



Museum Grants for African American History and Culture

**Sample Application MH-00-15-0029-15
Funding Level: \$25,001-\$150,000**

Museum of the African Diaspora

Amount awarded by IMLS:	\$99,324
Amount of cost share:	\$99,634

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing narratives for FY2016 applications differ from those that guided the preparation of FY2014 and FY2015 applications. Most obviously, the names of the three narrative sections and the order in which they appear have changed. Be sure to use the narrative instructions in the FY2016 Notice of Funding Opportunity for the grant program and project category to which you are applying.

The Museum of the African Diaspora (MoAD) requests a grant from the IMLS' Museum Grants for African American History and Culture to increase staff capacity in order to evaluate, enrich and expand our Education Department and its four programs.

MoAD's Education Department serves more than 3,000 students per year, and has become one of the Museum's strongest programs. The program's Director of Education has been with the Museum for more than four years and during her tenure, thousands of students and hundreds of teachers have utilized the Museum's resources. However, with only one full-time professional staff member dedicated to the department, MoAD currently lacks the capacity to expand the program. We have not had the resources to devote to an outside evaluation of the efficacy of our education program work, and believe we are at the point where we would greatly benefit from doing so, especially in light of our desire to apply for accreditation and because our educator workshops are slated to become electives for Mills College which is well respected for its School of Education programs.

Over the duration of the grant period from August 2015 through July 2017, the project would result in: 1) the hiring of an education consultant whose work with the Director of Education would yield a comprehensive evaluation plan that lays the framework for future growth; 2) the training of staff by the consultant on creating and using assessment tools; 3) the training of staff on improving inclusion and cultural competency in our curricula and materials that will be made available for free online; and 4) the hiring of an Outreach Associate to double the number of students served while allowing time for the Director of Education to focus on strategy, program effectiveness and professional development.

Through our work with consultants and increasing our outreach efforts to educators, MoAD's capacity will be enhanced in several ways. We will be better able to measure and communicate the benefits of our programs to teachers and parents, strengthen our case for support, demonstrate accountability to funders, and expand our reach to educators and students beyond the Bay Area, thereby increasing access to the arts and education. In addition, this project would be central to our efforts to create a culture of continuous improvement within our staff and for our programs.

Our goal is to move beyond serving San Francisco and Oakland by expanding to schools in nearby counties where many of our audiences have moved, while expanding nationally and internationally, with educators around the world accessing our teaching tools and comprehensive knowledge of the African Diaspora.

This project, based on the importance of improving the quality of the Museum's programs and visitor experiences through strengthening the expertise of the staff, will equip MoAD's Education Program with the essential resources it needs to better serve its audiences. The project is in alignment with the IMLS' goals to place the learner at the center through engaging experiences.

Project Justification

The Museum of the African Diaspora (MoAD) respectfully requests a two-year grant of \$99,324 in IMLS support to be matched by \$99,635 to increase staff capacity in order to evaluate, enrich and expand our Education Department and its four programs. This proposed project is made up of two components that mutually support each other.

In the first component of evaluation and enrichment, MoAD would hire an education consultant to do the following: evaluate MoAD's current participatory programs, devise assessment tools, train education staff on evaluation methods and best practices, produce a comprehensive evaluation plan, and identify areas for refinement and growth on a national scale through online initiatives. We also would hire a second education consultant to provide expertise on representation and inclusion within schools. MoAD's education staff, including our docent educators and work-study interns, would work with this consultant to refine our curricula and strengthen our educators' ability to discuss race and inclusion in our tours and workshops that benefit thousands of youth, as well as their families and communities in which they live.

For the second component of strengthening and expansion, we would hire a new Outreach Associate to market the educator workshops and school tours to local teachers. The Outreach Associate would develop marketing collateral, identify online promotional activities and attend educator events. The position would create interpretive materials for student tours that we would post on our new website for others to use, and recruit and train tour guides. Hiring this new position would provide the Director of Education additional time to focus on the evaluation and enrichment component as well as create new programmatic strategies. The position also would expand the capacity of MoAD's education efforts by doubling the number of students served per year.

Now nearing its 10th Anniversary, MoAD is a vital institution to the Bay Area as it views African American culture through the lens of the African Diaspora and presents the rich artistic heritage of the people of African descendant cultures. MoAD audiences reflect the local San Francisco Bay Area African American community, who are a core constituency. San Francisco's *Out-Migration Initiative* is the most recent attempt by San Francisco's city government to attract and retain African American residents, especially given its decline to an historic low of 3.9%. One of their priorities is attracting young, college educated African Americans to the city. Theodore Miller, its director, has said: "We know the City is experiencing record growth across industries, and we need to make sure that African Americans throughout the country think about San Francisco as a place to live and grow and raise their families."

As a relatively young museum, MoAD has had its challenges with the long-term economic downturn and the high costs of housing that makes San Francisco the most expensive city in the country to reside. While other museums in San Francisco have increased their admittance fees to upwards of \$30 for a student and \$35 for an adult, our Trustees are committed to remaining accessible for visitors (\$5 per student and \$10

per adult) and to raising funds to support classroom tours of the museum by defraying the costs of transportation.

The importance and need for MoAD becomes further evident with the ongoing loss and retrenchment of the African American community and its supporting cultural organizations. MoAD contributes to creating and sustaining "a sense of place" for the African American community through its representative and innovative offerings of exhibitions, public events, and education and family-oriented programs. Our work would be advanced if we could enhance our ability to be a partner with more students, parents and teachers through programs that are educational, enriching and fun and that support active learning.

Over time, MoAD's Education Program has grown to become one of the Museum's strongest, serving more than 3,000 students per year. The program's Director of Education, Lovisa Brown, has been with the Museum for more than four years and during her tenure, over 10,000 students and 600 teachers have utilized the Museum's resources. However, with only one full-time professional staff member dedicated to the department, MoAD currently lacks the capacity to expand the program. We also need the expertise to evaluate our ongoing work with educators and students, both in the classroom and at the Museum. We have not had the resources to devote to an outside evaluation of the efficacy of our education program, and believe we are at the point where we would greatly benefit from doing so, especially in light of our desire to apply for accreditation and because our educator workshops are slated to become electives for Mills College which is well respected for its School of Education programs.

We strongly believe that an evaluation of this caliber, resulting in a plan that is tailored to our needs, would greatly assist in laying the framework for our program's future growth. Our goal is to move beyond serving San Francisco and Oakland, by expanding to schools in nearby counties where many of our audiences have moved, while expanding nationally and internationally, with educators around the world accessing our teaching tools and comprehensive knowledge of the African Diaspora.

An education consultant would also help us evaluate if we are using our resources effectively and recommend refinements, review the materials we provide teachers and students, and develop meaningful assessment tools to measure the effectiveness of our educator workshops, as well as the *MoAD in the Classroom* program and *Diaspora Curriculum Project*. The consultant would work with staff to develop and better articulate outcomes to use in our case for support, as this has been a challenge in the past.

An important part of this component would be an investment in the Director of Education's professional development. Ms. Brown would be given the opportunity to further develop her leadership and program evaluation skills, as well as other areas of her choosing, so that she continues to be challenged and engaged with a thriving and growing set of programs. We would allocate funding for Ms. Brown to attend conferences by the Association of African American Museums and the National Art Education Association, which both offer professional development components and invaluable networking opportunities.

To provide the Director of Education the time to work on the evaluation component as well as focus on professional and program development, MoAD would hire a new Outreach Associate to take over all marketing and outreach for educator workshops, field trips, and the *MoAD in the Classroom* program. The Associate would also be charged with training docents and helping oversee the internship program. To sustain this position in the future, we plan to solicit several of our local corporate partners that give generously to our annual gala. In addition to their annual support, these prospects have expressed interest in our education program, as their goals are to support the efforts in communities where their customers and employees reside. MoAD also has additional foundation and major donor opportunities to pursue.

Over the two-year duration of the grant period, the project would result in: 1) the hiring of an education consultant whose work with the Director of Education would yield a comprehensive evaluation plan; 2) the training of staff by the consultant on creating and using assessment tools; 3) the training of staff on improving inclusion and cultural competency in our curricula and materials that will be made available for free online; and 4) the hiring of an Outreach Associate to double the number of students served while allowing time for the Director of Education to focus on strategy, program effectiveness and professional development.

Through our work with education consultants and increasing outreach to educators, MoAD's capacity will be enhanced in several ways. We will be better able to measure and communicate the benefits of our programs to teachers and parents, strengthen our case for support, demonstrate accountability to funders, expand our reach to educators and students beyond the Bay Area, and build our reputation. In addition, this project would be central to our efforts to create a culture of continuous improvement within our staff and for our programs.

Project Work Plan

The two components to strengthen and expand the MoAD Education Program will take place beginning in August, 2015, and ending in July, 2017. With input and oversight by both Linda Harrison, Executive Director, and K.C. Price, Deputy Director, Lovisa Brown will plan, implement and manage the project components.

Evaluation and Enrichment Component Activities

In November 2015 we would engage a consultant from the firm WestEd, a prominent San Francisco based nonprofit research and development agency. While we have not had the resources to work with WestEd in the past, Ms. Brown is very familiar with their work, and coupled with their reputation and proximity, make them an ideal choice for us. Over the next several months, the consultant and the Director of Education, along with input from other MoAD staff as needed, will embark on a thorough assessment of the education program and all of its strategies, materials and methods. After synthesizing the findings, the consultant would then develop a detailed program evaluation plan, devise assessment

tools and train MoAD education program staff on how to administer them. By October 2016, the evaluation plan would be presented to the Board and MoAD staff.

We anticipate many recommendations and refinements as a result of the program evaluation, and expect to begin incorporating them in the education program planning in November, 2016, with implementation beginning in early 2017. By the end of the grant period in July 2017, curricula and educational resources, from classroom handouts to promotional language on the MoAD website, would be updated or created with program goals and expected outcomes clearly defined. Internal resources would also be completed to use in grant proposals, marketing materials and mass communications.

Throughout the grant period, while attending to her regular duties of overseeing the portfolio of offerings of her program, the Director of Education will seek out and engage in professional development opportunities. During the first 12-months, she will attend the Association of African American Museums Conference, as well as the National Art Education Association Conference.

To enhance the inclusion and cultural competency of the education program's staff and teaching materials, MoAD would hire World Trust's Dr. Shakti Butler to conduct diversity and inclusion workshops. Dr. Butler has worked with MoAD staff and volunteers in the past, and we find her teachings and resources of great value. Three workshops will be held: in October 2015, July 2016 and March 2017, to coincide with docent educator trainings.

Strengthening and Expansion Component Activities

In August 2015, Ms. Brown will oversee the recruitment, hiring and training of the Outreach Associate. Throughout the grant period, the Associate would manage all of the outreach for the Education Program and promote MoAD's *Diaspora Curriculum Project* workshops, school and group tours, *MoAD in the Classroom*, and our education docent guide program. While maintaining and building new relationships in San Francisco and Oakland, the Associate would focus on networking with schools in Contra Costa County and other areas where many African American families reside. The Associate would produce marketing materials targeted to different audiences, including school districts, educators, community groups and parents. This collateral would be in the form of flyers, postcards and online invitations that are distributed to MoAD's teacher list of over 300 educators, and former participants of MoAD's programs.

The Outreach Associate would attend educator events throughout the grant period and promote MoAD by being an exhibitor at a local conference put on by the California Council for the Social Studies. The Associate would actively connect with local arts service providers including the San Francisco Arts Commission's Community Arts & Education program and Iris Arts & Education Group, as well as attend meetings hosted by Cultural Connections, a community of Bay Area museum professionals who meet regularly to share ideas. In the month prior to the launch of an exhibition, the Associate would create interpretive materials for students to use during tours, and would train tour guides and staff on their use.

She or he would also distribute, collect and analyzes data from educator workshop evaluations, compile reports, and share findings with staff and Board.

MoAD would contribute the portion of the Director of Education's salary spent on the project, a portion of the new Outreach Associate's salary, as well as a portion of the expenses for consultants, fringe benefits, printing, design, supplies, conference attendance fees, travel and indirect expenses. IMLS funding would support consultants and the corresponding share portions of the items noted above.

We anticipate that the project will greatly enhance the capacity of MoAD's Education Program staff. Providing the Director with a realistic workload while giving her time to devote to working with experts, as well as to expand her strategic thinking, will strengthen her work. Being equipped with program resource and alignment tools will help staff better allocate limited resources while finding ways for the program to grow nationally and internationally. The Outreach Associate's knowledge and understanding of the African Diaspora will be enhanced, and the position will gain experience representing a museum to, and building relationships with, educators and communities.

Project Result

This project, based on the importance of improving the quality of the Museum's programs and visitor experiences through strengthening the expertise of the staff, will equip MoAD's Education Program with the essential resources it needs to better serve its audiences. The project is in alignment with the IMLS' goals to place the learner at the center through engaging experiences.

Students and their families, as well as educators attending workshops, bringing in their classes for tours, and utilizing MoAD's resources online, will all benefit from this project. Survey feedback from teachers will reflect how their experiences have impacted their teaching practice.

Outreach efforts resulting in 3,000 additional students served by MoAD's education programs, increases access to the arts and education for students and teachers in the Bay Area. Through the perspective of contemporary art of the African Diaspora, students' cultural and historical awareness will be raised and they will better understand other points of view and new social cultures. We believe that when students gain an increased sensitivity to cultural differences, we are creating an essential building block for families to be more fully engaged with each other and with their wider, respective communities. As a result of this project, we hope to have the assessment tools in place to help document this and other important changes that aren't easily measured through surveys.

As a result of the workshops with World Trust, staff and volunteer educators will have an increased understanding of the intellectual and emotional aspects of artistic and cultural inclusiveness, so that they can become more comfortable when speaking about race, oppression, and privilege while presenting the art, culture and history of the African Diaspora.

