



PANEL REVIEWER HANDBOOK

Museum Grants for African American History and Culture

OFFICE OF MUSEUM SERVICES
FISCAL YEAR 2021

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WELCOME!

Thank you for agreeing to serve as a peer reviewer for this year's Museum Grants for African American History and Culture program. We hope you find this to be a rewarding experience and draw satisfaction from helping build the capacity of African American museums and support the growth and development of museum professionals at African American museums. We assure you that your contribution of time and expertise will be invaluable to IMLS and to the applicants who will receive your comments.

In this handbook, you will find the information you need to participate in the panel review, including information about the program, step-by-step instructions for using eGMS Reach, and important reference material.

If you have any questions about this material or the processes described, please do not hesitate to contact your panel chair at any time.

Once again, thank you and good luck!

IMLS Office of Museum Services Staff

PANEL REVIEWER INSTRUCTIONS

MUSEUM GRANTS FOR AFRICAN AMERICAN HISTORY AND CULTURE PROGRAM

Overview

The Museum Grants for African American History and Culture (AAHC) program supports projects that build the capacity of African American museums and support the growth and development of museum professionals at African American museums.

The AAHC program supports projects that nurture museum professionals, build institutional capacity, and increase access to museum and archival collections at African American museums and Historically Black Colleges and Universities (HBCUs). IMLS welcomes applications from museums of all sizes and geographic areas whose primary purpose, as reflected in their mission, is African American art, life, history, and culture.

Distinguishing features of successful AAHC projects are:

- *Institutional Impact:* The project builds the capacity of a museum and/or supports the growth and development of museum professionals at African American museums and/or HBCUs.
- *In-depth Knowledge:* The project 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 measurable results that tie directly to the need or challenge it was designed to address.

Project Activities

Projects designed to build the capacity of African American museums may involve increasing the number of museum professionals working at African American museums to enable the museum to expand educational programs, engage the community, enhance organizational operations and resiliency, or provide for enhanced care of collections. IMLS encourages museum professionals and institutions to share and adopt best practices and innovations by creating skill-building and capacity-expanding programs that are applicable across all levels of museum staff to ensure the highest standards in all aspects of museum practices and operations.

Projects to support the growth and development of museum professionals at African American museums may involve hosting paid internships at African American museums; creating mentorship opportunities for emerging and mid-career staff to connect with, learn from and engage with senior leaders and founders in the African American museum community; creating learning and growth opportunities for museum staff to build skills, enhance knowledge and expertise in museum-related subjects and areas of need.

Funding Amounts

There are two funding levels in the Museum Grants for African American History and Culture program, and they differ in cost share requirement.

- Projects requesting between \$5,000 and \$50,000 in federal grant funds do not require a cost share.
- Projects requesting between \$50,001 and \$250,000 must include at least a 1:1 cost share.

Confidentiality

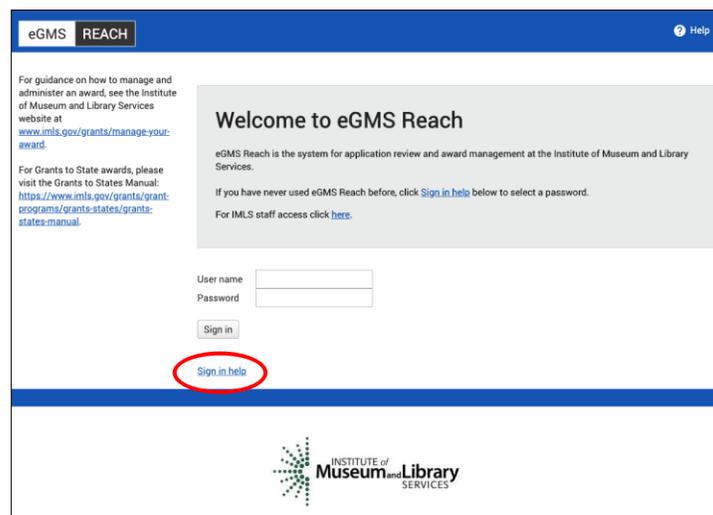
The information contained in grant applications is strictly confidential. Do not discuss or reveal names, institutions' project activities, or any other information contained in the applications.

Using eGMS Reach: Step-by-Step Instructions

1. Sign in to eGMS Reach and create a password.

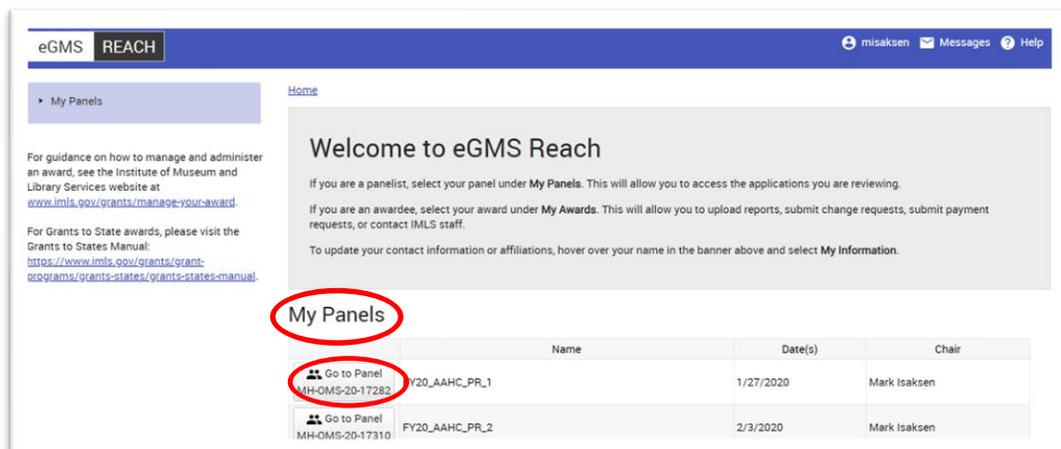
An account has been established for you in eGMS Reach. In a separate email with the subject line "IMLS Reach Account Information," you will receive your access credentials, including a username. If you do not receive such an email, please check your junk folder. If you still do not see the email, contact imls-museumreviewers@imls.gov.

Once you have the email, please visit <https://grants.imls.gov/Reach/> and follow the instructions to create a password. If you are entering the system for the first time, click the **Sign in help** button to create a password. If you are a previous IMLS grantee or reviewer, you may already have an eGMS Reach account and username. If you need to reset your password, you will have the option to do so on the sign in page by clicking the **Sign in help** button.



2. Verify access and confirm you have no conflicts of interest.

Once you have signed in successfully, go to **My Panels** and click on the **Go to Panel** button to see Panel Files and Applications assigned to you and to confirm you have no conflicts of interest.



Panel Files include:

- Panel Reviewer Instructions: Museum Grants for African American History and Culture Program (this document)
- FY2021 Notice of Funding Opportunity (guidelines for applicants)

IMPORTANT: Before proceeding to the Applications Tab, you must affirm that you have reviewed and approved the conflict of interest statement located under your Personal Files and as Appendix C in this document. Scroll down the page in Reach to the section titled 'Personal Files'. Click on the paper icon to review Complying with Ethical Obligations and Avoiding Conflicts of Interest. Then click on the pen icon to affirm that you have reviewed this file and approved its contents.

Personal Files

These files are only visible to you.

Actions	Name	File Type	Date	Status	Your Comments	Staff Comments
 	Ethical_Obligations_and_Conflicts_of_Interest_20200116.pdf	Panelist Ethics and Conflict of Interest Agreement				

To electronically sign the file, check the box and click **Save Changes**.

Electronically Sign File

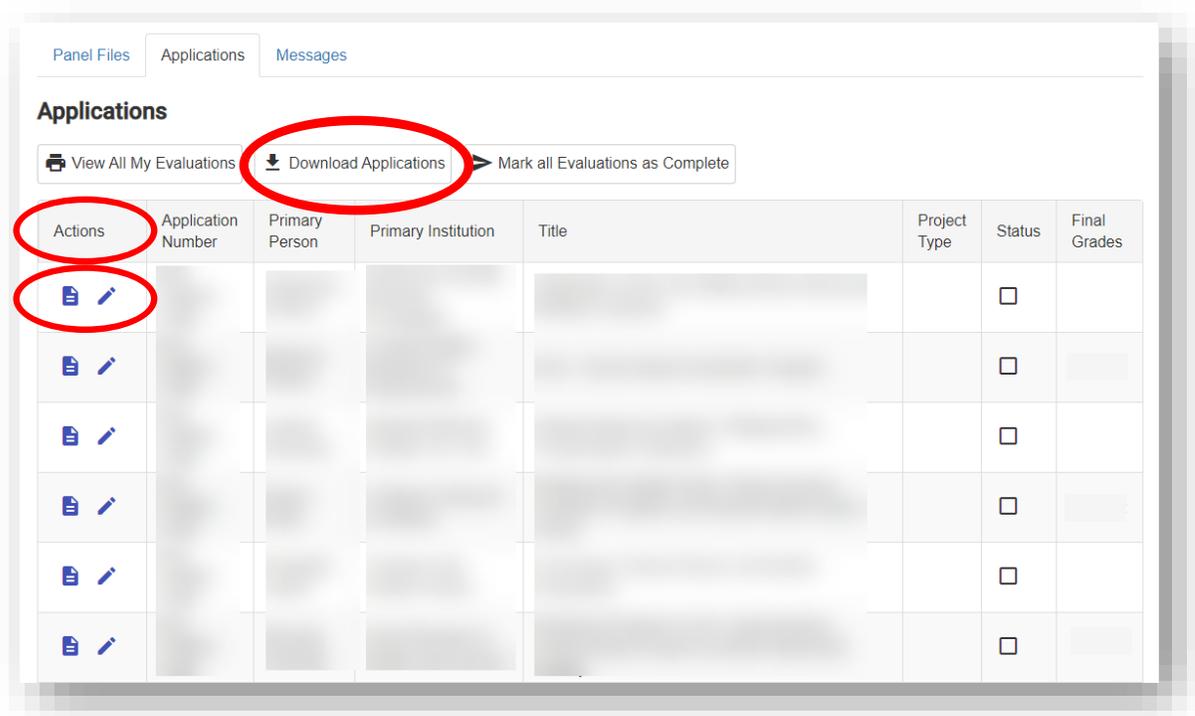
 Ethical_Obligations_and_Conflicts_of_Interest_20200116.pdf

Enter comments here and check the box below to sign the document.

B checking this box, I affirm that I have reviewed the file and approve its contents.

Once you begin reading your assigned applications, you may identify a potential conflict of interest that was not obvious earlier. **Contact your panel chair immediately, and we will help resolve it.**

To see your assigned applications, click on the Applications Tab. The paper icons in the **Actions** column allow you to view the applications, and the pen icon allows you to enter your comments and scores for each application. You may also download the applications if you wish by clicking **Download Applications**.



3. Read the applications.

We recommend that you begin by reviewing the [Museum Grants for African American History and Culture FY2021 Notice of Funding Opportunity](#) to which applicants have responded in creating their applications. This document is also available in your Panel Files. Then read the applications, keeping in mind the review criteria for each section of the Narrative. The review criteria are provided in the Notice of Funding Opportunity, on the evaluation forms, and in Appendix D of this document. You will not need to reference each bullet point in your comments, but these questions should guide your thinking about the strengths and weaknesses of each application.

4. Draft your comments.

For each application you review, we ask you to write a constructive and substantive comment for each section of the Narrative: **Project Justification**, **Project Work Plan**, and **Project Results**. All three sections of the Narrative have equal weight and are equally important in identifying the overall strengths and weaknesses of an application.

You may wish to prepare your comments in a separate document for later copying and pasting into the eGMS Reach evaluation form.

When drafting your comments ...

- Use your professional knowledge and experience to assess the information objectively.
- Judge the application on its own merits, and do not base your evaluation on any prior knowledge of an institution.
- Make sure your comments justify the scores you provide. A highly complementary comment does not remove the sting of a low score, and a negative comment does not even out a high one. Comments and scores must complement each other and make sense as a whole.

Effective comments...	Poor comments...
<ul style="list-style-type: none"> ▪ are presented in a constructive manner. ▪ are both substantive and easy to read and understand. ▪ reflect the resources of the institution. ▪ are specific to the individual application. ▪ reflect the numeric score assigned. ▪ highlight the application’s strengths and identify areas for improvement. ▪ are directed to applicants—not IMLS or panel reviewers—for their use. 	<ul style="list-style-type: none"> ▪ simply summarize or paraphrase the applicant’s own words. ▪ make derogatory remarks. ▪ penalize an applicant because you feel the institution does not need the money. ▪ offer or ask for irrelevant or extraneous information. ▪ make vague or overly general statements. ▪ question an applicant’s honesty or integrity.

Below are some examples of **effective** reviewer comments:

Project Justification	
<p>“The applicant established an impressive rationale of the need for project. This museum is an important local resource and this project will provide excellent opportunities for current and future museum professionals. The project goals are well conceived and fall within the parameters of the AAHC grant program. The skills of current staff are being enhanced through participation in workshops, conferences and mentorship with a local museum; a registrar will be hired; and an internship program is being developed for aspiring museum professionals. This project was based upon a recommendation from professional assessments, and the information gained through the assessment process has shaped the design of this proposed project.”</p>	<p><i>Comment is substantive, addresses the review criteria, and employs a positive tone.</i></p>
<p>“The goals of the proposed project are clearly identified, as are the specific collections needs and challenges this project is designed to address. The proposal also makes a compelling argument that the expansion of the Museum's collections, the addition of a full-time Collections Assistant, and additional training and professional development will help significantly increase the capacity of the Museum.</p> <p>A listing of the Curator's responsibilities and involvement with collections, for example, would have strengthened the argument for adding a Collections Assistant as would the inclusion of a position description for this new position.”</p>	<p><i>Comment correlates with a mid-range score and makes implementable suggestions for improving the project.</i></p>

Project Work Plan	
<p>“The project work plan, schedule, main activities, and summer internship are clearly described in the application narrative and the Schedule of Completion. The management team seems well qualified for their areas of responsibility. An independent evaluation firm will be retained to assess the success of the program based on your objectives related to preparing students for employment at African American museums and providing opportunities for these students to be exposed to a wide variety of museums and senior level museum professionals.”</p>	<p><i>Comment is evaluative, addresses the review criteria, and uses a positive tone.</i></p>

<p>“While the project activities are intended to build the capacity of your museum, the work plan suggests a tremendous amount of additional activities to be completed in a very limited time period with existing museum staff that appear to be fully engaged in keeping the museum operating. Consider ways to involve all staff (volunteers and board members) in the proposed activities.</p> <p>Try to set priorities and consider what are the most essential and timely activities that need to occur now, and what might be delayed to a second phase of the project. A survey or needs assessment may be helpful in prioritizing your work. Consider the Museum Assessment Program (MAP) or Collections Assessment for Preservation (CAP) which serve the needs of small and medium sized organizations like yours.”</p>	<p><i>Comment correlates with score of 2 and makes specific implementable suggestions for improving the project.</i></p>
Project Results	
<p>“You program evaluation will yield specific and measurable results about the impact of this project on museum staff. At several key points in the project you’ve allowed time to reflect on your progress and adjust course as necessary.</p> <p>Your initial needs assessment provides a solid baseline for measuring progress towards achieving your results. I would have liked to have seen more plans for sustaining your work beyond the grant period.”</p>	<p><i>Comment addresses questions from the review criteria.</i></p>

In contrast, below are some examples of **poor** reviewer comments:

Project Justification	
<p>“The project is justified because this museum is an important and vital part of their community, has a valuable art collection and deserves to be funded.”</p>	<p><i>Comment is not relevant the goals of the AAHC goals.</i></p>
<p>“The museum will hire a temporary curator to develop and fabricate an exhibition to coincide with their town’s bicentennial. They will exhibit materials from their archives and private collections from community stakeholders. The project will be two years in length.”</p>	<p><i>Comment paraphrases the applicant’s own words.</i></p>
Project Work Plan	
<p>“It makes sense to hire a new staff person and make the collection more accessible to researchers, but the time allocated to catalog the huge number of objects seems like wishful thinking. The project will result in sloppy and incomplete records that will be useless in the end.”</p>	<p><i>Comment is critical of the project without suggesting any strategies for improvement</i></p>
<p>“The project design is flawed and just proves that museum leadership is out of touch with the real needs of the museum staff and local community. The project director is woefully unprepared and has been set up to fail. Targeting federal funds to this museum is a mistake.”</p>	<p><i>Comment is derogatory and does not provide useful feedback.</i></p>
Project Results	
<p>“Strong results with very sustainable benefits.”</p>	<p><i>Comment is very brief and has little worth or value to the applicant.</i></p>

The chart below summarizes a few of the most frequently asked questions from panel reviewers:

Should I consider ...?	Yes	No
Whether a project builds the capacity of African American museums and/or supports the growth and development of museum professionals at African American museums	X	
An institution's financial or staffing needs		X
Whether the project is well planned and the organization has the appropriate resources to complete the project	X	
Whether the applicant has included the information necessary for an adequate evaluation of its merits	X	
Whether a project is new or a resubmission		X
The size or age of the organization		X
An institution's indirect cost rate		X

5. *Assign your scores.*

Assign a preliminary score for the overall project keeping all three sections of the application narrative in mind. Use a scale of 1 to 5, as described below. Use only whole numbers; do not use fractions, ranges, decimals, or zeroes.

SCORE DEFINITIONS	
5 – Excellent	The applicant's response is outstanding and provides exceptional support for the proposed project.
4 – Very Good	The applicant's response provides solid support for the proposed project.
3 – Good	The applicant's response is adequate but could be strengthened in its support for the proposed project.
2 – Some Merit	The applicant's response is flawed and does not adequately support the proposed project.
1 – Inadequate/Insufficient	The applicant's response is inadequate or provides insufficient information to allow for a confident evaluation.

6. *Review your work.*

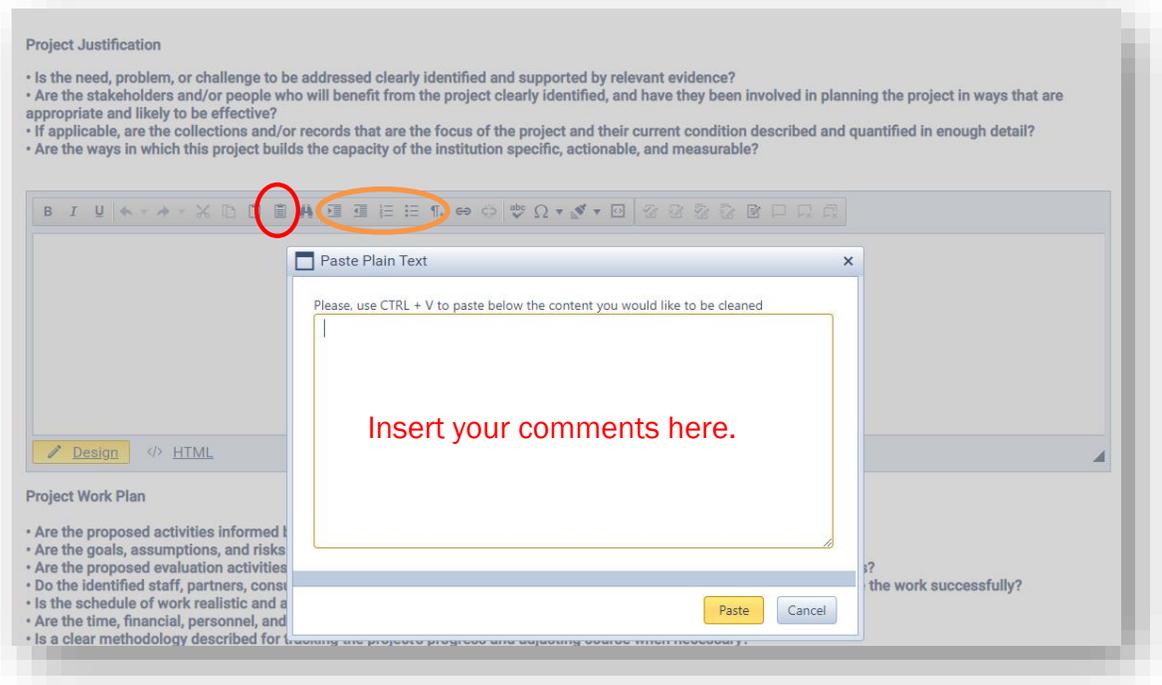
Review your draft comments and preliminary scores. Adjust your scores, if necessary, to reflect your written evaluation more accurately. Scores should support comments, and comments should justify scores.

7. *Enter your scores and comments.*

When you are ready to enter your scores and comments, visit <https://grants.imls.gov/Reach/> and sign in with the username IMLS assigned you and the password you created. Click on the **Go to Panel** button, and then click on the Applications Tab. Choose an application and click on the pen icon to open the evaluation form.

You may enter your comments directly into the form or copy and paste them from a document you may have created.

If you copy and paste your comments from another document, make sure to use plain text to avoid including any imbedded code. Click on the Paste Plain Text icon (circled in red below) to create a Paste Plain Text box. Use CTRL + V to paste your comments, and then click **Paste**. Do not use the formatting features circled in orange – bold, italics, underline, bullets, numbers.



Copy and paste your comments into the appropriate text blocks for each section of the narrative for each application. Once you have entered your comments, select a numeric score between 1 and 5 in the **Overall Project Score** section.

The evaluation form is built to autosave every five minutes. However, it is wise to click the **SAVE** button at the bottom of the form frequently.

Project Results

- Are the project's intended results clearly articulated, realistic, meaningful, actionable, 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?
- Will the care, condition, management, access to, or use of the museum collections and/or records improve as a result of the project?
- Is the plan for collecting and reporting data well designed and feasible?
- Will the tangible products be useful?
- Is there a reasonable and practical plan for sustaining the benefits of the project beyond the conclusion of this award?

B I U [Rich Text Editor Icons]

Overall Project Score

5 - Excellent
 4 - Very Good
 3 - Good
 2 - Some Merit
 1 - Inadequate/Insufficient

This evaluation is complete.

Close

When you have completed your comments and selected your score, check the box next to “This evaluation is complete,” and close the evaluation form.

You may return to the evaluation form as frequently as you wish. You can keep track of your progress by checking the “Status” column on the Applications Tab.

You may view your work at any time by clicking the **View All My Evaluations** button.

Panel Files Applications Messages

Applications

Actions	Application Number	Primary Person	Primary Institution	Title	Project Type	Status	Final Grades
						<input checked="" type="checkbox"/>	
						<input type="checkbox"/>	

REMINDER: Your reviews must be completed and entered into eGMS Reach by Friday, **March 12, 2021, 11:59 pm Eastern Time.**

8. *Manage your copies.*

Keep your applications and copies of your review sheets until **August 31, 2021**, in case there are questions from IMLS staff. Continue to maintain confidentiality of all applications that you review by keeping electronic and paper copies in a secure place. After August 31, 2021, destroy the applications and all review sheets, notes, and note templates.

APPENDIX A: APPLICATION AND REVIEW PROCESS

The mission of the Institute of Museum and Library Services (IMLS) is to advance, support, and empower America's museums, libraries, and related organizations through grantmaking, research, and policy development. The success of IMLS grant programs depends upon the quality of its peer review process, through which hundreds of reviewers consider thousands of eligible applications fairly, candidly, and impartially in order to make recommendations for funding each year. Below is a summary of the process from application submission through award announcements.

1. Organizations submit their applications electronically using [Grants.gov](https://www.grants.gov), the central portal of the United States government for receipt of electronic applications.
2. IMLS receives the applications, and staff members check them for organizational eligibility and application completeness.
3. IMLS staff members identify a pool of available peer reviewers with appropriate expertise. Peer review takes place in one or two tiers, depending on the grant program: field review, panel review, or both. Each complete application submitted by an eligible organization typically receives between three and six reviews.
4. For the applications ranked most highly by peer reviewers, IMLS staff members carefully assess the budgets and past organizational performance.
5. IMLS staff members provide a list of applications recommended for funding to the IMLS Director.
6. The IMLS Director makes all final funding decisions.
7. IMLS notifies all applicants whether or not they have received an award. With their notification, all applicants receive anonymous copies of the field and/or panel reviews. IMLS also sends notification of the awards to each participating reviewer.

APPENDIX B: PROTECTING SENSITIVE DATA AT IMLS

IMLS is committed to protecting your private, sensitive information and employs the following physical and technical safeguards when collecting museum program reviewer and panelist information:

1. **Email Security.** IMLS email is hosted on a cloud computing infrastructure which has been reviewed and approved as meeting the security requirements of the Federal Risk and Authorization Management Program (FedRAMP). FedRAMP is a government-wide standardized program for security assessment, authorization, and monitoring of cloud products and services. FedRAMP requirements are based on (and surpass) the Security and Privacy Controls for Federal Information Systems and Organizations developed by the National Institute of Standards and Technology. FedRAMP's additional security controls address the unique elements of cloud computing to ensure all federal data is secure in cloud environments.
2. **Secure File Transmission.** IMLS Secure File Upload uses Hypertext Transfer Protocol Secure (HTTPS), a transmission protocol that verifies the identity of a website or web service for a connecting client, and encrypts nearly all information sent between the website or service and the user. HTTPS is designed to prevent this information from being read or changed while in transit. HTTPS is a combination of HTTP and Transport Layer Security (TLS). TLS is a network protocol that establishes an encrypted connection to an authenticated peer over an untrusted network.
3. **Secure File Storage.** IMLS will only store secure files and any related passwords as long as necessary to complete the relevant transaction or process. A physical copy of personally identifiable information (PII) may be printed at IMLS for business use, after which the copy is secured in a locked location and destroyed after the business use ceases.
4. **Access Controls.** IMLS employs access controls to restrict access to sensitive information that is stored electronically. Access to IMLS files is restricted to authorized IMLS staff, and sensitive data is stored in folders that can only be accessed by a restricted set of authorized users. Files containing sensitive information are password-protected, providing an additional layer of security.
5. **Records Policies.** IMLS financial transaction records are subject to the agency's record retention policy and disposed of in accordance with the General Services Administration's General Records Schedule.

APPENDIX C: COMPLYING WITH ETHICAL OBLIGATIONS AND AVOIDING CONFLICTS OF INTEREST

As a reviewer for IMLS, you perform a vital role in ensuring the integrity of the IMLS's peer review process and must carry out your duties in accordance with government ethics rules. Before you evaluate applications, we ask that you review the following *General Principles of Ethical Conduct* and *Summary of the Conflict of Interest Laws*. You will be asked to certify compliance with the IMLS Reviewer Conflict of Interest Statement and Certification. IMLS allocates up to one hour of your reviewer time for you to consider these materials.

If, at any time in the course of performing your duties at IMLS, you believe you may have a conflict of interest, please contact the IMLS program officer coordinating your review process. Other questions about the ethics rules and responsibilities may be directed to IMLS's Designated Agency Ethics Official at ethics@imls.gov; (202) 653-4787; 955 L'Enfant Plaza North, SW, Suite 4000, Washington, DC 20024-2135.

General Principles of Ethical Conduct

1. Public service is a public trust, requiring you to place loyalty to the Constitution, the laws, and ethical principles above private gain.
2. You shall not hold financial interests that conflict with the conscientious performance of duty.
3. You shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
4. You shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by IMLS, or whose interests may be substantially affected by the performance or nonperformance of the your duties.
5. You shall put forth honest effort in the performance of your duties.
6. You shall make no unauthorized commitments or promises of any kind purporting to bind the Government.
7. You shall not use public office for private gain.
8. You shall act impartially and not give preferential treatment to any private organization or individual.
9. You shall protect and conserve Federal property and shall not use it for other than authorized activities.
10. You shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.
11. You shall disclose waste, fraud, abuse, and corruption to appropriate authorities.
12. You shall satisfy in good faith your obligations as citizens, including all just financial obligations, especially those – such as Federal, State, or local taxes – that are imposed by law.
13. You shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.
14. You shall endeavor to avoid any actions creating the appearance that you are violating the law or the ethical standards.

Summary of Conflict of Interest Laws

18 U.S.C. § 201 – Prohibits you from acceptance of bribes or gratuities to influence Government actions.

18 U.S.C. § 203 – Prohibits you from accepting compensation for representational activities involving certain matters in which the United States is a party or has a direct and substantial interest.

18 U.S.C. § 205 – Prohibits you from certain involvement in claims against the United States or representing another before the Government in matters in which the United States is a party or has a direct and substantial interest.

18 U.S.C. § 207 – Imposes certain restrictions on you related to your activities after Government service.

18 U.S.C. § 208 – Prohibits you from participating in certain Government matters affecting your own financial interests or the interests of your spouse, minor child, general partner, or organization in which you are serving as an officer, director, trustee, general partner, or employee.

18 U.S.C. § 209 – Prohibits you from being paid by someone other than the United States for doing their official Government duties.

Reviewer Conflict of Interest Statement

As a reviewer or panelist for the Institute of Museum and Library Services (IMLS), you may receive a grant application for review that could present a conflict of interest. Such a conflict could arise if you are involved with the applicant institution, or in the project described in the application, as a paid consultant or through other financial involvement. The same restrictions apply if your spouse or minor child is involved with the applicant institution or if the application is presented on behalf of an institution with which you, your spouse or minor child is negotiating for future employment.

A present financial interest is not the only basis for conflict of interest. Through prior association as an employee or officer, you may have gained knowledge of the applicant that would preclude objective review of its application. Past employment (generally more than five years) does not by itself disqualify a reviewer so long as the circumstances of your association permit you to perform an objective review of the application. If you believe you may have a conflict of interest with any application assigned to you for review, please notify us immediately.

You may still serve as a reviewer even if your institution is an applicant in this grant cycle or you were involved in an application submitted in this grant cycle, as long as you do not review any application submitted by your own institution or any application in which you were involved.

However, if you believe that these or any other existing circumstances may compromise your objectivity as a reviewer, please notify us immediately.

If an application presents no conflict of interest at the time you review it, a conflict of interest may still develop later on. Once you have reviewed an application, you should never represent the applicant in dealings with IMLS or another Federal agency concerning the application, or any grant that may result from it.

It is not appropriate, for your purposes or for the purposes of the institutions or organizations you represent, for you to make specific use of confidential information derived from individual applications that you read while you were serving as an IMLS reviewer. In addition, pending applications are confidential. Accordingly, you must obtain approval from IMLS before sharing any



proposal information with anyone, whether for the purpose of obtaining expert advice on technical aspects of an application or for any reason.

If you have any questions regarding conflict of interest, either in relation to a specific application or in general, please contact the IMLS program officer who is coordinating the review process.

Certification

I acknowledge that I have reviewed the ethics training materials and the Conflict of Interest Statement above. To the best of my knowledge, I have no conflict of interest that would preclude my service to the Institute of Museum and Library Services.

Name (Printed)

Signature

Date

Note: Once you have reviewed this document, return to eGMS Reach to affirm that you have approved its contents.

APPENDIX D: PANEL REVIEW CRITERIA FOR MUSEUM GRANTS FOR AFRICAN AMERICAN HISTORY AND CULTURE

Project Justification: *Does the project meet the goals of the grant program to build the capacity of African American museums and support the growth and development of museum professionals at African American museums?*

- Is the need, problem, or challenge to be addressed clearly identified and supported by relevant evidence?
- Are the stakeholders and/or people who will benefit from the project clearly identified, and have they been involved in planning the project?
- 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?
- Are the ways in which this project builds the capacity of the institution and/or supports the growth and development of museum professionals specific, actionable, and measurable?

Project Work Plan: *Is the project poised for successful implementation?*

- Are the proposed activities informed by appropriate theory and practice?
- Are the goals, assumptions, and risks clearly stated?
- Are the proposed evaluation activities appropriate for the project? Will they result in valid, reliable, and generalizable findings?
- 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, financial, personnel, and other resources identified appropriate for the scope and scale of the project?
- 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?

Project Results: *If funded, will the project achieve its intended results?*

- Are the project's intended results clearly articulated, realistic, meaningful, actionable, 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 the plan for collecting and reporting data well designed and feasible?
- Will the tangible products be useful?
- Is there a reasonable and practical plan for sustaining the benefits of the project beyond the conclusion of this award?