



**Museum Grants for African American  
History and Culture  
Sample Application MH-00-13-0028-13**

**National Underground Railroad  
Freedom Center**

|                         |           |
|-------------------------|-----------|
| Amount awarded by IMLS: | \$150,000 |
| Amount of cost share:   | \$209,220 |

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

**The National Underground Railroad Freedom Center**  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*  
**IMLS Text Responses Document**

**Abstract/Summary of Project Activity**

The National Underground Railroad Freedom Center (Freedom Center) submits to the IMLS Museum Grants for African American History and Culture a proposal for the Freedom Center Museum Science Apprenticeship Program (Apprenticeship Program).

A comprehensive learning and work experience, the Apprenticeship Program recruits recent and talented graduates from colleges and universities across the country, with a focus on recruiting from historically Black colleges and universities. This year-round Apprenticeship Program combines on-the-job training and classroom instruction over a two-year employment experience with the goal of providing the apprentices with the expertise and skills needed to strengthen African American museums and institutions.

The Apprenticeship Program began in 2003 and has since graduated seven apprentices, including two sponsored by the IMLS Museum Grants for African American History and Culture. The funding period requested in the grant begins December 1, 2013 and ends November 30, 2015 in which time the Freedom Center will select, train, educate and employ two highly skilled museum apprentices.

The objectives of the Apprenticeship Program include providing an in-depth apprenticeship for minority students allowing them to gain valuable skills and practical work experience; attract and retain minority professionals to strengthen African American museums; and, expose participants to a wide variety of museums and senior level museum professionals.

Once admitted to the Apprenticeship Program, each student will select one area of the museum in which to specialize (Interpretation and Exhibitions, Distance Learning, or Community Engagement). This specific concentration of duties will provide the students with in-depth knowledge and skills to advance their careers. Additionally, during the two years of their apprenticeship, the students will attend the University of Cincinnati College of Design, Architecture, Art and Planning (UC DAAP) to obtain a Graduate Museum Studies Certificate. The academic coursework provides the students with additional knowledge and skills in the museum professions.

At the end of their first year of the apprenticeship the students will participate in an eight-week summer internship at a partner African American museum to gain further and varied experience in the operations of a similar yet different institution.

The Apprenticeship Program is deliberately broad in scope to provide the apprentices with the best possible training and insight into the demands and rewards of a career in museum sciences. Ultimately, the goal of the Apprenticeship Program is to produce highly skilled museum professionals whose career paths will increase the capacity and visibility of the African American historical and cultural institutions in the nation.

The National Underground Railroad Freedom Center  
*2013 Proposal to the Institute of Museum and Library Services  
Museum Grants for African American History and Culture*

## **1. PROJECT JUSTIFICATION**

### **Proposed Project**

The National Underground Railroad Freedom Center (Freedom Center) respectfully submits this proposal in the amount of \$150,000 to the Institute of Museum and Library Services Museum Grants for African American History and Culture program to continue the highly successful National Underground Railroad Freedom Center Museum Science Apprenticeship Program (Apprenticeship Program).

### **Statement of Need**

According to the American Alliance of Museums, there are approximately 850 million visits each year to American museums. Since 2008 however, museums have been under increasing pressure to better serve more visitors in spite of financial stress caused by funding shortfalls. The weak economy and resulting declines in charitable giving and state and local support have left many museums understaffed and in need of professional development for their existing staff.

Museum professionals are working everyday in the public interest, educating and engaging our communities, and preserving our cultural, artistic, natural and scientific heritage. From advancement to exhibit creation, research, public relations and marketing, a successful museum relies on the skills and abilities of its staff to create valuable, educational experiences for its patrons. Without professionals experienced in these diverse roles, museums cannot increase capacity or achieve sustainability. In turn, the local and national communities served by museums could potentially lose valuable community assets and irreplaceable guardians of history and culture. In order to maintain and grow the nation's museums, more skilled professionals need to be recruited to the museums services industry.

In addition to the growing need for trained professionals, the museum industry needs to increase the diversity of its professional base to bring much needed new perspectives and understandings into the management, development, and promotion of museum programs, projects and exhibitions. The Center for the Future of Museums (CFM) study on Demographic Transformation and the Future of Museums indicates that 20 percent of museum employees are of a minority background. The number drops to 14 percent when looking at the staff at the professional level and 12 percent for museum officials and managers.

Furthermore, the CFM study reports that the demographics of museum visitors are shifting to reflect greater diversity. In 2012, 34 percent of visitors to museums were minorities which is forecasted to increase to 46 percent by 2025. The vision for the museum field is that the diversity of museum visitors and employees reflect our communities. The need to increase the diversity of museum employees needs to be addressed at all stages including: increasing awareness of museum centers, recruiting more diverse students to museum studies programs and looking outside traditional training programs for bright, interested people and then investing in their continued education.

### **Project History**

In 2003, the Freedom Center partnered with The Coca-Cola Foundation specifically to develop the Apprenticeship Program to attract and retain new diverse staff interested in exploring careers in African American museum sciences. The Apprenticeship Program was developed both to answer the growing shortage of skilled museum professionals and to increase the diversity of staff in the museum profession.

This successful comprehensive Apprenticeship Program recruits talented and recent African American graduates from colleges and universities across the country, with a focus on recruiting from historical

The National Underground Railroad Freedom Center  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*

Black colleges and universities (HBCUs). As a year-round program, it combines on-the-job training and classroom instruction over a two-year employment experience, with the goal of providing apprentices with the expertise and skills needed to strengthen African American museums.

**Project Benefits**

The Apprenticeship Program directly responds to the increased need for diverse, skilled African American museum professionals through recruiting and training talented students in the museum science disciplines. In turn, this improves the services provided by museums and increases museums' abilities to educate the public and preserve African American history and culture. The program will not only benefit the Freedom Center and the communities it serves, but will directly impact two apprentices who will strengthen the body of African American professionals working in museum sciences.

**Project Results to Date**

Since the Apprenticeship Program began in 2003, it has been a significant success for the Freedom Center, individual apprentices, and the African American museum field. To date, seven students have completed the program and successfully secured a variety of employment opportunities including curatorial management, educational programming and public services.

A highlight shared by past apprentices was the opportunity to be mentored by experienced professionals in the museum field. The apprentices' extended exposure to the inner workings of a museum allowed each to develop a unique perspective on all areas of museum management and design thus providing them with unique and valuable skill sets to advance their interests and abilities in museum sciences.

Reflections on the experiences of those who have participated in and completed the Apprenticeship Program demonstrated the incredible impact of the Program. For example, when apprentices were asked to share specific major accomplishments achieved while in the Program, the following comments were provided:

- This experience enhanced my ability to perform primary and secondary research
- I learned how to train exhibit guides on history material and permanent exhibits
- I developed expertise in writing and assembling materials for museum programs and for public information
- I developed strong skills toward the task of designing and implementing interactive kiosks for the dissemination of information to visitors
- I co-developed dialogue modules on issues of race, class, gender and sexual orientation
- I completed the Graduate Museum Studies Certificate Program and the University of Cincinnati
- I have a much better understanding of what a registrar's job entails
- I have developed greater leadership skills and gotten to work with our insurance company, lawyers, board members and museum partners

These testimonials and others provide the fuel behind our commitment to expanding the impact of this proven best practice; the Program is a worthy supplement to a well understood and national shortage of African American museum professionals.

**Capacity-Building**

The quality of this experience has a direct impact on the critical goal of increasing the number of qualified museum professionals, specifically the number of minorities in the field. By recruiting and

The National Underground Railroad Freedom Center  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*

training talented minority museum professionals, the Apprenticeship Program will improve museum staff abilities and services, enhance institutional capacity and sustainability at museums throughout the nation.

## **2. PROJECT WORK PLAN**

### **Apprenticeship Activities Overview**

The Apprenticeship Program is designed as a comprehensive learning experience for the apprentices, encompassing two years of practical work experience at the Freedom Center, graduate academic work, and an eight-week summer internship at a partner African American museum. During their apprenticeship, selected candidates are offered an annual salary of \$30,000 and a summer stipend for their offsite externship of \$6,000.

### **Project Management**

The Apprenticeship Program will be managed by Ms. Dina Bailey, Director of Museum Experiences at the Freedom Center. Ms. Bailey holds a Masters of Anthropology of Development and Social Transformation from the University of Sussex as well as a Graduate Certificate of Museum Studies from the University of Cincinnati. Ms. Bailey will serve as the Apprenticeship Program Manager and will be responsible for the overall development, implementation, ongoing management and evaluation of the Apprenticeship Program. Approximately 25 percent of Ms. Bailey's time will be allocated to managing the Apprenticeship Program. Ms. Bailey will work collaboratively with the education team on distance learning programs and community engagement initiatives. Educational Initiatives Manager, Kiele Ferguson, will provide supplementary support and management to the Apprenticeship Program. Ms. Ferguson possesses a Masters of Educational Leadership. Ms. Ferguson attended IMLS AAHC conference in 2012 and Ms. Bailey completed the Freedom Center Museum Science Apprenticeship program in 2008. Ms. Bailey and Ms. Ferguson will assist with planning and implementing the project based on the apprentices' selected concentration: Interpretation & Exhibitions; Distance Learning; or Community Engagement. (Resumes for Ms. Bailey and Ms. Ferguson can be found in the text responses document portion of this application.)

### **Sequence of Activities**

The program work plan, implementation and delivery will include recruiting qualified candidates; providing valuable onsite and offsite learning and development opportunities; and providing internal support to track progress and assist apprentices where needed. The following work plan outlines the sequence, resources, and evaluation activities associated with the Apprenticeship Program.

### **Recruitment**

Faculty and staff at selected universities recommend graduating seniors and recent graduates for consideration for the Apprenticeship Program. The human resources manager also recruits at local colleges and universities throughout the Spring and Summer sessions. The recommendations are then forwarded to the Apprenticeship Program Selection Committee, which includes senior museum officials from the Freedom Center and faculty from the University of Cincinnati.

The Apprenticeship Program Selection Committee employs an intensive process to select the next round of apprentices. Candidates are evaluated on their written and oral communication skills, their ability to succeed in the Apprenticeship Program academically and professionally, and their interest and commitment to a career in the museum science profession. A copy of the job description can be found in the Text Responses document portion of this application.

The National Underground Railroad Freedom Center  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*

***Museum Work Experience Design***

Once admitted to the Apprenticeship Program, the students select one of the three museum areas in which to specialize:

- *Interpretation and Exhibitions:* curatorial and registration management, training volunteer docents, and executing and managing temporary exhibitions.
- *Distance Learning:* Generating digital content that extends the lessons and curriculum for permanent and temporary exhibitions.
- *Community Engagement:* Planning public programs that educate the general public on the themes of permanent and temporary exhibitions, supporting public forums and dialogue sessions, assisting with all community outreach efforts, and coordinating the Freedom Center Youth Docent program.

Throughout the two years of the Apprenticeship Program, the apprentices will work closely with museum staff to gain hands-on, practical work experience that will help them to progress in their chosen discipline in the museum science profession. After graduating from the Apprenticeship Program, the students will be able to immediately contribute their learned skills and abilities to their professional careers.

***Academic Study Design***

To enhance their practical work experience, each apprentice earns a Graduate Museum Studies Certificate from the University of Cincinnati School of Design, Architecture, Art and Planning (UC DAAP). The 20-credit-hour program provides apprentices with the skills and knowledge that are the basis for many aspects of museum work, including: museum management, collection care and maintenance, exhibition and educational program development, and use of technology in museums. Coursework is offered in classroom settings and online.

***Summer Internship Design***

For eight weeks during the summer, apprentices are expected to participate in an internship at a partnering African American Cultural museum in the United States. Past internships have included the Muhammad Ali Center in Louisville, Kentucky and Gullah/Geechee Cultural Heritage (Center). This offsite placement experience enriches apprentices' development by expanding their working knowledge of museum science, museum operations, effective practices, and continuing challenges. Freedom Center staff assists apprentices in selecting the partner institution based on the apprentice's interests and partners' needs. Apprentices receiving ongoing support, professional counseling and guidance throughout the summer externship experience.

***Summer Internship Results***

This internship provides the apprentices with the opportunity to compare best practices between the museums and gain greater professional experience to further their career pursuits. Additionally, the institutions hosting the apprentices over the summer benefit from a fully funded staff member to assist their ongoing work. This value-added benefit continues to strengthen the Freedom Center's relationships, partnerships, and collaborative efforts with other African American museums and institutions.

The National Underground Railroad Freedom Center  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*

**Required Resources**

The Apprenticeship Program is an ongoing, comprehensive, two-year program for African American candidates interested in pursuing careers in museum sciences. The Apprenticeship Program budget will cover two apprentice salaries and fringe benefits, apprentice travel to educational conferences and partner museum site visits, housing stipends, tuition, and necessary equipment and supplies.

Personnel support for apprentices' work experience will come from the Freedom Center's Director of Museum Experiences. Summer internship support will be provided by partnering museums.

**Institutional Support and Resources**

The Freedom Center will allocate \$300,000 toward the apprenticeship program if this grant is awarded. This will include \$150,000 from IMLS and \$150,000 from a corporate partner to satisfy the 1:1 match requirement.

The Freedom Center will secure a corporate partner to provide the matching funds. The Apprenticeship Program was founded in partnership with the Coca-Cola Foundation in 2003. Coca-Cola's past support demonstrates the value and integrity of the program. A new corporate partner will be solicited in order to extend the opportunity to partner with new companies and corporate foundations for the continuance of this program. The Freedom Center has been successful in securing large corporate gifts and grants from private and community foundations due in large part to the support of its Board of Directors and Board Chairs who are business leaders in the private sector.

The Freedom Center will devote the time and support of the Director of Museum Experiences, Ms. Dina Bailey and Educational Initiatives Manager, Ms. Kiele Ferguson. The Freedom Center will facilitate securing site visits and internship opportunities from its partnering museums in order to connect the apprentices with valuable outside learning experiences. The apprentices will be equipped with the proper resources required to be successful in their selected areas and they will receive assistance with applying to the Graduate Certificate of Museum Studies at UC DAAP.

**Project Goals and Objectives**

The goal of the Apprenticeship Program is to prepare two African American students for a career in the museum field, thus increasing the number of highly-skilled minority professionals in museums, specifically those that focus on African American history and culture. The objectives of the Apprenticeship Program align directly with the Freedom Center's strategic plan, particularly pertaining to the goal to "strengthen organizational capacity."

Pacific Institute for Research and Evaluation (PIRE), an independent evaluation firm, has designed a comprehensive evaluation plan for the Freedom Center that will assess the success of the Apprenticeship Program as it relates to the following objectives:

- Provide an in-depth apprenticeship experience for minority students so they can gain valuable skills and practical work experiences necessary to qualify for entry-level museum positions
- Develop experienced minority employees for African American museums
- Attract and retain minority professionals to strengthen African American museums

The National Underground Railroad Freedom Center  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*

- Expose participants to a wide variety of museums and senior level museum professionals

### **3. PROJECT RESULTS**

#### **Outcomes**

At the end of the two-year apprenticeship, participants will have:

- Gained in-depth experience and knowledge of one of three selected specialized areas: Interpretation and Exhibitions, Distance Learning, or Community Engagement
- Worked at a national partnering African American institution; gaining further real-world experience and insight into other museum communities
- Gained invaluable experience in museum operations, best practices and ongoing challenges
- Established working relationships and networking contacts with other museum professionals through the United States

Through its inherent design as both a practical and academic program, the Apprenticeship Program creates museum professionals who have solid, real-world experiences in all of the functional areas of museum sciences, resulting in increased numbers of trained museum professionals who are contributing to the strengthened capacity and sustainability of African American museums throughout the nation.

#### **Evidence of Impact**

The Apprenticeship Program has graduated seven apprentices since its inception in 2003. The first two apprentices, Ms. Ehrin Alexander and Ms. Tynsia Compton, both noted that the opportunity to work with and learn from the Freedom Center staff members provided them with a unique opportunity to learn firsthand the triumphs and challenges museum employees are faced with on a daily basis. Through sharing of best practices and practical real-life experiences in the profession, the apprentices gained skills and knowledge they took with them on their career paths.

Ms. Alexander and Ms. Compton had the rare and unique opportunity to participate in the opening of the Freedom Center. Upon entering the Apprenticeship Program, the apprentices assisted in:

- Developing exhibits permanently on display at the Freedom Center
- Coordinating opening ceremonies and associated activities
- Coordinating the capital campaign fundraising efforts to build the 158,000 square foot facility

According to Ms. Compton, the important core competencies learned through the Apprenticeship Program were:

- Increased knowledge of the museum field
- Stronger understanding of how to create curriculum for the classroom, meeting state and national standards
- More acute primary and secondary research and writing skills

In addition to their duties and experiences at the Freedom Center, the apprentices completed a Graduate Certificate in Museum Studies from the University of Cincinnati. These first two apprentices also had the opportunity of completing a three-week offsite job placement at Howard University. During this placement, and through site visits to 17 other museums across the nation, the apprentices experienced firsthand how various museums operate.

The National Underground Railroad Freedom Center  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*

The 2005 apprentices, Ms. Eileen Turner and Mr. Michael Griffin, worked on a variety of projects during the tenure with the Freedom Center. Mr. Griffin primarily assisted the education team with programming, school tours, and youth docent training. Ms. Turner concentrated in the Marketing and Communications Department where she utilized her experience in public relations to produce outstanding work for the Freedom Center. Both apprentices completed the UC DAAP Graduate Museum Studies Certificate as well as externship opportunities. Ms. Turner completed an internship at the Anti-Prejudice Consortium in Atlanta, Georgia. Mr. Griffin continued to work in the program and outreach departments at the Freedom Center until 2008, and is currently the Assistant Director of African American Student Affairs at Northern Kentucky University.

Ms. Andrea Barbour and Ms. Dina Bailey graduated from the Apprenticeship Program in 2008. Both apprentices completed the UC DAAP certificate program. During her tenure with the Freedom Center, Ms. Barbour assisted the Senior Historical Preservation Advisor on conservation and community outreach, as well as assisting with the Youth Docent Program. Ms. Barbour participated in an internship with the National Park Service's Gullah/Geechee Cultural Heritage Center in Charleston, South Carolina.

Ms. Bailey, the Freedom Center's first apprentice supported by funds from IMLS, acted as curatorial assistant in her two-year term. Under the direction of Freedom Center Director of Education, Exhibits and Programs and through the guidance of the President & CEO, Ms. Bailey learned a great deal about maintaining a museum collection and designing temporary exhibit spaces. Ms. Bailey lists the development of leadership skills and becoming more innovated as her greatest accomplishment as an apprentice. She completed a two-month externship with the Reginald F. Lewis Museum in Baltimore, Maryland, where she was responsible for the creation of three educational "carts" for their museum galleries. Ms. Bailey was hired by the Freedom Center at the end of her term as the Associate Curator at the Freedom Center. Presently, Ms. Bailey serves as the Director of Museum Experiences at the Freedom Center.

Most recently, Ms. Jyreika Guest completed the apprenticeship program. Ms. Guest was a member of the Education team, assisting with developing and delivering public programs, conducting school tours and assisting with educational exhibition programs. Her two-month internship was fulfilled at the Muhammad Ali Center in Louisville, Kentucky where she provided support for general programming and educational initiatives. This spring Ms. Guest will complete a Master of Arts in Public History at Northern Kentucky University in Highland Heights, Kentucky. Ms. Guest is pursuing a career in the museum field at African American museums.

**Project Sustainability**

The Freedom Center is fully committed to continuing this best-practice program. With matching funds from a corporate partner, funds from IMLS will allow the Freedom Center to continue the Apprenticeship Program. The apprentices will begin the program in December 2013 and will commit to the apprenticeship program for two years. As the success of the Apprenticeship Program has already been established, the Freedom Center is committed to sustaining this program into the future.

**The National Underground Railroad Freedom Center**  
*2013 Proposal to the Institute of Museum and Library Services*  
*Museum Grants for African American History and Culture*

***Schedule of Completion***

| Month/Year                   | Task  | Staff Person                                     |
|------------------------------|---|--|
| September 2013               | -Send out Apprenticeship Program notices and applications to educational institutions   | -Human Resources Team<br>-Dina Bailey            |
| October-<br>November 2013    | -Receive Apprenticeship Program applications<br>-Interview and select apprentices   | -Dina Bailey<br>-Selection Committee             |
| December 2013                | -Begin Apprenticeship Program<br>-Provide apprentices with overview and training in their selected areas (Interpretation & Exhibitions; Community Engagement; or Distance Learning)   | -Dina Bailey<br>-Dept. Directors<br>-Apprentices |
| December 2013                | -Enroll apprentices at UC DAAP to obtain Graduate Museum Studies Certificate  | -Apprentices<br>-Dina Bailey                     |
| January-June 2014            | -Identify and visit partnering African American history and culture museums for apprentices' offsite summer placement<br>-Arrange summer internship duties and responsibilities with partner institutions<br>-Select summer internship location | -Dina Bailey<br>-Apprentices                     |
| July-August 2014             | -Commence and complete summer internship at partnering museum<br>-Assist interns during summer placement  | -Apprentices<br>-Dina Bailey                     |
| September –<br>November 2014 | -Provide apprentices with continued training and experience in selected areas   | -Dina Bailey<br>-Dept. Directors<br>-Apprentices |
| December 2014                | - Commence second year of Apprenticeship Program<br>-Provide apprentices with continued training and experience in selected areas<br>-Apprentices continue graduate work at UC DAAP for certificate in Museum Studies                           | -Dina Bailey<br>-Dept. Directors<br>-Apprentices |
| September –<br>November 2015 | -Assist apprentices in preparation and search for continued employment in the museum field  | -Dina Bailey<br>-Human Resources                 |
| November 2015                | Apprenticeship program concludes  |  |