total Costs (excluding student support)									

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1. Use a current indirect cost rate that you have negotiated with a federal agency.
2. Use an indirect cost proposal that has been submitted to a federal agency but is not yet approved.
3. Use a rate not to exceed 10% of **modified total direct costs** (MTDC) if you have never had a federally negotiated indirect cost rate and you are not subject to other requirements, such as those in place for states, local governments, and Indian tribes.
4. Not include indirect costs at all in your budget.

For more information on indirect costs, see www.imls.gov/applicants/indirect_cost.aspx.

One aspect of budget preparation that we get lots of questions about is that of Indirect Costs. Please notice that you have four options for calculating Indirect Costs, which are explained in detail in the Notice of Funding Opportunity. You may:

1. Use a current indirect cost rate that you have negotiated with a federal agency.
2. Use an indirect cost proposal that has been submitted to a federal agency but not yet negotiated.
3. Use a rate not to exceed 10% of modified total direct costs if you have never had a federally negotiated indirect cost rate and you are not subject to other requirements, such as those in place for states, local governments, and Indian tribes.
4. Not include indirect costs at all in your budget.

Modified Total Direct Costs

MTDC includes:

- Direct Salaries and Wages
- Applicable Fringe Benefits
- Supplies and Materials
- Travel
- Contracts and subawards up to the first $25,000 of each contract or subaward

MTDC does not include:

- Equipment
- Rental Costs
- Tuition Remission, Scholarships, Fellowships
- Participant Support Costs
- The portion of each contract and subaward in excess of $25,000
- Indirect-cost-type items (e.g. general telephone service, postage, office supplies and office space expenses, and administrative or financial operations for your entire organization)

For more information on MTDC, see www.imls.gov/applicants/indirect_cost.aspx ("How do I use the 10% indirect cost rate?")

If you are using the 10% indirect cost rate, it is important to understand what the modified total direct costs are.

Modified total direct costs include

- Direct Salaries and Wages
- Applicable Fringe Benefits
- Supplies and Materials
- Travel
- Contracts and subawards up to the first $25,000 of each contract or subaward

They do NOT include:

- Equipment
- Rental Costs
- Tuition Remission, Scholarships, Fellowships
- Participant Support Costs
- The portion of each contract and subaward in excess of $25,000
- Indirect-cost-type items (e.g. general telephone service, postage, office supplies and office space expenses, and administrative or financial operations for your entire organization)

For more information on MTDC, see www.imls.gov/applicants/indirect_cost.aspx ("How do I use the 10% indirect cost rate?")

Budget Justification

- Use the 10 categories of expenses on the IMLS Budget Form to organize your Budget Justification.
- Identify the purpose for each expense and explain how you arrived at each cost.
- Take as much space as you need, and make it easy to read.
- Review "Guidance for Writing a Budget Justification" at www.imls.gov/applicants/budget_justification.aspx

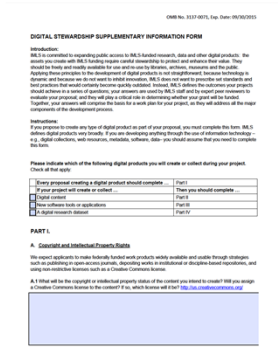
The Budget Justification is a very important part of your application and is a Required Document. Peer reviewers will use it to evaluate the appropriateness of the financial resources you have identified as necessary for your project, and IMLS staff will use it to check your calculations and to make determinations regarding the allowability of specific expenses according to the appropriate set of cost principles.

Your Budget Justification should coordinate closely with your IMLS Budget Form in format and content. It should identify the purpose for each expense and explain how you arrived at each cost, including any that you may have consolidated and summarized on the budget form.

Because there is no page limit on this document, take as much space as you need and make it easy to follow. DO NOT, however, use the Budget Justification to list qualifications of staff or to justify your project.

We strongly recommend that you consult the Guidance for Writing a Budget Justification, which you can access at www.imls.gov/applicants/budget_justification.aspx. It makes solid recommendations for how to structure your Budget Justification and what content should be included.

Digital Stewardship Supplementary Information Form



OMB No. 3137-0071, Exp. Date: 09/30/2015

DIGITAL STEWARDSHIP SUPPLEMENTARY INFORMATION FORM

Introduction:
IMLS is committed to expanding public access to IMLS-funded research, data and other digital products: the assets you create with IMLS funding require careful stewardship to protect and enhance their value. They should be freely and readily available for use and re-use by libraries, archives, museums and the public. Applying these principles to the development of digital products is not straightforward, because technology is dynamic and because we do not want to inhibit innovation, IMLS does not want to prescribe set standards and best practices that would certainly become quickly outdated. Instead, IMLS defines the outcomes your projects should achieve in a series of questions; your answers are used by IMLS staff and by expert peer reviewers to evaluate your proposal, and they will play a critical role in determining whether your grant will be funded. Together, your answers will comprise the basis for a work plan for your project, as they will address all the major components of the development process.

Instructions:
If you propose to create any type of digital product as part of your proposal, you must complete this form. IMLS defines digital products very broadly. If you are developing anything through the use of information technology – e.g., digital collections, web resources, metadata, software, data– you should assume that you need to complete this form.

Please indicate which of the following digital products you will create or collect during your project.
Check all that apply:

Every proposal creating a digital product should complete …	Part I
If your project will create or collect …	Then you should complete …
☐ Digital content	Part II
☐ New software tools or applications	Part III
☐ A digital research dataset	Part IV

PART I.

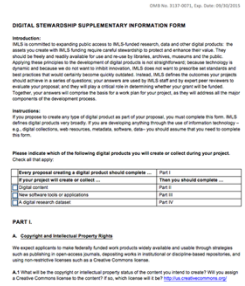
A. Copyright and Intellectual Property Rights

We expect applicants to make federally funded work products widely available and usable through strategies such as publishing in open-access journals, depositing works in institutional or discipline-based repositories, and using non-restrictive licenses such as a Creative Commons license.

A.1 What will be the copyright or intellectual property status of the content you intend to create? Will you assign a Creative Commons license to the content? If so, which license will it be? http://us.creativecommons.org/

Resource

Federal Agencies Digitization Guidelines Initiative (www.digitizationguidelines.gov/)



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Please indicate which of the following digital products you will create or collect during your project.
Check all that apply:

Every proposal creating a digital product should complete …	Part I
If your project will create or collect …	Then you should complete …
☐ Digital content	Part II
☐ New software tools or applications	Part III
☐ A digital research dataset	Part IV

PART I.

A. Copyright and Intellectual Property Rights

We expect applicants to make federally funded work products widely available and usable through strategies such as publishing in open-access journals, depositing works in institutional or discipline-based repositories, and using non-restrictive licenses such as a Creative Commons license.

A.1 What will be the copyright or intellectual property status of the content you intend to create? Will you assign a Creative Commons license to the content? If so, which license will it be? http://us.creativecommons.org/

If your project includes creating a digital product of any kind—digital collections, web resources, metadata, software, or a digital dataset--you should complete and submit the Digital Stewardship Supplementary Information Form as a Supporting Document. It is available on our website as both a fillable PDF and a Word document. This five-part form makes it easy for reviewers and for IMLS to understand how you will create your digital products and how you will make them available for use and re-use by others.

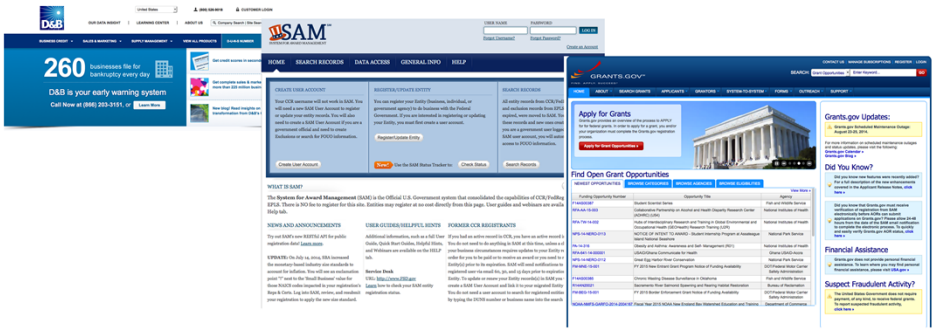
Because technology is dynamic and because we do not want to inhibit innovation, IMLS does not prescribe standards and best practices. Instead, IMLS asks a series of questions about your digital stewardship project, and your answers will be used by IMLS staff and by peer reviewers to evaluate your proposal. You need to complete the sections that align best with your project.

You may find the Federal Agencies Digitization Guidelines helpful at www.digitizationguidelines.gov.

Application Tips

Register early!

1. D-U-N-S® Number: **www.dnb.com/us**
2. SAM Registration: **www.sam.gov**
3. Grants.gov Registration: **www.grants.gov**



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

First on the list, and by this time coming as no surprise, is "Register early!" You must have a DUNS number, an active SAM.gov registration, and a current and functional Grants.gov registration, and you'll need them in this 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. And you must have a functional Grants.gov registration to submit an application to IMLS.

It's also crucial to remember that your SAM.gov registration expires each year and you must renew it. You can log into SAM.gov at any time and find out your status. I would recommend doing that today.

Application Tips

- Be certain your project goals relate to the goals of NLG and the project category to which you are applying.
- Take time to carefully research and articulate the need for your project.
- Prepare your budget form and budget justification carefully and make sure that numbers match narrative statements.
- Identify consultants and other key personnel by name, where possible.
- Provide a job description and outline the selection process for positions you will fill through grant funding.

Separate and apart from registration matters, we have these suggestions to offer.

- Be certain your project goals relate to the goals of NLG and the project category to which you are applying.
- Take time to carefully research and articulate the **need** for your project.
- Prepare your budget form and budget justification carefully and make sure that numbers coordinate with your narrative statements.
- Identify consultants and other key personnel by name, where possible.
- Provide a job description and outline the selection process for positions you will fill through grant funding.

Application Tips

- Follow the narrative outline provided in the NLG Notice of Funding Opportunity. Use headings, subheadings, or numbered sections to make it easy to read.
- Avoid generalities, acronyms, and jargon.
- Ask a colleague to review everything before you submit.
- Contact IMLS program staff with questions.

- Follow the narrative outline provided in the Notice of Funding Opportunity. 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.

- 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.

- Contact IMLS program staff for assistance at any time during the process. We'll be happy to help wherever we can.

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.
- Upload to Grants.gov prior to December 1, 2014.
- Check uploaded components against the Table of Application Components in Notice of Funding Opportunity.
- Resubmit if you need to do so.

Please be aware that by law, IMLS can make grants only to eligible applicants that submit complete applications, including attachments on or before the deadline. These are givens and not negotiable.

Our best advice, then, is to start everything early; upload your application to Grants.gov WELL before December 1, 2014; and check what you've uploaded against the Table of Application Components in the Notice of Funding Opportunity. If you need to add or change something, you can resubmit as many times as you need to up to 11:59 pm on December 1. We'll process the last one you put in.

Review Process

- Shortly after you submit your application to Grants.gov, you will receive e-mail message verifying its receipt.
- Ranging between a few minutes and a few hours later, you MAY receive an e-mail message indicating that your application has been "rejected with errors." The message will specify the error, and as long as the deadline has not passed, you may correct it and resubmit your application.
- Several days later, you will receive another e-mail verifying that your application has been downloaded by IMLS.

Once you've submitted your proposal, you may wonder what happens next.

- Shortly after you submit your application to Grants.gov, you will receive e-mail message verifying its receipt.
- Ranging between a few minutes and a few hours later, you MAY receive an e-mail message indicating that your application has been "rejected with errors." The message will specify the error, and as long as the deadline has not passed, you may correct it and resubmit.
- Several days later, you will receive another e-mail verifying that your application has been downloaded by IMLS.

Review Process

- By mid-January, you will receive an e-mail message from IMLS-MuseumGrants confirming the names of the project director and authorizing official, the amount of the request, and providing you with the IMLS log number assigned to your application.
- IMLS staff check each application for eligibility and completeness. If your institution is found to be ineligible or your application is not complete, you will receive a notice from IMLS detailing the problem.

- By mid-January, you will receive an e-mail message from IMLS-MuseumGrants confirming the names of the project director and authorizing official, the amount of the request, and providing you with the IMLS log number assigned to your application.

- Next, IMLS staff check each application for eligibility and completeness. If your institution is found to be ineligible or your application is not complete, you will receive a notice from IMLS detailing the problem.

Review Process

- Experienced and knowledgeable peer reviewers score your eligible and complete applications and provide comments based on the criteria outlined in the program Notice of Funding Opportunity. Reviews may take place in one or two tiers.
- Reviewers use the review criteria provided in the Notice of Funding Opportunity and the NLG-Museums reviewer materials posted on our website.
- By law, the IMLS director is charged with the authority and responsibility to make final award decisions.
- You will be notified by e-mail of the award decision in September 2015. You will receive the scores and comments provided by each reviewer.

- Experienced and knowledgeable peer reviewers score all eligible and complete applications and provide comments based on the criteria outlined in the program Notice of Funding Opportunity. Reviews may take place in one or two tiers.

- Reviewers use the review criteria provided in the Notice of Funding Opportunity and the NLG-Museums reviewer materials posted on our website.

- By law, the IMLS director is charged with the authority and responsibility to make final award decisions and does so in August.

- All applicants will be notified by e-mail of the award decision in September 2015. Each applicant will receive the scores and comments provided by each reviewer.

Contacts

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We hope you have found the information in this webinar helpful. Here is a listing of the names, email addresses, and direct phones for program staff in the Office of Museum Services, and we encourage you to contact us with any questions you might have. We'll be very happy to help. This information is also on the landing page for NLG-Museums

END RECORDING