



Museums for America

Sample Application MA-10-16-0315-16

Project Category: Learning Experiences

Funding Level: \$25,001-\$150,000

Intrepid Sea, Air & Space Museum

Amount awarded by IMLS: \$150,000

Amount of cost share: \$218,305

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing narratives for FY2017 applications differ from those that guided the preparation of previous applications. Be sure to use the narrative instructions in the FY2017 Notice of Funding Opportunity for the grant program and project category to which you are applying.

Intrepid Sea, Air & Space Museum
Cold War: Stories from the Deep
Abstract

Applicant: For over 30 years, the Intrepid Sea, Air & Space Museum has been one of New York City's premier cultural institutions and landmarks. The Museum is home to the Cold War-era submarine *Growler*, the only surviving example of an early U.S. Navy guided missile submarine and the only American missile submarine open to the public. From 1958 to 1964, *Growler*'s mission was to hide beneath the ocean's surface and wait for the command to launch its missiles. *Growler* is also one of the Museum's most popular exhibits, with more than 400,000 visitors exploring the submarine every year.

Project Activities and Outcomes: The Intrepid Museum respectfully requests a grant from IMLS to fund ***Cold War: Stories from the Deep***, a two-year project that will create dynamic interpretation and educational content around the history of *Growler*. Under the scope of the grant, the Museum will hire a guest historian to identify compelling, engaging and effective curatorial approaches to the exhibition media, driving the development of media content and producing a fundamental resource—a collection of oral histories—as a direct result. The project team will conduct a minimum of twenty (20) video-based oral history interviews with former crew members. The Museum will then hire a media producer who will draw from the oral histories to produce exhibition and social media content in collaboration with the curatorial team. These rich and layered media elements, both video- and audio- based, will be available for immediate use in public and educational programs, exhibits, web-based and digital platforms.

Furthermore, this project represents a stand-alone component of a larger initiative. In 2018 the Museum will unveil a new, permanent, accessible exhibition to address the visitor appetite for more information about this submarine, the experiences of its crew, the era it represents, and to mark *Growler*'s 60th commissioning anniversary.

Needs and Challenges That the Project Will Address:

1. Although *Growler* represents a unique Cold War-era artifact, its current interpretation is limited to functional descriptions of the submarine's spaces. This project will address a pressing need to tell the story of *Growler* through the eyes of its crew and make connections between past and present.
2. The Museum aims to provide all visitors with excellent exhibitions and educational experiences. Yet, *Growler* will never become fully accessible to the public due to its physical constraints. This project will address this issue by providing accessible experiences and learning opportunities outside *Growler*.
3. Sadly, many of *Growler*'s crew members have already passed away, and the youngest surviving members turn 70 this year. It is imperative that through this project we capture their stories.
4. While the Cold War is part of high school curricula, many teachers do not cover the topic in great detail, and our internal assessment indicates that young visitors do not understand the scope or significance of the Cold War. This project will expand *Growler*'s story to younger audiences by developing engaging learning experiences that are also dynamic, fun and memorable.

Measuring Success in Achieving Intended Outcomes: On-going formative assessments and summative evaluation will provide visitor feedback for consideration during the exhibition development phases and measure visitor engagement, interest and understanding. Evaluative methods will include tracking the numbers of visitors accessing the exhibition, visitor interviews, and observational studies of visitors.

Beneficiaries: ***Cold War: Stories from the Deep*** is intended to benefit **all** of the Museum's visitors, including: student groups, families with young children, and visitors with limited mobility, claustrophobia, or varying cognitive disabilities. Specifically, these groups represent approximately 450,000 annual visitors who currently cannot experience *Growler*. This project directly addresses IMLS's Learning Goal to ***develop and provide inclusive and accessible learning opportunities*** by introducing rich historic accessible content to all on- and off-site visitors.

Intrepid Sea, Air & Space Museum
Cold War: Stories from the Deep
Narrative

1. Statement of Need

Project Overview: In the years following World War II, the United States and the Soviet Union vied for economic, political, technological and cultural supremacy, a conflict known as the Cold War. The development of atomic weapons—and their refinement into new forms—raised the stakes in international conflicts and created a climate of fear and anxiety. The Intrepid Sea, Air & Space Museum is home to the former USS *Growler* (SSG-577), a unique artifact that embodies the technology and tensions of the Cold War. In service from 1958 to 1964, *Growler* was an early attempt to use submarines as covert missile platforms. Armed with Regulus I nuclear missiles, *Growler* patrolled near the east coast of the Soviet Union, with a crew of 95–100 men, all volunteers. Their mission: stand ready for the order to launch its missiles at the Soviet Union, an order that fortunately never came. *Growler* is the only nuclear missile submarine open to the public in the United States. The Museum is developing a new, permanent, accessible exhibition to address the visitor appetite for more information about this submarine, and era, and to mark *Growler*'s 60th commissioning anniversary. It will open in 2018.

The Museum respectfully requests \$150,000 from IMLS to fund *Cold War: Stories from the Deep*, which will create dynamic interpretation and educational content around the history of *Growler* by:

1. Recording and cataloging a minimum of twenty (20) video-based oral history interviews with former crew members and other key figures associated with *Growler*'s history.
2. Producing a series of rich and layered media elements to support the interpretation of *Growler*, including ambient audio and short videos blending oral histories with historic footage and images. The exhibition's media and social media will be part of a Museum-wide *Growler* initiative, including an exhibition to open in 2018.

Under the scope of the grant, the project team is planning the following activities:

- Support a guest historian, specializing in the Cold War era, who will conduct critical research to help maximize the oral history interviews and curate media content for integration into the *Growler* exhibition.
- Travel to four (4) locations to conduct oral history interviews, and hire professional crews to film the interviews.
- Transcribe the interviews and catalog them on ArchivesSpace, an open source, web-based archives information management system.
- Support a media producer who will draw from the oral histories to produce exhibition and social media content in collaboration with the curatorial team.

Needs and Challenges:

1. **This project addresses a longstanding need to tell the story of *Growler* and its crew in ways that are engaging, accessible, personal and memorable, all while making connections to Cold War history.** As the only American missile submarine open to the public, *Growler* represents a unique artifact in the history of the Cold War. Yet, its interpretation is limited to labels providing functional descriptions of the submarine's spaces. Currently, a staff member provides a 2-minute live introduction prior to entering the submarine. An additional staff member remains inside the submarine to support inquiries. *Stories from the Deep* will transform *Growler* into a dynamic experience that brings to life the turbulent era it represents and highlights the challenges of living and working 300 feet below the ocean's surface.
2. **This project will vastly expand the *Growler* experience to all audiences, including those who cannot currently access the submarine due to capacity and height limitations or limited mobility.** The Museum aims to provide **all** visitors with an excellent cultural and educational exhibition. However, we recognize that *Growler* can never become fully accessible. Access to the interior involves stairs and small watertight doors. For safety considerations, visitors to *Growler* must self-identify as being in good

physical condition and must be at least 40 inches tall. Additionally, to maximize the visitor's experience, the number of people visiting *Growler* at any given time is limited to 25. With this in mind, we seek innovative ways to provide opportunities for **all** visitors to learn from this exceptional Cold War artifact, especially since research conducted earlier this year confirmed that visitors identified *Growler* as one of the most enjoyable parts of their visit. *Stories from the Deep* will greatly increase access to *Growler's* content for families with young children, visitors with limited mobility and student groups (as the *Growler* experience is not currently offered as a choice for school group visits).

3. **The heart and soul of this project will be engaging stories about the Cold War era through personal reflections of the *Growler* crew. However, as time goes by, fewer of the former crew remain with us—and the timing for *Stories from the Deep* is critical.** Capturing oral history interviews with *Growler's* former crew is particularly challenging. *Growler* had a relatively small crew and was in service for only six years. Sadly, many crew members have already passed away, and the youngest surviving members turn 70 this year. Museum staff members must travel to conduct these personal interviews. This project will enhance exhibitions and education programming, as well as scholarly research, for generations to come.
4. **The project will expand *Growler's* story to younger audiences by transforming personal stories into engaging learning experiences that are also dynamic and fun.** To maintain relevance and reach new audiences, the Museum is eager to engage Millennial and Generation Z constituents. Our primary goal is to create and curate compelling content that will capture a modern imagination by unveiling chapters from Cold War history through the lens of *Growler* and the men who served on board, concurrently making real-time connections to present political and social issues.

Plans for *Growler* Exhibition: The Museum will unveil a new, permanent, accessible exhibition in 2018. Located outside the submarine itself, the exhibition will use *Growler* as a focal point for exploring the history and impact of the nuclear arms race between the United States and the Soviet Union. This exhibition concept has been approved by Museum leadership, and the Museum is committed to funding it from the operating budget. *Stories from the Deep* represents a stand-alone component of this larger initiative. IMLS support for this project will provide interpretive content that is essential to the exhibition's success. Without funding for this component, incorporation of oral history media into the exhibition content will be limited to a few sequences from our existing oral history collection.

Beneficiaries: On display since 1989, *Growler* is one of the most popular exhibits at the Museum. Despite access restrictions, more than 400,000 visitors explore the submarine every year (40% of the Museum's visitors). Since *Growler* reopened after an overhaul in May 2009, more than 2,400,000 visitors have passed through the submarine's historic spaces. While *Stories from the Deep* is intended to benefit **all** visitors to the Museum, student groups, families with young children and visitors with limited mobility, claustrophobia, or varying cognitive disabilities will benefit the most from this project. These groups, who cannot currently experience *Growler*, represent approximately 45% of the Museum's visitors. The exhibition media will be located in a dedicated exhibition area, which will be constructed outside *Growler*. The exhibition media created by this project will also be accessible via the Museum's website for our virtual audiences, and videos will be shared across the Museum's social media platforms. In addition, the full oral histories will be cataloged on ArchivesSpace, which will be publicly available by 2018.

Past and recent research demonstrates that we are pursuing a project that aligns with visitor interest. Market research conducted in 2010 identified that hearing veterans' stories was a highlight for visitors. Because visitors cannot always meet veterans, the Museum designed recent projects, including the NEH-funded permanent exhibition *City at Sea: USS Intrepid* (opened in 2015), to incorporate personal stories. During the development of *City at Sea*, the Museum tested a prototype touch-screen video kiosk that gives visitors access to oral history-based video content. When asked what they liked best, about half of the respondents answered "hearing Veteran's stories," which made history "real" and "gripping."

Advancing the Strategic Plan: The goals of *Stories from the Deep* directly advance the goals of the strategic plan outlined during an executive retreat in September 2015:

Strategic Plan Goal	Project Goal
1. Care for and maintain a relevant collection	Record and catalog 20 video-based oral history interviews with surviving former crew members and other key historic figures and producing media content to support the interpretation and further enhance our collection.
2. Provide an exceptional visitor experience	Give visitors opportunities to learn from personal stories to provide new(er) understanding and changed perceptions by revealing Cold War history and the experience of submarine service through reminiscences and reflections.
3. Expect excellence across the organization	Create multi-modal interpretive experiences by incorporating oral histories into media content, thereby providing access to all visitors, including school groups and those who cannot enter the submarine due to height requirements, limited mobility or claustrophobia or varying cognitive disabilities (about 45% of the Museum's annual visitorship).

The next creative and logical step towards advancing the Museum's strategic plan, *Stories from the Deep* is underpinned by achievements over the past seven years. This groundwork focused on strategic goals under the categories of *Collections*, *Visitor Experience* and *Access/Inclusiveness*. Select accomplishments include:

- 2011–2013: Processed collections backlog, a project supported by an IMLS Collection Stewardship grant. Gained physical and intellectual control of nearly 10,000 items, including *Growler* material.
- 2013: Launched an oral history project, with training by the Columbia Center for Oral History. To date, the collection includes 89 video interviews, but only 13 of which pertain to *Growler*.
- 2015: Secured a National Maritime Heritage grant from the Department of Interior to complete work including steel repair and cathodic protection that will ensure *Growler's* long-term preservation.

IMLS Learning Experiences Goals: *Stories from the Deep* directly correlates with IMLS's learning goal to *develop and provide inclusive and accessible learning opportunities*. The oral histories and resulting exhibition media will be available to on- and off-site visitors, regardless of their ability to enter the submarine, or *Growler's* capacity restrictions. Beyond physical accessibility, the Museum is committed to making the exhibition media inclusive and engaging, particularly given the complexity of the topic. Based on visitor surveys, conducted in August 2015, about 70% of Museum visitors are younger than 34 years old, which indicates that they only experienced the Cold War as small children, or not at all. Employing oral histories in exhibition media will allow visitors to learn about the history and technology of this period in a personal, story-driven way. The expertise of the Museum's Education Department will strengthen our ability to make the content meaningful with the goal of increasing visitors' understanding and interest in this topic. The Museum will use the stories captured by the oral histories to enhance education programming and public tours.

2. Impact

Impact Overview: *Stories from the Deep* will be unveiled in physical and web-based exhibit components available to all. See examples at <http://www.intrepidmuseum.org/OralHistoryProject> and <http://www.intrepidmuseum.org/CityatSea>.

Ongoing evaluation at all stages of this project will provide the Museum and IMLS with solid performance measurements—essential to achieving high-quality results. Findings from past and current internal formative evaluations have already contributed to the planning of *Stories from the Deep*. This past year, more than 28,000 visitors were observed engaging in various exhibition spaces throughout the Museum. Internal audience studies include visitor engagement with tactile and media components in recently opened exhibitions, and interactive exhibits. A market research survey, conducted by a third-party company, compiled additional data, including demographics and visitor experiences.

Performance Measure Statements: To evaluate our progress towards achieving the IMLS learning goal, *to develop and provide inclusive and accessible learning opportunities*, and following the installation of the *Growler* exhibition, the project team will conduct a summative evaluation of *Stories from the Deep*. The Museum will gather data pertaining to two performance measure statements: *my understanding has increased as a result of this program* and *my interest in this subject has increased as a result of this program*. To focus data collection, additional evaluative questions will include:

1. How well does the new interpretation in the various locations respond to visitor interests?
2. How well do the deliverables present insight into both *Growler's* history in the Cold War and the experiences of the crew aboard a submarine?
3. To what extent do the personal stories of the *Growler* crew members provide visitors with new knowledge and understanding, or change preconceived notions or perceptions?

The Museum will conduct a combination of observational studies to track visitor behavior as they engage with exhibition media and content, interviews with visitors to gather qualitative responses and usability testing with visitors to identify user effectiveness, efficiency and satisfaction. Having implemented several of these assessment methods, we found that these strategies in combination provide in-depth information with meaningful results. Additional visitor tracking methods will reveal the numbers of visitors who access the new exhibition and the percentage of those visitors interviewed who rate the experience as excellent.

Intended Results: *Stories from the Deep* addresses the Museum's need to provide dynamic, engaging and meaningful learning experiences about *Growler* and the Cold War. The project also addresses *Growler's* inherent physical capacity limitations and underscores the Museum's commitment to access. The intended results of the project are to:

- Identify the most compelling, engaging and effective curatorial approach for *Growler* interpretive media.
- Employ first-person narratives to foster personal connections with *Growler*, and encourage visitors to engage more deeply with *Growler* as an artifact of the Cold War.
- Provide a quality learning experience to all visitors, especially those who cannot enter the submarine.
- Build a content base of oral histories that illuminate the history of *Growler* and will be available for future exhibits, education programs and research.

Increasing Knowledge, Changing Perceptions: As eminent Cold War historian John Lewis Gaddis writes: "For this first post-Cold War generation ... the Cold War is at once distant and dangerous." While the Cold War is part of high school curricula, many teachers do not cover the topic in great detail. Based on our internal pre-visit assessment for the school groups, young visitors define the Cold War as a conflict between the United States and the Soviet Union, but they may not completely understand the scope or significance. This project is an opportunity to add depth and layers to this era (for visitors of all ages), by increasing their knowledge of history through the lens of *Growler*. As nuclear arsenals remain a part of current world affairs, providing our visitors with more information can shape perceptions of the present as well as the past.

By drawing on these personal stories, the Museum also hopes to evoke emotional connections between the past and present. Observing our visitors' interactions with oral history presentations has been gratifying: visitors nod, gasp and laugh as they listen to crew members describe their service experiences. Preliminary results from internal evaluations of current exhibitions suggest that visitors who choose to listen to personal stories gain new understanding and leave with a new level of appreciation. The men of *Growler* endured particularly difficult physical and psychological conditions. Crowded into tight quarters for three months at a time, they expected that, if they ever had to launch the missile, their mission would be, to quote one crew member: "a one-way street." They knew that their adversary would find them when they surfaced to launch. The media developed in *Stories from the Deep* will bring visitors face-to-face with men who fought the Cold War.

Tangible Products: *Stories from the Deep* will result in the following tangible products:

- At least twenty (20) new oral history interviews (about thirty (30) hours of footage).

- Catalog records for each interview in ArchivesSpace.
- Transcripts created for each interview.
- New digital media in the form of:
 - Interpretive videos for immediate integration in the new accessible permanent exhibition.
 - Audio content for immediate inclusion in the new exhibition and historic spaces within *Growler*.
 - Social media videos, to be shared across the Museum's social media platforms.
 - A new page on the Museum's website, featuring the newly-created digital media.

Sustaining Benefits: To summarize prior sections, the compelling media content created by *Stories from the Deep* will capture visitors' imagination and deepen their interpretation, all while providing engaging and meaningful learning experiences by unveiling the history of the Cold War through stories of *Growler*. The oral history interviews will enhance this content through personal perspectives of former crew members before it is no longer possible to do so. The oral histories will be transcribed and cataloged in ArchivesSpace, available for staff as well as outside researchers, providing framework for future research, exhibition and program development. The media content produced for this project will become part of a permanent exhibition and will be available for upgrades in the future. The oral histories, as well as the exhibition media, will be available to Education staff for use in pre- and post-visit material, programming, public tours and other initiatives.

3. Project Design

Project Activities and Timeline: October 2016: The first step will be **hiring a guest historian** with Cold War expertise to complement the knowledge of the Museum's Curator of History and Collections. The guest historian, hired as a part-time consultant, will curate the media storylines, an integral component of the larger *Growler* exhibition. Activities then fall into four types: research, interviews, content creation and evaluation and performance measurement.

Research (October–December 2016): Upon reviewing interpretive goals and existing interviews, the project director and guest historian will **create a list of approximately twenty narrators**. (Preliminary research and evaluation of the proposed topics will start prior to the grant start date.) The Museum works closely with the USS *Growler* Association of former crew members, which has a roster of over 400 people; 80 of them are active members. The Museum plans to interview men who worked in a range of occupations and ranks, especially those not represented in existing interviews. Likely narrators include:

- *Horace Leavitt Jr:* Navigator and one of the first officers to use the inertial navigation system.
- *John Anderson:* Leading petty officer responsible for the Regulus I missile.
- *Owen O'Rourke:* Worked in intelligence on board, detected and translated Soviet communications.

To gauge the impact of Cold War submarine service on family life, we plan to interview wives and children of *Growler* servicemen. We also plan to interview men who served on USS *Grayback* (SSG-574), which no longer survives, to compare *Growler* service with that on board its only sister vessel.

Concurrently, the Museum will **analyze its own collection of artifacts, archives and media**. The collections feature items donated by *Growler* crew members, as well as previously unknown *Growler* photographs and archives discovered during an IMLS-funded Collections Stewardship grant. In addition, the guest historian will seek historic material from other sources, such as the National Archives and the Naval History and Heritage Command. This material will inform narrator selection and interview topics, and it will be available to illustrate the exhibition videos during the media creation stage.

Oral History Interviews (January 2016–August 2017): Based on a preliminary assessment, we expect to travel to a total of four (4) regions, which includes three core locations where crew members are based, specifically: Los Angeles, California; Seattle, Washington and Houston, Texas, to capture interviews. In late 2016, the *Growler* Association is hosting a reunion in Charleston, South Carolina, where we plan to interview participants as well, totaling four (4) live interview locations. From previous experience, we can comfortably complete five interviews in one location in two days. Again, with our past experiences with successful projects,

we will hire a videographer on location, as traveling with camera gear can be complicated and costly. Our on-staff video producer will assist with identifying qualified videographers to ensure quality and consistency. Our Oral History Coordinator (currently on staff) will **plan interview travel and logistics**.

Prior to the interviews, the project team will **strategize about interview topics and approaches**. The Museum will also **schedule a refresher training session** to reinforce our interview skills with the Columbia Center for Oral History, which conducted our original training in 2012. After each trip, the project team will convene to review the footage and discuss the results. The coordinator will process and back up the footage using our established procedures. We will hire transcribers to **transcribe each interview**. The Oral History Coordinator will **catalog the oral histories into our ArchivesSpace database**, which will make our holdings searchable by staff, and ultimately by the public when our ArchivesSpace public interface goes live in 2018.

Content Creation (October 2017–September 2018): As the interviews draw to a close, the Museum will **hire a media producer**, who will transform the raw material into exhibition media. This individual will be closely integrated into the project team, participating in meetings and working on-site as necessary. The team will **review all interviews**, analyzing the content. We will assess which themes best support the permanent exhibition, planning for which will be well underway. The team will finalize the number of media pieces and their topics. Then, the media producer will **create the exhibition media**, which will fall into three forms:

- *Permanent exhibition videos:* Up to three-minute, open-captioned videos. Integrating a dynamic blend of oral histories, historic footage and images, the videos will address the exhibition themes with an emphasis on the experiences of the crew. These videos will bring to life the feelings and perceptions of the men who served. Guiding questions may include: How did you feel about *Growler's* Cold War mission? What was it like to serve alongside nuclear weapons? Can you describe a close call, or a time you felt scared?
- *Growler submarine audio:* Will integrate the sounds of *Growler* during naval service with oral history clips, thereby connecting stories with historic spaces. The audio pieces will play inside key submarine locations, such as navigation, missile control and enlisted mess, and will address the operation of the submarine. Guiding questions may include: How did *Growler* navigate underwater? What was the relationship between enlisted men and officers? How did men find time to relax, or cope with stress? The audio pieces also will be available in an accessible location for those who cannot enter *Growler*.
- *Social media videos:* The media producer will draw upon the oral histories to create short videos to be shared on the Museum's social media platform. This will allow us to share additional stories and generate excitement about the upcoming *Growler* exhibition. The social media posts will offer a chance to share discrete stories, serious as well as humorous.

Technology is continuously evolving, and we must remain open to solutions that will suit our audiences in 2018. We are not prepared to identify at this time the presentation method for *Growler* exhibition media (that is closely linked to the project, but is outside of the project scope). At present, the Museum makes video and audio content available in a variety of ways: video screens, touch screens, audio stations, ambient audio, an audio tour and a mobile app. We are in the midst of conducting visitor evaluations of recent exhibitions that employ oral history media. The results will inform the technology used for *Stories from the Deep*.

Furthermore, during the content creation phase, the Museum's Education Department will identify ways to **incorporate *Growler* content into education programs and public tours**. The Education Department has struggled to bring school groups through *Growler*, given its physical constraints. This project will allow the department to integrate oral history content into pre- and post-visit materials for programs related to Social Studies, History and Technology. For the general public, the Museum offers paid, early-morning tours of *Growler*. The existing tour, which is over five years old, will be revamped as part of the 2018 *Growler* initiative. Our tour guides actively incorporate personal stories, and the oral histories will become a core component of the new *Growler* tour. The Museum will also **make the videos available on our website**.

Evaluation and Performance Measurement (Ongoing): Evaluation will inform this project at three key stages. As of this writing, the Museum is **conducting interviews with *Growler* visitors**. By surveying visitors before they enter the submarine, we hope to establish exactly what visitors know about the Cold War and what they hope to learn. Interviews with visitors as they exit the submarine will help us to understand what visitors took away from the experience and what they wished they had learned. Visitor feedback will help shape our interview objectives and, ultimately, the exhibition media. Once the interviews are completed, the media producer will **create prototype media for visitors to evaluate** in early 2018. Prototypes have been assessed for previous exhibitions at the Museum, and visitor feedback spurred meaningful improvements. Using tablets and other tactile methods, Museum staff will present short videos and images to visitors to seek their feedback and guidance. The Museum will **evaluate the success of the project** after the exhibition opening in September 2018. Interviews with visitors will provide data regarding whether or not the project achieved the intended results and met performance goals (with special emphasis on education groups). In addition, the Museum will conduct an observational study to see how visitors engage with the media, what captures their attention and how the experience prompts engagement with others in their party.

Project Team: The project team includes a number of staff with years of experience working on exhibition projects, including those that use oral history media. *Jessica Williams, Curator of History and Collections*, the project director, develops exhibition content and oversees the oral history collection. *Elaine Charnov, SVP, Exhibits, Education and Programming* will ensure that the project supports the Museum's strategic goals and provide general oversight. *Sheri Levinsky-Raskin, AVP, Education and Evaluation*, will oversee evaluation at all stages of the project. *David Dzendzel, Oral History Project Coordinator*, will handle interview logistics, process oral history media and catalog the interviews in ArchivesSpace. *Gerrie Bay Hall, Manager of School Programs* will provide expertise on school curricula and learning standards related to the Cold War, and will advise on developing media for young audiences. Additional team members include Tour Guides, Junior Video Producer, Social Media, Web Design and Digital Marketing professionals. A *Guest Historian*, to be hired, will provide expertise in the history of the Cold War and will be an integral partner in developing media content in conjunction with overall exhibition storylines. A project *Media Producer*, to be hired, will create prototype and final exhibition media.

Project Resources: Travel by our team is required in order to conduct the oral histories. However, the project team will hire a camera crew on location. The project team will require refresher oral history training. Other project resources will include the expertise of the guest historian and the media producer on a consulting basis. Finally, we will hire transcribers, as our current team of volunteer transcribers will not be able to process an influx of twenty new interviews in a timely fashion.

Tracking Progress: The project director will ensure that the project stays on track and on budget. The project director, guest historian and, later, the media producer will meet weekly to gauge progress. The larger team will meet monthly or as needed to ensure that we are working toward the project goals in an effective manner. The SVP of Exhibits, Education and Programming will bring periodic updates to the Museum's executive team to keep them current on the progress. Exhibits has developed an effective intra-departmental communication schedule to ensure that everyone is informed of progress, and we will follow that same model for this project.

Sharing Results: The Museum staff members are actively engaged with the broader Museum community and will share the results with other institutions. Staff will share findings from *Stories from the Deep* at one or more national conferences, such as the annual conference of the Historic Naval Ships Association, an organization that includes over 50 historic submarines transformed into museums. The Museum has an active social media presence and will share project updates across those platforms. The exhibition media will be made available on the Museum's website, and oral history catalog records will be publicly accessible on ArchivesSpace. As the exhibition opening draws near, the Museum's public relations team will solicit local and national press opportunities.

Intrepid Sea, Air & Space Museum
Cold War: Stories from the Deep

Schedule of Completion: Year 1	Pre-Award	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Preparation and Research													
Narrator research													
Hire guest historian													
Finalize narrator list													
Research Growler historic resources													
Oral History Interviews													
Plan travel for interviews													
Strategize about interview approach													
Oral history refresher training													
Conduct interviews													
Review interview sessions													
Transcribe interviews													
Process and back up video media													
Comprehensive oral history review													
Content Creation													
Hire media producer													
Evaluation													
Survey Growler visitors													

Schedule of Completion: Year 2	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Oral History Interviews												
Transcribe interviews												
Catalog on ArchivesSpace												
ArchivesSpace goes live												
Content Creation												
Exhibition media planning												
Develop prototype media												
Finalize content outlines for each media element												
Create rough cut video and audio media												
Review rough cut media												
Finalize media												
Install media in Growler exhibition												
Social media content posted (continues post-opening)												
Post exhibition media on web site												
Evaluation												
Evaluate prototype media												
Summative evaluation												
Growler Exhibition Opens												