INSTITUTE *of*
**Museum** and **Library**
SERVICES

# Native American/Native Hawaiian Museum Services Program

## Sample Application MN-00-16-0016-16

## Makah Indian Tribe of the Makah Indian Reservation

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| Amount awarded by IMLS: | $40,580 |
| Amount of cost share: | $6,465 |

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.

# Abstract

The Makah Cultural and Research Center (MCRC) is considered one of the finest cultural centers in the country, a distinction held for 35 years. The permanent collections include pre-contact artifacts from the Ozette collection, and a critically important collection of audio recordings of Makah Elders.  The MCRC proposes to facilitate access to archival collections by digitizing and indexing fragile audio reel-to-reel tapes and cassettes, and keying hand written transcriptions. The audio recording will be selected for their likelihood of revealing important cultural information that will inform the MCRC's collections management system and for the content including full Makah speech.

The project will preserve valuable oral history collections by creating digital copies and indexes of the recordings, of which at least ten hours will be in Makah language. The project will create accessible transcripts from long hand transcripts and translations of Makah language recordings that were created by Elders and fluent speakers.  The older audio recordings are the most fragile and in need of digitization. Of the entire audio collection, approximately 50 percent has been digitized, leaving the remaining half in jeopardy of remaining inaccessible.

This project will provide avenues for individual Makahs to learn more about their tribal and family history, cultural values and traditional resources, and will give language learners access to recordings of full Makah speech which assists those striving to attain fluency. Scholars, community researchers and Tribal departments will have improved access to information and the unique Makah collections management system will be enhanced with the cultural information revealed through indexing and keying 400 handwritten transcripts.

The outlined activities will be completed within a year. Tangible products will be managed by the MCRC and will be available for future research needs. The MCRC is a Tribal Enterprise, Chartered by the Makah Indian Tribe and will be the responsible organization for carrying out the project objectives and for project administration. An overarching goal of the Archive and Library department is to provide access to the information and this project will allow significantly improved access and simultaneously preserve information that is in danger of becoming inaccessible.

Makah tribal members, who are owners of the MCRC's collections, will take pride in the improved access to the archival material, and in knowing that critical steps are being made to protect their treasured materials. The MCRC collections and exhibits illustrate a rich maritime culture, and can offer tribal members, visitors and researchers an improved understanding of the ingenuity, discipline and character required to thrive on the Northwest tip of Washington State.

**1. STATEMENT OF NEED**
<u>**What the MCRC proposes to do:**</u> The Makah Cultural and Research Center (MCRC) proposes to facilitate access to archival collections by digitizing and indexing fragile audio reel-to-reel tapes and cassettes, and keying hand written transcriptions. The audio recording will be selected for their likelihood of revealing important cultural information that will inform the MCRC's collections management system and for the content including full Makah speech.

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<u>**Community need, problem, or challenge the project will address and how was it identified**</u>

Contact with non-Natives began in the 1790s; by the 1850s traditional Makah life had changed profoundly. Epidemics reduced the Makah population to roughly one fourth of its size, and an Indian agent was assigned to the Makah reservation after the 1855 Treaty of Neah Bay was ratified. Though the Indian Agents and the Bureau of Indian Affairs school system were not able to immediately extinguish the language and other traditional cultural practices, they exposed Makah people to conflicting values that would eventually nearly destroy traditional Makah customs and language.

Fortunately, much of the old knowledge, ritual, information, skills and values were preserved among the Elders of the Makah Tribe, as was the Makah Language. In 1979 the Makah Cultural and Research Center (MCRC) was founded as a center for renewing and preserving cultural traditions, with a mission to protect and preserve cultural, archaeological, and linguistic resources. The MCRC archive and library department manage collections that are related to Makah history and culture, some of which were generated before the MCRC was founded, and some of which are results of MCRC-generated research projects. The older audio recordings are the most fragile and in need of digitization. Of the entire audio collection, approximately 50 percent has been digitized, leaving the remaining half in jeopardy of remaining inaccessible.

Some of the recordings have been properly transcribed, but some were transcribed in longhand. The hand written transcripts are difficult to read, and because they are not keyed into a computer they are impossible to search, therefore even if they do contain valuable cultural information they can't be used to inform the collections management system, by the Makah language program staff, the tribal historic preservation office, or any of the tribal departments that use the archival collections for improved resource management or treaty rights protection.

Many Makah people are aware that their grandparents and other relatives were recorded and photographed over the last century and that the MCRC manages the collections for the current and future generations. Tribal members often request access to those documents, photos and recordings which is what their ancestors intended when they agreed to be recorded. Some of those requests can be met, but often the archivist explains that the collection is not yet accessible. This project would allow the most important beneficiaries—the relatives—access to these collections, would allow the MCRC staff to improve the collections management system, and would allow the language instructors the opportunity to enhance existing language curriculum and provide audio tracks of full Makah speech. These needs have been identified through both formal and informal information gathering processes, including surveys, meetings, written and verbal requests.

<u>**How the community will benefit from the project**</u>

Because the MCRC is truly a community owned organization, with all staff in each department being Makah tribal members, the community members communicate their needs, satisfaction and concerns clearly, as do Tribal staff from various departments (including the Makah Tribal Council). Access to more of the oral history recordings and transcripts will allow people the opportunity to fully embrace the traditional teachings that older Makahs felt were important to communicate, will allow the language learners access to more learning opportunities, and will provide the MCRC additional information to manage the collections in a manner that preserves cultural values.

Whenever the MCRC can develop projects that strengthen Makah cultural identity and enhance traditional knowledge, it is worth the effort. This project will provide avenues for individual Makahs to learn more about their tribal and family history, cultural values and traditional resources.

**The project will advance the MCRC's strategic plan**

The MCRC Mission statement, the 2010-2015 Strategic Plan, and the 2012 Conservation Assessment Program (CAP) Report will all be advanced with the successful completion of this project.

Strategic Plan--**Strategy 8: Increase cultural arts teaching, language teaching and other preservation efforts**, p. 41 specifies 'More time needs to be committed in the classrooms for language teaching.' 'The role of (MCRC) could be to secure funds and provide language teaching materials.'

Two of the four sections of the MCRC Mission Statement guide the development of this project, including 'To protect and preserve the linguistic, cultural and archaeological resources of the Makah Indian Nation;' and 'To educate Tribal members and the public in the culture, heritage and language of the Makah Indian Nation'. Digitizing the recordings will both preserve cultural and linguistic resources and educate Makahs and others about Makah culture, heritage and language.

Additionally, page 27 of the CAP Report describes that 'Digitization of the archives (especially photographs and sound recordings) is underway and should be supported as it will allow greater access and reduce potential damage to the original materials by eliminating the need to handle them directly.' Because the MCRC's archival holdings are so vast one single project never has been able to address all of the preservation needs, so the large goal is broken into components. Every year a limited amount of progress is made, but this project will enable a team to focus on digitization and generation of transcripts that is consistent with the above listed plans, and with community needs.

**Addressing the goals of the Native American/Native Hawaiian Museum Services program**

This project is specifically designed to provide improved opportunities for interested Makah tribal members to sustain heritage, culture and knowledge as described above, and also to improve the MCRC's collections stewardship.

The MCRC has developed a unique collections management system that relates artifact classes to each other by using Makah language as a lens, restricts handling of certain classes of artifacts based on gender restrictions, and recognized traditional concepts of ownership when storing artifacts. Artifacts are intellectually grouped together if their linguistic descriptions connect them, such as bowls (k'at*sac*), pack baskets (qaʔaw*ac)* and canoes (čap*ac*), which are all described as containers. Handling restrictions, based on gender, are observed when we know which objects have restrictions. Whale and seal hunting gear, for example, are not traditionally handled by women, but we are unsure if other classes of artifacts might be restricted from men, may have age restrictions, etc. As stewards of a pre-contact Makah collection, we are obligated to continue searching for culturally appropriate ways to manage the archaeological collection, using values that would have been in place when the collection was created and utilized, transmitted from Makah Elders and other cultural experts.

**2. IMPACT**

**Intended performance goals and benefits of this project:**

Content and Collections: Broaden access and expand use of the Nation's content and collections

Performance Goal: Develop and provide inclusive and accessible learning opportunities.

**Performance Measure Statement:** The proposed project will have immediate, intermediate and long-term benefits for our community and organization by making the audio collections and related material accessible as a result of digitization and access tools. This project will increase products and services, increase and advance knowledge about the Makah culture, history and language to community members and researchers. Qualitative data will be collected from surveys and informal verbal communications. Matrixes will be designed to measure, calculate and quantify data to ensure goals are being met. Data will be analyzed by the Project Director and Manager and findings will be reported by the Project Director at meetings and conferences.

**The intended results of the project addressing the identified need, problem or challenge identified**

The completion of the project will create access to important cultural information that will enhance the management of the MCRC's permanent collections, and strengthen the knowledge base of Makah tribal members. Digitizing audio recordings will eliminate the danger of the information being lost. Creating computerized indexes and transcripts will allow the archivist and other staff to search the documents to determine if the content includes a subject that is of interest. Even more significantly, the Makah community members who want access to recordings made by people they cherished and admired will be able to gain that access. They will be allowed to hear the voices of their ancestors.

**Knowledge, skills, behaviors, and attitude changes as a result of the project**

Some Makah people are aware of traditional knowledge and behaviors that reflect scientific awareness, technological skills, resource management strategies and negotiation principles, but when more of the Makah population learns of the high standards and achievements of their fellow tribal members and even their relatives, then confidence levels rise and behaviors and attitudes can improve. The more achieving and stable young Makahs seem to be the ones who have a solid understanding of their own history and culture, which means that investing in making more valid information available to the Makah community is  a wise investment. When Makah people have a good grasp of cultural knowledge they feel comfortable teaching and encouraging others within the tribe, and they also understand what is appropriate and relevant to share with outsiders.

**What tangible products will result from your project**

The project will be able to preserve approximately 200 recordings containing oral histories. The number of recording preserved may be a bit more or less, depending on the stability, quality and strength of the originals. For each recording digitized an index will be created, which will be approximately 10 pages per hour of audio. At least ten hours of all Makah recordings will be preserved, which will be done by a project team member with specialized language skills since the index will be both in Makah and English.

Approximately 400 pages of handwritten transcripts will be keyed. The transcripts will be made available to collections and language staff, and the relatives of the resource person providing the interview will be informed of the availability of the transcripts.

**Sustaining the benefits of the project**

Because the project concerns preserving cultural information and disseminating the information to interested groups and individuals, as per MCRC policies, sustainability is essentially a built-in feature. All of the tangible products will be digitized, with back up digital copies stored off site, above the tsunami zone, and with hard copies printed and filed in archival safe files and boxes. The MCRC archive and library department keeps abreast of improved methods of digital storage and preservation, therefore is committed to transferring the data to newer, accepted formats as they become available.  Successful completion of this project will springboard more projects of a similar nature, until the goal of digitizing all the audio collection and transcribing all of the recordings is finished. The completed resources are added to the list of accessible archival materials, therefore will continue to be available for research and reference in the future.

The enhancement of the collections management system that will result from this project will be implemented and shared widely. The MCRC's collections management system is unique and has drawn considerable attention regionally, nationally and internationally. Because the only appropriate way to manage our Makah collection is within this system that reflects traditional Makah values, the system only be refined and improved over the years, but not significantly altered or abandoned.

**3. PROJECT DESIGN**

**Activities, including evaluation and performance measurements**

**Objective 1:** Facilitate access to the archival and library collections through digitization.

Activity 1) The Project Director will meet with MCRC Departments and Makah Tribal Council Directors and Managers to review their needs. Their input will assist in guiding the selection of audio and related material to be digitized. However, fragile audio and related material will receive top priority.

Activity 2) The Project Manager will create a Digital Workflow Chart, an inventory and index using Microsoft Excel™ spreadsheet to increase management and create new organizational tools for audio and related materials.

Activity 3) The Project Manager and Technician will digitize at least 200 audio recordings and at least 400 pages of related materials and prioritize important cultural information that will enhance the collections management system to preserve cultural values and Makah Language.

Activity 4) The Project Word Processor/typist Specialist will key/type using the Unicode font for handwritten transcriptions, translations and notes to make the digital documents searchable and legible. ACCESS transcripts, translation etc. will be saved in the *.pdf/A format for long-term preservation.

Activity 5) The Project Staff will distribute digital audio and related material to Makah families at a special meeting at the MCRC.

**Evaluation**:  Inspection of transfer and duplication process will be done by Program Manager. The Digital Workflow Chart will eliminate the possibility of digitizing, transcribing and translating items already complete and provide more efficiency.

**Objective 2:** Increase Makah language speakers by three percent of 2,817 (84) enrolled Makah and promote fluency

Activity 1) The Program Manager and Technician will edit digital words and phrases into separate tracks for learning and listening convenience. An unedited master copy of the audio will be safely stored in a heat/humidity controlled environment.

Activity 2) At least 10 hours of audio will be distributed to the Makah community for home use. The first quarter and second quarter will release two hours each of audio and the third and fourth quarter of the project will release three hours each to the community.

Activity 3) Surveys will be assessed and analyzed and proper measures will be taken as needed.

**Objective 3:** Develop and enhance collections management system to improve and advance the MCRC's stewardship.

Activity 1) Current protocols will be reviewed by project staff and updated as needed.

Activity 2) The Project Manager and Technician will copy useful cultural heritage from the transcripts and newly born digital documents for monthly project staffs' review, the Collections Manager/Curator and Archivists' review and the MCRC Board of Trustees approval.

**Planning, implementation, and project management**

The Project Director and Manager will meet with the Makah Tribal Department Directors, MCRC's Makah Language Program's staff, Collections Curator/Manager at the beginning of the project to review their priorities. Their expertise and input will be invaluable to this project.

Proposed project staff are all enrolled Makah Tribal members and will serve in the following capacities: The Project Director (three hrs/wk in-kind) will oversee all grant products and reporting, Project Manager (13 hrs/week) will be responsible for carrying out grant objectives and evaluations, supervision and training of the Technician and Project Word Processor Specialist, and will report to the project director and prepare IMLS reports. A Technician (15 hrs/wk) will digitize audio and related documents. The Project Word Processor Specialist (eight hrs/wk) will key/type long-hand written items related to the audio recordings to make the documents searchable and legible.

**Sequence of Activities**

**Objective 1: Facilitate access to the archival and library collections through digitization**

1) Conduct preliminary meetings for input (October 2016) 2) Develop a Digital Workflow Plan, index and inventory organizational and management tools (October – December 2016) 3) Prioritize and digitize audio and related documents (November 2016-January 2017) 4) Digitize and edit digital materials for access and store master copy in a secure area for preservation. This phase of the project can be done simultaneously with the development of the Digital Workflow Plan. (October 2016-September 2017)

5) Distribute digital materials to community at special meeting (September 2017)

**Objective 2: Increase Makah language speakers by three percent of 2,817 (84) and promote fluency**
1) Edit digital words & phrases into separate tracks for access. This phase can be concurrent with digitization. (October 2016-September 2017) 2) Distribute 10 hrs. of audio for home use. (December 2016, March 2017, June 2017, September 2017) 3) Language surveys assessed & analyzed (February 2016, July 2016)

**Objective 3: Develop and enhance collections management system to improve and advance the MCRC's stewardship.**
Activity 1) Review protocols (October 2016) Activity 2) Distribute proposed protocols for review and approval. (November 2016-September 2017)

Report project results and outcomes at meetings, conferences and to IMLS final report

**Financial, personnel, and other resources needed to carry out the activities**

This Project will provide the proper equipment and supplies, to be combined with personnel in order to transfer, duplicate, index, transcribe, and review recorded oral history accounts and language.

Documents will be scanned using an Epson GT-S50 Scanner with an automatic sheet feeder and fragile documents will be scanned using an Epson V600 flatbed scanner. The MASTER file will be scanned at 16-bit grayscale or 48 bit color at 4000 to 6000 pixels across the long dimension and saved in as a .TIFF (Tagged Image File Format). The ACCESS file will be a .pdf/A (Portable Document Format) file to ensure survival in the future technological changes.

Audio will be digitized at the sample rate of 44.1 kHz with 24 bit depth (CDP Digital Audio Best Practices). Original files will be stored as .wav file (lossless) in a MASTER file. Audio enhancements and editing will be done using SoundForge 10 and will be stored in an ACCESS file using a *.mp3 format. Digital audio will be transcribed by using an Olympus DSS Player/transcriber and Unicode language font. Backup audio files will be stored on the 16TB Network Attached Storage System and will also be stored off-site.

Completion of this project will allow the MCRC to offer precious cultural information to Makah families, and will provide staff and researchers the opportunity to better understand the world of the Makah. Additionally, the MCRC will be better prepared to develop educational materials, including the Makah Language dictionary, with the products of this project.

The Project Director will attend the IMLS designated meeting to share results of this project with other grant recipients.

**Tracking progress toward achieving intended results**

The Schedule of Completion tool developed for this project will ensure the project is on schedule and will be reviewed monthly. Recipients of the digital audio will be asked to volunteer to participate in a survey containing multiple choice answers. The survey will also have qualitative components that will ask open-ended questions that reflects respondents' opinions. The surveys will be anonymous, but we will provide generalized reminders about returning the completed surveys. The surveys will be gathered and analyzed by the Project Director and Manager in April 2017 and again in July 2017 when any necessary adjustments will be made.

Quantitative matrixes will be developed using MicroSoft Excel™ to compute and measure protocols, number of audio and related materials digitized, keyed/typed, indexed, transcribed and translated.
An assessment by the Project Manager will be done on a monthly basis and results will be shared with the technician and Project Director. The matrix will clearly identify if the goals are being met on schedule. If not, the problem will be identified, a plan will be developed, the plan will be implemented and the Project Director and Manager will make another evaluation.

**Sharing project results**
The project results will be shared with the MCRC's Makah Language Program and other MCRC Programs and Departments, MCRC Board of Trustees, Makah Tribal Council and the Neah Bay community during meetings and through written reports. The results will also be shared at local, regional and national conferences and workshops.

**Makah Cultural and Research Center- Year I**

| | 2015 | | | 2016 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| **Objective 1:** Facilitate access to the archival and library collections through digitization. | | | | | | | | | | | | |
| Activity 1) Conduct preliminary meetings for input | → | | | | | | | | | | | |
| Activity 2) Develop a Digital Workflow Plan, index and inventory organizational and management tools | | | | | | | | | | | | |
| Activity 3) Prioritize and digitize audio and related documents | | → | | → | | | | | | | | |
| Activity 4) Digitize, edit and assess digital materials | | | | | | | | | | | | → |
| Activity 5) Distribute digital materials to community at special meeting | | | | | | | | | | | → | → |
| **Objective 2:** Increase the number of Makah language speakers by 3% of 2,814 Makahs and promote fluency | | | | | | | | | | | | |
| Activity 1) Edit digital words & phrases into separate tracks for access | | | | | | | | | | | | → |
| Activity 2) Distribute 10 hrs. of audio for home use | | | → | | | → | | → | | | | → |
| Activity 3) Surveys assessed & analyzed | | | | | → | | | | → | | | |
| **Objective 3:** Develop and enhance collections management system to improve and advance the MCRC's stewardship. | | | | | | | | | | | | |
| Activity 1) Review protocols | → | | | | | | | | | | | |
| Activity 2) Distribute proposed protocols for review and approval | | → | | | | | | | | | | → |
| Report project results and outcomes at meetings, conferences and to IMLS final report | | | | | | | | | | | | → |
| Attend IMLS designated meetings | | | | | | | | | | | | |
| Project Director will share project results | | → | | | | | | | | | | → |