



Museum Grants for African American History and Culture

Sample Application MH-00-18-0025-18
“Building a Pipeline of Diverse Museum Professionals”

National Civil Rights Museum Memphis, TN

Amount awarded by IMLS:	\$142,362
Amount of cost share:	\$146,168

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing applications for the FY2019 Museums for America grant program differ from those that guided the preparation of FY2018 applications. Be sure to use the instructions in the FY2019 Notice of Funding Opportunity for the grant program and project category to which you are applying.



Building a Pipeline of Diverse Museum Professionals is the project proposed by the National Civil Rights Museum (NCRM) for support from the Institute of Museum and Library Services' Museum Grants for African American History and Culture. The museum, located at the Lorraine Motel, the site of Dr. Martin Luther King, Jr.'s assassination, completed a \$27.5 million capital improvement project in 2014, including the total renovation of our permanent exhibitions. Building upon that strong foundation of history, the museum has advanced to the next level with new leadership and an expanded mission. Since re-opening, attendance has surpassed pre-construction numbers by 40%. In addition, public program participation has tripled. We anticipate this trend continuing beyond the 50th anniversary of Dr. King's assassination in April 2018.

This project addresses two needs. (1) *The Andrew W. Mellon Foundation Art Museum Staff Demographic Survey* (2015) reported that 72% of art museums staff are Non-Hispanic White (utilizing the 2000 U.S. Census categories), and 28% belongs to historically underrepresented minorities. This is an industry-wide, nation-wide issue as evidenced by The Alliance for American Museums' Diversity Committees and Initiatives. (2) Museum specific training and professional development are critical to NCRM, which historically has a 95% African American staff, with most coming from outside the museum industry - similar to other comparable museums.

The NCRM is requesting a grant over the next two years, 2018 to 2020, for its *Building a Pipeline of Diverse Museum Professionals* project to do the following:

- Expand professional development opportunities for all NCRM staff.
- Re-structure the internship application process, upload open intern positions with descriptions of projects and provide twelve (12) paid intern positions. A new feature - One intern per year will attend the Association of African American Museums (AAAM) annual conference on full scholarship.
- New opportunity - Develop a scholarship for Frontline staff to attend the AAAM annual conference - two (2) per year starting at the 2019 AAAM Conference. The scholarship will cover registration, travel, lodging and meals. Attending the conference will allow them to network and learn from museum professionals from across the United States. Conference sessions will give them a deeper understanding of museum work, as they become more engaged in the field and be inspired to pursue a museum career. An NCRM administrative staff attending the conference will be a mentor.

Throughout the grant period, all activities will be monitored and evaluated quarterly. All professional development activities will be documented with written evaluations. At the end of the first year, the Senior Management Team will meet to formally evaluate this three-part initiative, and determine if any structural or other changes need to be made to increase the effectiveness. Quantitative statistics will measure success - numbers of staff who complete professional development opportunities, interns, attendance at AAAM conference, meeting the budget. Formal surveys and informal comments will be documented.

We are seeking support from IMLS to help us *Build a Pipeline of Diverse Museum Professionals* for the NCRM, for the field and for the young African Americans who will be our future professionals. As a vital community anchor, we work to enhance civic engagement, cultural opportunities and economic vitality for all. The impact of this project will be institution-wide. We will provide unique learning experiences, build skills of young African American students and our staff, while building our own pipeline of professionals and leaders. This will enable a stronger NCRM to work to achieve its mission and vision of a just society where all people have equal access and opportunity; and where individual, institutional and structural racism are issues of the past.



Narrative

1. Project Justification

Broadly, the project will address the need for diversity in the museum field. This initiative, *Building a Pipeline of Diverse Museum Professionals* will help strengthen the National Civil Rights Museum's capacity to provide high-quality cultural and civic experience to visitors, while also cultivating the next generation of museum professionals. The National Civil Rights Museum (NCRM) is committed to this project and has the leadership and expertise necessary to execute this project.

The National Civil Rights Museum is one of the leading museums in the U.S., a founding member of the International Coalition of Sites of Conscience, accredited by the Alliance of American Museums, a member of the Association of African American Museums, and now a Smithsonian Affiliate. Built around the Lorraine Motel, a historic site, the NCRM is an educational triumph and vibrant community anchor. Since 2009, Institute of Museum and Library Services (IMLS) funding has assisted NCRM enhance civic engagement, cultural opportunities, and economic vitality. Prior to NCRM's major \$27.5 million renovation in 2012, annual attendance reached 200,044. Since then, attendance has grown by over 40% to 288,842 for FY 2017, with an additional 21,520 who participated in the largely free public programs, not to mention the thousands more who consider the NCRM courtyard a safe space for peaceful demonstration on current issues. These activities are led and managed by a staff dedicated to the mission of the institution - 39 full-time and three part-time with the support of over 952 volunteers, and two to three interns per semester.

It is important to note the NCRM Board of Directors will go through a facilitated strategic planning session beginning in FY 2018. This will be the first since NCRM President, Ms. Terri Freeman, joined the organization in November of 2014. Annually, the Senior Management Team (Directors of Interpretation, Collections and Education, Marketing and External Affairs, Operations, Information Technology, Development and Finance) develops strategic imperatives with detailed goals and objectives. Monthly reporting ensures departments stays on track or adjusts goals as needed. Additionally, FY 2018 is the culmination of the year-long commemoration of the 50th Anniversary of Dr. King's assassination on April 4, 2018.

Historically, NCRM staff has been approximately 95% African-American; most of whom came to the museum from other industries. The Museum's goal is to connect its employees to development opportunities that increase their level of professional proficiency to ensure we continue to provide high-quality cultural and civic experience to visitors. Professional staff development is thus critical to NCRM.

NCRM's staff demographic is similar to other African American History and Culture institutions across the U.S. However, American museums in general lack diversity in their professional staff. *The Andrew W. Mellon Foundation Art Museum Staff Demographic Survey (2015)* reported 72% of art museums staff are Non-Hispanic White (utilizing the 2000 U.S. Census categories), and 28% belongs to historically underrepresented minorities. The American population was 62% Non-Hispanic White. However, "Non-Hispanic White continue



to dominate the job categories most closely associated with the intellectual and mission of museums, including those of curators, conservators, educators and leadership (from director and chief curator to head of education or conservation).”

This FY 2018 grant application requests funding to support a three-part initiative, *Building a Pipeline of Diverse Museum Professionals* that will build on NCRM’s previous IMLS Grants: *Building for the Future* (2009-2012), *New Beginnings - New Challenges* (2012-2015), and *Staffing a 21st Century Museum* (2015-2017). Grant funds have supported new staff positions, professional development for current staff, and stipends for African-American interns. The proposed project, aligned with NCRM’s strategic imperatives will integrate professional development and intern stipends, plus the third component mentioned above.

NCRM requests funding for:

Program	Strategic Imperative Alignment
Professional development for NCRM Administrative Staff	Key to attracting and retaining engaged, informed team members advancing the mission and educational goals of NCRM
Internship stipends for African-American college students	Serve as a positive catalyst for social change.
Growing Our Own - Frontline Staff (Guest Services, Tour Guides, Retail Associates) scholarships to the Association of American Museums Conference.	Key to attracting and retaining engaged, Informed team members, and help build the pipeline for Museum leadership.

2. Project Work Plan for the Three Components

(1) Professional Staff Development

- Administrative Staff are encouraged to minimally attend one professional development opportunity per fiscal year. Frontline Staff (Guest Services and Tour Guides) participate in museum-organized training and development opportunities as a group. These activities are intended to raise the level of professional proficiency of our staff, and ensure that they are knowledgeable of museum standards to inform their actions.
- The Staff Development plan is determined as a part of the annual budget process by each department director as they develop their budget for the year. Each director meets with their respective staff to determine what training programs or conferences they would like to attend the coming fiscal year. Types of professional opportunities include museum, history or professional association conferences, specific training programs, and webinars.
 - Staff Development (the cost of registration) is a line item on the NCRM Operating Budget. Associated expenses of travel, lodging and per diem are considered in the determination.
- The annual budget process is managed by the Chief Financial Officer and begins in the March (before the start of the coming fiscal year on July 1st). Each director is given actual expenses to date for the current fiscal year. The NCRM Operating Budget consolidates the departmental budgets developed by

the respective director - executive (President); operations; finance; interpretation, collections and education; marketing, group sales and retail; development; information technology. Finalizing the organizational budget is a process with the NCRM President serving as final arbiter, before presentation to the Finance Committee, Executive Committee. The Board of Directors (meet quarterly) for final approval.

- After attending each planned development opportunities, administrative staff are required to submit a written report and evaluation to their director on the experience for the files. Staff will share this at department meetings, and if appropriate, staff may be asked to present at the monthly all-staff meetings.

(2) Internships for Underrepresented College Students

We request IMLS support to provide a stipend of \$1,200 per semester (fall, spring, summer) for approximately 100 hours work per semester for six students annually (two students per semester) over two years.

- The NCRM Volunteer Manager coordinates the Museum's internship program working with specific departments utilizing the intern. Responsibilities include preliminary vetting of the intern application, museum orientation, monitoring intern progress, coordinating outreach efforts, and completing intern reports and updates. The day-to-day supervision and evaluation are the responsibilities of the department director where the intern is assigned.
- NCRM will continue to build on existing relationships with local colleges and universities - Rhodes College, University of Memphis, LeMoyné-Owen College (HBCU) and Christian Brothers University to identify career placement and student internship fair opportunities and academic department contacts for journalism, American/African-American history, marketing, museum studies, business, and many other fields of study. Recruiting interns through the relationships in place at these educational institutions has proven to be the best method.
- Senior Management Team will develop projects for interns with job descriptions and indicate the number of interns requested.
- Each department will develop internship applications (September 2018), and the volunteer manager will post to the NCRM website with the application deadlines, job descriptions and the number of interns requested. The schedule: application deadline is November 15, 2018 for spring semester 2019; March 15, 2019 for summer semester 2019; July 15, 2019 for fall semester 2019. The same deadlines will remain for 2020 semesters.
 - Supervising NCRM staff and mentors will perform mid-semester and final evaluations of interns.
 - Supervising NCRM staff and mentors will conduct exit interviews to determine the effectiveness of the internship experience and students' interest in pursuing careers in the museum field.
 - NCRM staff will administer post-internship follow-up surveys at six and 12 months to track intern academic and career progress.

- In April 2019, NCRM staff will develop scholarship application for interns to attend the annual meeting of the Association of African American Museums (AAAM). Staff will post this opportunity on the NCRM website. Application deadline is planned for May 15, 2019 for the August 2019 AAAM conference.
- Senior Management Team will select and notify scholarship winner on June 1, 2019. Scholarship funding (IMLS grant) will include registration, travel and lodging. The goal of the experience is to enhance the students' awareness of the museum field as a career option, provide national networking opportunity for the students, and valuable education from keynote speakers as well as session leaders and discussants. NCRM will offer one scholarship per year.

(3) Growing Our Own

Under this new initiative, NCRM will offer two scholarships annually to its Frontline Staff. NCRM Administrative Staff annually have opportunities to attend conferences and participate in other professional development programs through their departments. NCRM Frontline Staff do not have that opportunity; their training is always in a group setting. Frontline Staff fulfill roles in Guest Services, Box Office, Tour Guides and Retail. As of this date, all persons hired for these positions have come from other types or organizations or businesses. They are predominantly millennials. Some are pursuing college degrees, and 95% of Frontline Staff are African-American.

Several Frontline Staff have advanced in the museum pipeline. For example, one of our Tour Guides started working at the museum in Guest Services. Our Museum Educator started in Guest Services, became a Tour Guide, and then advanced to his present position. This IMLS grant will give the National Civil Rights Museum the opportunity to plan and be more intentional in Growing Our Own. NCRM is fortunate in to have excellent Frontline Staff members who daily represent the museum to the diverse audiences who visit from throughout the U.S. and around the world. These staff members are critical to sustaining the further growth and success of the NCRM.

The Senior Management Team will begin planning for this initiative in February 2019. This Team will develop written application, and a process to identify Frontline Staff who may have an interest in pursuing a museum career and encourage them to apply for the scholarship to attend the AAAM conference. Applications will be available by May 1, 2019 with the first scholarships available for the 2019 August AAAM Conference. The Senior Management Team will select participants. Additionally, the Team will assign a NCRM mentor who is also attending the AAAM Conference to scholarship winners. Scholarship winners will be required to submit a written report on their AAAM Conference experience.

3. Project Results

Building a Pipeline of Diverse Museum Professionals is designed to develop professional management at African-American museums, one of the IMLS goals for Museum Grants for African American History and Culture Program. The Performance Measure Statements align with IMLS Agency Level Goal 1: Learning – are: (1) My understanding has increased as a result of this program/training; (2) My interest in this subject has increased as a result of this program/training; (3) I am confident I can apply what I learned in this program/training. The responses will be collected by the Volunteer Manager at the exit



interview and evaluation, and then will track the following statistics -- number of participants, number of total responses, number of responses per answer and number of non-responses. The post-internship surveys will be similarly tracked.

Specific outcomes of this project address all three of the goals of the Museum Grants for African American History and Culture program:

- Developing or strengthening knowledge, skills and other expertise of current staff at African-American museums through increased funding for professional development for all administrative staff. This will result in a better informed and therefore empowered staff to pursue actions necessary for the fulfillment of our strategic goals and objectives and to elevate our performance expectations, thus providing a better experience for our audiences.
 - All administrative staff members will have participated in minimally one professional development opportunity annually.
 - NCRM staff will become active participants in relevant professional organizations with representation.
 - NCRM staff will aspire to a greater national role in the museum industry through application for presentation of programs at professional conferences and meetings.
- The training of emerging African American museum professionals at various stages of their academic career will support diversity efforts in the museum profession.

With the support of the IMLS African American History and Culture program, young African-Americans will be exposed to meaningful careers in the museum field. The National Civil Rights Museum will be proud to acknowledge IMLS AAHC support on the museum website and through a press release.

Achievement of this project's goals will be measured through quarterly evaluations of the project timeline to ensure all required actions are occurring as planned. Staff participation in professional organizations and professional development opportunities will be monitored and tracked during the annual review of achievement of strategic goals.

This multi-faceted project will benefit the National Civil Rights Museum far beyond the two-year grant period. It will strengthen the capacity of our institution and support ongoing diversity initiatives in the museum profession especially in Memphis. A stronger infrastructure with staff who are a part of this nation of learners will enable the museum to engage and energize increasing numbers of museum visitors.

This IMLS funding will help the Museum move the next generation beyond the dream.



Institute of Museum and Library Services
 Museum Grants for African American History and Culture
 National Civil Rights Museum FY2018 Application
Building a Pipeline of Diverse Museum Professionals

	Year One (September 2018 – July 2019)											
Schedule of Completion	2018					2019						
Activity	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Professional Development (PD)												
Identify FY19 PD opportunities												
Create FY19 staff PD schedule												
Submit conference proposals												
Staff attend FY19 PD												
Staff submit PD evaluation												
Develop FY20 PD budget												
Identify FY20 PD opportunities												
Create FY20 staff PD schedule												
Submit conference proposals												
Internships												
Develop internship applications												
Post internship opportunities												
App deadline for spring 2019												
Interview spring candidates												
Spring 2019 internship												
Spring intern mid evaluation												
Spring intern final evaluation												
App deadline for summer 2019												
Interview summer candidates												
Create scholarship AAAM app												
Post AAAM app on website												
Review AAAM candidates												
Award AAAM scholarship												
Summer 2019 internship												
Summer intern mid evaluation												
App deadline for fall 2019												
Interview fall 2019 candidates												
Growing Our Own - Frontline staff AAAM scholarships												
Identify potential recipients												
Develop scholarship process												
Develop written application												
Post scholarship applications												
Award AAAM scholarship												



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	Year Two (August 2019 – July 2020)											
Schedule of Completion	2019					2020						
Activity	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Professional Development												
Submit conference proposals												
Staff attend FY20 PD												
Staff submit PD evaluation												
Internships												
Intern attend 2019 AAAM conf												
Review/modify intern app												
Post internship opportunities												
Summer 2019 internship cont.												
Summer intern final evaluation												
Interview fall 2019 candidates												
Fall 2019 internship												
Fall intern mid evaluation												
Fall intern final evaluation												
App deadline for spring 2020												
Interview spring candidates												
Spring 2020 internship												
Spring intern mid evaluation												
Spring intern final evaluation												
App deadline for summer 2020												
Interview summer candidates												
Modify scholarship AAAM app												
Post AAAM app on website												
Review AAAM candidates												
Award AAAM scholarship												
Summer 2020 internship												
Summer intern mid evaluation												
Start post internship follow-ups												
Intern attend 2020 AAAM conf												
Growing Our Own - Frontline staff AAAM scholarships												
Staff attend 2019 AAAM conf												
Staff submit written conf												
Modify scholarship process												
Modify written application												
Post scholarship application												
Award AAAM scholarship												
Staff attend 2020 AAAM conf												