



Museums for America

Sample Application MA-20-16-0399-16

Project Category: Community Anchors

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

San Jose Children's Discovery Museum

Amount awarded by IMLS:	\$149,928
Amount of cost share:	\$172,809

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.

Children's Discovery Museum of San Jose (CDM) has been deeply moved and honored by requests from participating community members that we build upon our recent IMLS-supported multi-year initiative *Breaking Ground* by expanding our efforts to promote cross-cultural exchange. *Common Ground* will be a project that will reveal the power of children and families to influence civic dialogue through: 1) cross-cultural dinner conversations involving five target populations recruited by community partners; 2) a community workshopping process to create a traveling exhibit that shares discoveries and learnings from these dialogues; and 3) an exhibition tour to community sites that invites and expands community participation to both the immigrant and non-immigrant public.

Several years ago, when leading researcher/evaluator Cecilia Garibay, Ph.D. completed her in-depth analysis of our comprehensive and decade-long work with San Jose's two largest immigrant communities, she issued a profound challenge to CDM: *With the skills you have developed and honed and the level of institutional cultural competence you have achieved, it is time for your organization to move beyond approaches for single ethnic communities and find ways to support cross-cultural engagement.*

The challenge prompted launch of CDM's IMLS-supported multi-year initiative *Breaking Ground*. With the support of Community Partner agencies International Children Assistance Network, Somos Mayfair and India Community Center, CDM brought together families from Mexico, Vietnam, India, the Philippines, and China to engage in cross-cultural dialogue about their experiences as immigrants in the United States over dinner. CDM played the role as trusted convener and facilitator of cross-cultural exchanges, helping our Museum to achieve a deeply-rooted institutional aspiration: at CDM, the community finds reflections of itself. Now we propose *Common Ground* in which CDM will work with the same community partners to reproduce the successful series of dinner conversations in which family participants shared with each other the things that surprised them, concerned them, and gave them hope when they came to the United States; engage in a Community Workshopping Process to develop a creative work that expresses the discoveries and learnings elicited through the dinner conversations; and extend the impact of our cross-cultural exchange to the broader San Jose public through A Seat at the Table, a creative arts installation that will share the hopes and dreams revealed through the dinners and expand the public dialogue.

Through *Common Ground*, we anticipate that we will continue to advance CDM's capacity, making us better prepared to address community needs, better able to engage our diverse local communities, better prepared to develop and maintain ongoing relationships with community partners, and better prepared to share knowledge and other resources as an active contributor in the community. Based on earlier cross-cultural dinner conversations, we anticipate that the impact of *Common Ground* on participating community members will be profound and positive, and that they will report their experiences in cross-cultural dialogues were enjoyable, personally relevant, and provided opportunities for sharing and learning from other cultures, and that the experience helped them reflect on and identify commonalities between their own and others and build awareness and respect for other cultures. We anticipate that those participating in the Community Workshopping process as well as the dinner participants will benefit from engagement in community dialogue. We believe that that visitors to community centers hosting A Seat at the Table, comprising targeted communities plus the broader public, will report their experiences were enjoyable and personally relevant; engage in what Dr. Garibay calls *Culture Talk*, indicating that the exhibit helped them learn about other cultures; and identify commonalities with others and develop awareness and respect for other cultures. We also expect that families unfamiliar with CDM will now see our Museum as a welcoming family destination where they will look forward to spending fun educational time with their children. Success will be measured through surveys, participation numbers, focus groups, interviews, observations, and participatory engagement with the traveling exhibition. It is our aspiration that participants, immigrants and non-immigrants, find common ground, discovering that we are united by the hopes and dreams for our children's future.

We believe the depth, breadth, and ingenuity of *Common Ground* exemplify how seriously CDM takes our responsibilities as a Community Anchor and the spirit of experimentation and innovation we bring to our community role. We are confident that *Common Ground* supports the IMLS Community Anchors Performance Goal to strengthen our organization as an essential partner in addressing the needs of our community through enhanced capacity to provide both broad-based and in-depth programs, develop and maintain ongoing relationships with community partners, and share knowledge and resources as a contributor to the betterment of our community.

STATEMENT OF NEED

"The future which we hold in trust for our own children will be shaped by our fairness to other people's children"
-- Marian Wright Edelman

Children's Discovery Museum inspires creativity, curiosity, and lifelong learning for an audience reflective of the diverse communities comprising the San Jose/Silicon Valley region. CDM's 52,000 square foot iconic purple facility is located in the heart of the minority-dominated inner-city neighborhoods of downtown San Jose, CA grounding our institutional commitment to serve those least likely to have access to enhanced learning activities. Central to CDM's success is our increasing capacity to create bonds of belonging within our diverse community through authentic connections with each other, with the Museum, and with the 21st century world around us.

The world we know today is ever more frequently marked by tragic events, in the United States and globally, from the shooting and unrest in Ferguson, MO to the response to the crisis in Syria and the thousands of refugees seeking immigration for survival. While individual belief systems will continue to differ, research suggests that when people can connect as human beings, recognizing in one another their similarities despite their differences, their common humanity will prevail, and barriers between people can be broken down or eliminated.

San Jose is the demographic center of immigration in Northern California. The number of immigrants in the County is over 600,000, within a population of 1,750,000. More importantly, when including children born in the US to these immigrants, the number jumps to 1.1 million-- 60% of the County's total population. Therefore, serving immigrant families has been a community service priority for CDM since its first decade. When CDM opened in 1990, the city of San Jose was already a majority minority city, with the largest immigrant populations coming from Mexico and Vietnam. After several years of planning, in 1999 CDM launched a *Latino Audience Development Initiative* (LADI), a comprehensive effort incorporating exhibits, educational programs, operations, marketing and governance that achieved a 20% increase in Latino general attendance. We have continued to build upon events like our *Dia de los Tres Reyes Magos*, which are now beloved family traditions, drawing crowds of 5,000+ people.

Similarly, by the year 2000, San Jose had become home to more people of Vietnamese descent than any city outside of Vietnam. Building upon the skills developed in our LADI effort with Latino immigrants, in 2005 we rolled out our multi-year *Vietnamese Audience Development Initiative* (VADI). It took seven years to fully succeed as we came to understand that there are two distinctive generations to be served, who are motivated by different values. We learned that first generation Vietnamese immigrants, for example, respond best to programming that helps them share their native country and its traditions with their children, while large-scale events are more attractive to second generation parents, who seek exposure for their children to a global society. Pointing to success, analysis showed that CDM members residing in zip codes with the highest concentration of Vietnamese families increased 33%. We are proud that a case study of our work was selected for the Center for the Future of Museums' illuminating report, *Demographic Transformation and the Future of Museums*.

While Mexico and Vietnam are still the leading countries of origin for our region's immigrants, the 2010 Census documented increases in new immigrants from India, Philippines, China and Taiwan. Moreover, our County is a resettlement location for large numbers of refugees from Bosnia, the former Soviet Union, Somalia and Iran. In fact, our County's population increase in the last decade is accountable entirely to immigration, leading CDM to deepen our understanding of the needs of both immigrant children and their parents and build our capacity to reach and serve them.

According to a major study commissioned by Cultural Initiatives Silicon Valley and conducted by Pia Moriarity, Ph.D., entitled *Immigrant Participatory Arts, An Insight into Community-Building in Silicon Valley*, immigrants face substantial challenges. "They stretch their lives between performing duties that honor their traditional cultures and facing the conflicting challenges of raising families in today's California. Their parents and ancestors link them enduringly to the old country, and their children link them inescapably to the new." Moreover, a long-time immigrant attorney reports, "Immigrants become conflicted as soon as they have children here. This is a turning point, because parents know that their children are not going to return with them to the home country. They're born

here, and their lives are going to be here...It's very complex."

When leading researcher/evaluator Cecilia Garibay, Ph.D., who specializes in audience development initiatives, particularly bilingual/bicultural projects such as LADI and VADI, completed her in-depth analysis of our work with immigrant communities, she made a profound challenge to CDM: *With the skills you have developed and honed and the level of institutional cultural competence you have achieved, it is time for your organization to move beyond approaches for single ethnic communities and find ways to support cross-cultural engagement.*

With the support of IMLS, CDM created *Breaking Ground* in 2012, a multi-year project that brought together groups of immigrant families from Mexico, Vietnam, India, the Philippines, and China to engage in cross-cultural dialogue about their experiences as immigrants in the United States. Through the sharing of a meal, conversations about their own childhoods, and facilitated dinner discussions, adults found commonality in the types of things that surprised them, concerned them, and gave them hope when they came to the United States. It has been an honor for our museum to have played the role as trusted convener and facilitator for cultural exchange; the experience has been profound for our organization, making a deep impression on participants and staff alike, and helping us achieve a deeply-rooted institutional aspiration: at CDM, the community finds reflections of itself.

Community Benefit

"I realized that all of us have the same concerns for our families and that we want the best for our children."

-- Breaking Ground Dinner Conversation Participant

Breaking Ground's process for inspiring cultural exchange among immigrants from different lands included hosting gatherings at the Museum "around the table" for a shared meal that featured a common ingredient cooked in the different cuisines of participants. Cooking and serving objects from the various cultural groups participating were on display at the tables and used as conversation starters to launch the sharing of stories of childhood memories and family meals in the homeland. Participants noted the things that they were surprised about when they came to the US, things that they missed about their homelands and what they hope for in the future. Cultural artifacts, including a variety of pans, utensils, placemats and vases, served as inspiration and easy starting points for new acquaintances to discover shared experiences. Participants pointed out similarities between such objects as the Vietnamese banh kot pan and the Indian idli maker, the Chinese rice bowl and the Mexican salsa dish. Following this activity, one participant remarked that CDM should create an exhibit showcasing a variety of cooking implements to highlight similarities around the world; this exhibit component is currently under development and will be installed at CDM in summer 2016, as the culminating activity of the *Breaking Ground* project.

Top line evaluation findings show strong evidence that *Breaking Ground* dinner conversations have set some diverse immigrant communities on an exceedingly productive path for mutual understanding. Through extensive interviews with participants, Dr. Garibay noted how many expressed great value for themselves and their children in the opportunity for cultural exchange, for meeting other families, and for sharing traditions, cultures, and values. Many participants were visibly moved by the *Breaking Ground* experience, feeling validated as they shared memories and stories about their cultural traditions and their immigrant experience. For some, the dialogues helped participants feel a commonality when they realized that others shared their feelings of isolation. There was new understanding of values that are universal across cultures, including the importance of family, the challenge of holding onto traditions while also embracing life as Americans, and hopes for their children's future.

Through evaluation we learned of extraordinary benefits of *Breaking Ground* in participants' daily lives. Several indicated that the *Breaking Ground* events made them more comfortable talking with people from different cultural groups and even motivated some to engage others in conversations in situations where they would not have done so before. For example, one participant who had previously only waved hello to her Chinese American neighbor found herself one day stopping to chat. *Breaking Ground* dialogues broke down social barriers and preconceptions. One participant reported: *"I mean, sitting at my table, it was awkward at first, and you don't know anyone...but once the stories started happening, and people started talking, you're like, wait—I had a similar experience too! And then...we all were just, like, talking, and everyone expressing their feelings. So just, it*

was nice. It was like as if we were, like, friends forever kind of thing.” Several participants noted that *Breaking Ground* cultural exchanges were also valuable learning opportunities for their children, providing the chance to experience pride in their own culture and to be respectful of the traditions of others. They also appreciated the chance to learn more about CDM. In fact, several offered to become ambassadors for CDM among families in their own communities.

From this evaluation we recognize an unmistakable hunger in participants for broader community building efforts among families in our region using *Breaking Ground* as a foundation. They noted several key next steps for CDM to consider in future planning: 1) Continue hosting dinners so more people from their neighborhoods have opportunities to experience cross-cultural exchange; 2) Extend the impact on participants beyond the dinner events in ways that allow conversations and new relationships to continue such as creating something at their CBO sites; and 3) Broaden exposure to and participation by other groups representative of San Jose's unique demographics. These findings have prompted us to propose to IMLS a project that moves us from *Breaking Ground* to *Common Ground* by reproducing the dinner gatherings and cross-cultural dialogues, but this time creating with a widely-accessible traveling component that builds upon finding common ground through a *Seat at the Table*.

As CDM expands from the original focus of *Breaking Ground* to reach and serve a larger constituency than can be accommodated by dinner gatherings alone, easily recognizable kitchen artifacts nonetheless will continue to provide the perfect starting point, a comfortable and simple place for children and adults to begin a conversation about the ways that they and their families understand and celebrate their own and others' cultural heritage. These objects will be the focal point of a portable, interactive *object-theater* that will be the centerpiece of *A Seat at the Table*, an art installation that will travel to partner community centers in immigrant communities and to venues serving the broader public. By showcasing cultural objects that evoked strong memories from the diverse families represented at the *Breaking Ground* dinners, we will invite all who interact with it to our table, and then utilizing video gathered at the dinners, encourage them to reflect upon their own culture while also considering others'.

To ensure that the unique installation draws upon the familiar and introduces the innovative, CDM has engaged Visual/Performing Artist Megan Flod Johnson to collaborate on the development of *A Seat at the Table*. With her process of experimentation and play and her understanding about how children learn and experience the world, Megan is a great match for CDM's vision to showcase how common ground is discovered amidst diversity. *“I use art to empower the dreams and ideas of those who are not always heard. As a facilitator, I work to build confidence and skill with co-creators to find their own story and express it. It is my mission to design unique engagements that invite others to live within the stories and engage in dialogue.”* -- Megan Flod Johnson's Artist Manifesto

Ms. Johnson proposes that the more traditional style *object-theater* be enhanced through a performance component that will enrich the experience for visitors, bringing the objects to life and using them to add depth and humanity to the stories. While interactive and enjoyable on its own, *A Seat at the Table* will be animated during high traffic times by a pair of actors from the targeted communities who will engage with the audience, telling the stories of the objects and reflecting the voices of those who participated in the dinner dialogues. Ms. Johnson is well-versed in the contemporary art form of *Devised Theater*, an improvisation process that enlists actors throughout each performance to use improv, movement, props, costumes and co-developers' experiences to convey stories.

Ms. Johnson's recent collaboration with CDM, *ShadowDreamScape*, employed a similar framework--exhibit installation enhanced by periodic performance--to focus on the themes of light and shadow. Young and old were delighted by the environment that featured shadow puppet theaters, an interactive glow wall, a colored light chandelier room, and a large screen shadow wall where children (and adults!) created unique shadows. The installation was animated by five captivating characters that added a narrative layer to the experience. The collaborative process of community engagement, prototyping/experimentation, development of a materials-rich environment appealing to children and adults, and on-the-spot audience interaction that has characterized *ShadowDreamScape* will be the foundation for Ms. Johnson's creative process in developing *A Seat at the Table*.

SAN JOSE CHILDREN’S DISCOVERY MUSEUM

Our recent experience with the blending of object theatre and devised theatre has encouraged us to explore further the concept of *Culture Talk* as a method to understand the effectiveness of *A Seat at the Table* in addressing community needs. Grounded in intercultural learning theory (e.g., Bennett 2004, Hofstede, 2010), Dr. Garibay introduced this concept in her evaluation of CDM’s *Voyage to Vietnam* exhibition, which we developed to educate children and families about Asian culture. In analyzing visitor interactions, for example, Dr. Garibay identified several types of *Culture Talk*, including caregivers drawing their child’s attention to specific aspects of the culture and connecting it to the child’s own experience; helping the child explore and connect to the material culture, holidays, and traditions; and talking about the showcased culture’s values, beliefs, or norms. We think that this approach will lead to exciting new ways of assessing community impact, including outside of the museum setting as *A Seat at the Table* travels to multiple community sites, so we have asked Dr. Garibay to focus on this as a key component of her evaluation work.

While *Common Ground* ensures that CDM is advancing its strategic plan by strengthening our ability to serve an audience that is representative of San Jose’s remarkably diverse community, we believe that the highly innovative art installation, combined with Dr. Garibay’s analysis of *Culture Talk* as measures of cultural engagement will be noteworthy contributions to the children’s museum field. These promising new approaches support our strategic goals of community stewardship and cultural competence, providing new resources to meet the changing community needs.

We believe the depth, breadth, and ingenuity of *Common Ground* exemplify how seriously CDM takes our responsibilities as a Community Anchor and the spirit of experimentation and innovation we bring to our community role. We are confident that *Common Ground* supports the IMLS Community Anchors Performance Goal to strengthen our organization as an essential partner in addressing the needs of our community through enhanced capacity to provide both broad-based and in-depth programs, develop and maintain ongoing relationships with community partners, and share knowledge and resources as a contributor to the betterment of our community.

IMPACT

Through the *Common Ground* project, CDM will strengthen its role as an essential partner to the Silicon Valley community, addressing the important needs of the region’s burgeoning immigrant families, and expanding the knowledge, skills, and attitudes of community members, both immigrant and non-immigrant, who come in contact with the *Seat at the Table* exhibition. *Common Ground* is both a capacity-building project and a programmatic initiative for CDM. As we strengthen current relationships with community partners and increase reach by installing *A Seat at the Table* at six different community venues, the Museum will deepen its important role as a community convener and bolster our own cultural competence. In addition, the exhibition and performance opportunities provided by *A Seat at the Table* will enable CDM to share its resources and collective knowledge with and for the community. The programmatic offerings of *Common Ground* (dinner conversations, Community Workshopping Process, and *A Seat at the Table* exhibition described in PROJECT DESIGN), will enable CDM to facilitate cross-cultural dialogue among the culturally diverse members of the greater San Jose community.

Project’s Intended Results

IMLS Performance Goal and Performance Measure Statements	Indicators/Measurements
A. CDM is strengthened as an essential partner to IMLS in addressing the needs of our communities.	Positive responses to Surveys for A1 & A2
A1. CDM is better prepared to provide a program or service that addresses community needs, better able to engage our community, better prepared to develop and maintain ongoing relationships with community partners, and better prepared to share knowledge and other resources as an active contributor to problem solving in the community	Surveys of CDM Staff and Partner Agencies, including Number of total responses Number of responses per answer Number of non-responses
A2. CDM offers programs, services, or resources that address community needs, and an active contributor to problem solving in the community.	Surveys of CDM Staff and Partners: Number of total responses; Number of responses per answer; Number of non-responses

CDM Intended Outputs	Indicators/Measurements
B. 400 people in family groups engage in cross-cultural dialogues	Attendance/participation numbers
C. 50 adult community members engage in a collaborative Community Workshopping process designed to identify and amplify common threads uncovered by the dinner conversations, for inclusion in an interactive exhibit/performance art installation	Attendance/participation numbers
D. 12,000 people throughout Silicon Valley experience <i>A Seat at the Table</i> in community venues, contribute to the community conversation	Attendance numbers
CDM Intended Outcomes	Indicators/ Measurements
E. Participants report their experiences in cross-cultural dialogues were enjoyable, personally relevant, and provided opportunities for sharing and learning from other cultures	Participant surveys Focus groups
F. Participants at dinner conversations and community workshops engage in community dialogue and <i>Culture Talk</i>	Observations using “culture talk” ethograms and field notes
G. Those participating in cross-cultural dialogues report that the experience helped them reflect on and identify commonalities between their own and others and build awareness and respect for other cultures	Participant surveys Focus groups
H. Visitors to <i>A Seat at the Table</i> report their experiences were enjoyable and personally relevant	Surveys Interviews
I. Visitors to <i>A Seat at the Table</i> engage in <i>Culture Talk</i> and indicate that the exhibit helped them learn about other cultures, identify commonalities with others and develop awareness and respect for other cultures.	Observations using Culture Talk ethograms and field notes; Intercept interviews and exit surveys Visitor Talk-Back documentation analysis
J. <i>Common Ground</i> activities increase participants’ awareness of CDM and see it as a welcoming place for them and their families.	Surveys Interviews and/or focus groups

Based on earlier *Breaking Ground* cross-cultural dinner conversations, we anticipate that the impact on participants will be profound and positive, that relationships across cultures will occur, and that community members will be eager to talk about the experience with family and friends. We also expect that families unfamiliar with CDM will now see our Museum as a welcoming family destination where they will look forward to spending fun educational time with their children. We believe that that visitors to community centers hosting *A Seat at the Table* will better understand connections between their own cultural values and practices and those of others in the broader community and that they will have a new appreciation of the immigrant experience. It is our aspiration that participants discover that our common hopes and dreams for our children knit us all together enduringly.

Key to sustaining the benefits of this project is that *Common Ground* positively positions CDM for the future because it invests in our Museum’s capacity, strengthens relationships with partner organizations, and creates a public presentation that fosters greater understanding of our strengths as a region of immigrants. Through this project, CDM builds trust and understanding with community leaders from various backgrounds who will be ambassadors for us in their communities, introducing us to many families who may be unaware of the benefits we offer. A *Museums for America Community Anchors* grant will reveal the power of children and families to influence civic dialogue, and encourage diverse communities to reach across apparent differences, finding commonalities and uncovering a spirit of goodwill that promises a brighter future for our community’s children.

PROJECT DESIGN

Common Ground will replicate our powerful *Breaking Ground* dinner dialogues and evenings of family fun in the Museum, but also include new strategies to broaden our impact in the community. The project has multiple tangible products that are achieved by CDM with intensive audience, community partner and artist engagement:

- 3 *Breaking Ground* dinner dialogues that promote civic engagement

- 2 Community Workshopping events to conceptualize the object-theatre and devised theatre components
- *A Seat at the Table* traveling art installation
- 6 Community Venues for *A Seat at the Table*

Audience Engagement Process: Our proven program methodology involves working with Community Partners and CDM's Cultural Advisors to conduct outreach to immigrant families from Mexico, Vietnam, India, Philippines, and China, and help identify approaches to engage cross-cultural participation. *Common Ground* will replicate the *Breaking Ground* program's experience of sharing a meal together, which provided a comfortable and essential, milieu for prompting dialogue. Through the familiar experience of a communal meal, participants experienced one another in an informal setting that reduced social barriers, fostering more personal and authentic conversations and nurturing an atmosphere of camaraderie and even intimacy. Similarly, objects used to prepare, serve and enjoy a meal will be used to prompt memories and stories, and inspire families to talk about both distinctive and similar experiences regarding how food is grown, prepared, and valued in their cultures. CDM staff will then facilitate adult dialogue about the immigrant experience that will help participants recognize shared experiences and concerns, and allow them to discover the overarching common value in the future we all seek for our children. Video will be captured for use in *A Seat at the Table*, and the artist will be present to experience cross-cultural dialogue firsthand.

Arts Partnership and Community Workshopping Process: Following the *Common Ground* cross-cultural dinner conversations, a **Community Workshopping** process will bring together artist Megan Flod Johnson with a team comprised of 1-2 representatives from each Community Partner, multiple dinner participants, and 4-6 of CDM's long-standing Cultural Advisors to engage in a facilitated experience designed to identify threads of commonality among the participant experiences and determine best ways to highlight those themes in the *A Seat at the Table* installation. Featuring video stories and authentic cultural artifacts, *A Seat at the Table* will invite visitors to do just that--take a seat and participate in a community dialogue. Prompting a community-wide conversation about the future and about the hopes and dreams that we all have for our children, this unique art installation experience promises to inspire, surprise, and enlist its viewers in an important and timely reflection about the similarities and differences that each of us brings to the table every day, in our society and in our lives. The intentional design of the project will be directed toward increasing the *Culture Talk* that collaborators, participants, and viewers engage in to increase respect, compassion, and curiosity for others. Working with CDM exhibit developers, designers, videographer and fabricators, Ms. Johnson and community members will collaboratively design an interactive, participatory art installation piece that invites viewers to **touch the objects** used to share a meal in different places around the world, **hear the stories** of immigrant families new to the United States as they share their surprises and longings, **see the faces** of their community members who may look different yet have similar yearnings, and **feel the hope** for the future that everyone dreams for their children.

Program Evaluation: Dr. Cecilia Garibay will consult with CDM throughout the two-year project to conduct an evaluation process that measures the IMLS-identified performance goal and identifies performance measures particular to the *Common Ground* project. As outlined in the intended results section, the evaluation will use a mixed-method approach combining quantitative and qualitative methods. The overarching evaluation process will also incorporate the notion of *Culture Talk*, developed by Garibay Group as part of a framework to evaluate two cultural exhibitions developed for the Freeman Foundation Asian Exhibits Initiative undertaken by the Association of Children's Museums (Garibay Group, 2015). The concept of *Culture Talk* examines the ways and extent to which conversations focus on culture and how those interactions support the development of cultural awareness and understanding. For example, an exhibit may help foster conversations about material culture, noting similarities and differences between a visitor's own lives and others. Garibay Group noted that this type of *Culture Talk* is significant because it is an initial way for caregivers to help their children connect a new culture to their existing experience and understanding. The evaluators point out that opportunities to reflect on differences and similarities between participants' lives and the lives of others is an important aspect of developing awareness of other cultures, because one can't do so without also reflecting on one's own culture. As Garibay Group noted in CDM's *Voyage to Vietnam* (V2V) Summative report, "All respondents, regardless of background, said learning about other cultures was important because it helps children respond to differences with respect, compassion, and curiosity. They considered respect for diversity to be an important value, not only for citizens of the San Jose area but also for their families as global citizens." Using the *Culture Talk* framework developed for V2V, Garibay will assess the success of *Common Ground*, focusing on the conversations that promote cross-cultural dialogue in

various settings including dinner conversations, Community Workshopping, and *A Seat at the Table* installation.

Community Partner Agencies: Community partner agencies have been carefully selected for their expertise in working with their immigrant constituents and for the mutually-beneficial aspects of the project. Due to the success of the original dinner conversations, all three organizations that participated in the first round of *Breaking Ground* are eager to participate again and connect more families to the unique experiences. They are:

International Children Assistance Network (ICAN), the leading agency in the Bay Area focused on Vietnamese American children and youth, and a longtime trusted partner of CDM through VADI. *ICAN* was an enthusiastic *Breaking Ground* partner and is well positioned to help recruit first- and second-generation Vietnamese families to participate. *ICAN* will provide staff and translation services.

Somos Mayfair represents multiple generations of immigrants, primarily from Mexico, who strive to nurture healthy families and successful students. *Somos Mayfair* conducts regular meetings with families, enabling them to readily recruit families. They will provide staff and translation services as well.

India Community Center (ICC), our partner in producing the annual *Diwali Festival*, draws South Asian families from its vast membership base who seek cultural engagement to advance their understanding of their new community. *ICC* provides crucial access to broad socioeconomic and countywide representation. They expressed tremendous interest in partnering again and have volunteered to host the art installation in their 38,000 sf venue.

Participating Families: Each Community Partner will recruit 75-100 adult participants and their families to attend one of three cross-cultural dinner conversations. Cultural Investors include members from each of the target cultural groups (Latino, Vietnamese, Indian, Chinese and Filipino) including intergenerational representation. They will share their perspectives at the dinner, and some will choose to join the Community Workshopping events.

A Seat at the Table Venues: A community-wide tour of the art installation to a range of venues will be essential to promoting civic discourse. To find the right mix of audiences, we plan to go deep--by identifying community centers that attract immigrant families, such as the India Community Center and Educare (see attached letters) --and also go broad, with the city of San Jose identifying 3 sites that reach non-immigrant families. After that, *A Seat at the Table* will become part of CDM's exhibition floor.

Project Management: In our 25-year history, CDM has gained significant experience in planning and implementation of major projects, each year having completed one new exhibit, large-scale educational program, audience development or renovation project, ranging in size from \$500,000 to \$3,000,000. At the onset of each project, we carefully evaluate the human and financial resources required for project completion. These resources, including staff time allocations to the project, are budgeted for during annual planning with staff and Board. The **Schedule of Completion** outlines the specific tasks required to accomplish *Common Ground*. The timeline was based on past successful projects and has built in time for planning and testing before full-scale implementation. To **Track Progress**, CDM's Director of Education & Strategic Initiatives has primary responsibility for project leadership, program implementation, and supervision of key staff integral to the success. She will facilitate the Audience Engagement processes; manage the Artist, including planning and convening of the Community Workshopping; and supervise implementation of the tour of *A Seat at the Table*. CDM's Executive Director will oversee the Community Partners, secure venues for the tour and manage Garibay Group. The **List of Key Project Staff and Consultants** describe the credentials and specific roles of those involved in *Common Ground*. The **Project Budget** for *Common Ground* is \$335,288 of which \$149,928 is requested from IMLS, and \$185,360 has been committed or will be raised from the community. Strong governance and financial management support CDM's sound financial foundation. We manage a \$6M balanced budget annually through a broad base of earned and contributed support, and maintain \$7 million in capital and operating reserves and quasi-endowment.

Sharing Results

Locally, we aspire that the tour of *A Seat at the Table* will spark civic participation and community dialogue in the neighborhoods of San Jose/Silicon Valley, in the wider public, and at our Museum. Regionally and nationally, CDM staff will share results of *Common Ground* and disseminate evaluation results via presentations at conferences of AAM, ACM, ASTC, and the Western Museum Association and California Association of Museums. Garibay Group will be a major player in reporting on findings through publications and presentations across museum disciplines.

