



October 11, 2017

## IMLS National Leadership Grants for Museums Program FY2018 Information Session



### RECORDING BEGINS

Welcome to the Institute of Museum and Library Services' webinar, "National Leadership for Museums Fiscal Year 2018 Information Session."

My name is Helen Wechsler, and I'll be hosting this webinar in partnership with Reagan Moore. We are delighted that you could join us today and that you are interested in learning more about the NLG for Museums program.

## Pre-recorded Webinars

### **IMLS OMS: Choosing a Museum Funding Opportunity for FY18**

- IMLS vision, mission, and strategic plan
- Eligibility requirements
- IMLS funding programs and opportunities
- Finding information online
- Registration requirements

<https://www.imls.gov/news-events/events/imls-fy2018-choosing-museum-funding-opportunity>

*Choose the Recording Link or the PDF of the slides and transcript.*

### **IMLS OMS: FY2018 IMLS Forms**

- SF424S
- IMLS Program Information Sheet
- IMLS Budget Form
- IMLS Digital Products Form

<https://www.imls.gov/news-events/events/imls-office-museum-services-fy2018-imls-forms>

*Choose the Recording Link or the PDF of the slides and transcript.*

If you have not viewed our pre-recorded introductory webinars, we recommend that you do so. One helps you choose the right museum grant program for your project and the other offers detailed tips on completing IMLS forms. You can access them at any time by going to our website's News & Events page, choosing Events and Webinars, and then clicking on name of the webinar. The links are also included in this slide.

## NLG Museums Statistics

### Application and Award Numbers

	Number of Applications	Number of Awards	Funds Requested	Funds Awarded
FY 2016	60	13	\$21,477,200	\$5,185,106
FY 2017	79	11	\$32,512,560	\$5,132,176

Before we jump into the details of the NLG for Museums program, I want to provide some numbers from the last two rounds. As you can see, NLG for Museums is a fairly competitive grant program. We were able to fund almost 14% of the applications we received in FY17. This webinar will help you determine if your project is right for the NLG program and give you tips for creating a competitive proposal.

# NLG-M Notice of Funding Opportunity



**APPLY FOR A GRANT**

**MANAGE YOUR AWARDS**

**SEARCH AWARDED GRANTS**

**ABOUT US**

The Institute of Museum and Library Services is the premier source of federal support for the nation's museums and libraries. We fund a wide range of programs, from research and education to public programs and historic preservation. We also provide technical assistance and grants to support the development of new museums and libraries. We are committed to providing the highest quality of service to our grantees and to ensuring that our programs are accessible to all.

**IMLS Extends Deadline on Grant Applications for Librarians Affected by Hurricane Harvey**

All of our IMLS grant programs for libraries and museums are for the members of that community during natural disasters. The IMLS staff of the Grants Office is aware of the devastation that has occurred throughout the state and the impact of the hurricane on our members and all those affected.

IMLS is extending the deadline for all other grant programs from September 1, 2018, to October 1, 2018. If you are interested in applying, please contact the Grants Office at [grants@imls.gov](mailto:grants@imls.gov) or call 1-800-675-8747.

## National Leadership Grants for Museums

### FY 2018 NOTICE OF FUNDING OPPORTUNITY

<b>Federal Awarding Agency:</b>	Institute of Museum and Library Services
<b>Funding Opportunity Title:</b>	National Leadership Grants for Museums
<b>Announcement Type:</b>	Notice of Funding Opportunity
<b>Funding Opportunity Number:</b>	NLG-M FY18
<b>Catalog of Federal Financial Assistance (CFDA) Number:</b>	45.112
<b>Due Date:</b>	Submit through Grants.gov by 11:59 p.m. U.S. Eastern Time on December 1, 2017.
<b>Anticipated Date of Notification of Award Decision:</b>	September 2018 (subject to the availability of funds and IMLS discretion)
<b>Beginning Date of Period of Performance:</b>	Not earlier than October 1, 2018. Projects must begin on October 1, November 1, or December 1, 2018.

**Equal Opportunity**

IMLS-funded programs do not discriminate on the basis of race, color, national origin, sex, disability, or age. For further information, email the Civil Rights Officer at [CR@imls.gov](mailto:CR@imls.gov) or write to the Civil Rights Officer, Institute of Museum and Library Services, 105 L Street Plaza North, 5th Suite 4000, Washington, DC, 20002-2135.

**A. Program Description**

**A1. What is this grant program?**

The goals of National Leadership Grants (NLG) for Museums are to support projects that address critical needs of the museum field and that have the potential to advance practice in the profession so that museums can improve services for the American public. Museums, institutions of higher education, and certain nonprofits who support museum operations or well-being are eligible to apply under this grant program. Please see Section C for Eligibility Information.

**A2. What are indicators of successful projects?**

Indicators (characteristics) of successful projects in the NLG for Museums are as follows:

- Broad Impact:** The project has the potential for far-reaching impact beyond the institution and for influencing practice across one or more disciplines or specific fields within the museum profession.

OMB Control #: 3137-0046, Expiration Date: 7/31/2018 IMLS-CLM-0024

[www.imls.gov](http://www.imls.gov)

I also want to make sure to point out where the application process begins, which is on our website. You will see a big teal button on our home page that reads **APPLY FOR A GRANT**. Clicking that will take you to a list of grant programs from which you will choose National Leadership Grants for Museums.

These guidelines – or Notice of Funding Opportunity – which you can see on the right – will walk you through the application process and contain most of the information I will provide today.

## Overview

1. NLG for Museums Program Goals
2. Characteristics of Successful NLG Projects
3. Important Dates
4. How Much and How Many?
5. New Project Categories
6. Allowable/Unallowable Costs
7. Application Components
8. Application Tips
9. Review Process
10. Contacts

In this presentation, we'll be addressing the following topics:

1. NLG for Museums Program Goals
2. Characteristics of Successful NLG Projects
3. Important Dates
4. How Much money you can apply for and How Many applications you can submit
5. New Project Categories
6. Allowable/Unallowable Costs
7. Application Components
8. Application Tips
9. Review Process
10. Contacts

## NLG for Museums Program Goals

Support projects that address critical needs of the museum field and that have the potential to advance practice in the profession so that museums can improve services for the American public.



Let's begin with the NLG for Museums goals. NLG supports innovative projects that address critical needs of the museum field and that have the potential to advance practice in the profession so that museums can improve services for the American public.

NLG is all about meeting the needs of the museum field, our institutions, and our professionals. We invest in leaders –institutions and partnerships– that understand the challenges and opportunities facing the field and devise plans to move the field forward.

## Characteristics of Successful NLG-Museums Projects

- Broad Impact for the Museum Field
- In-depth Knowledge of the Issue
- Innovative Approach
- Collaborative Process
- Shared Results and Tools for the Sector

Making sure your project shares the characteristics of successful NLG projects is an important first step to preparing an application. We are looking for project that are structured intentionally to produce results that can be used by the field to influence practice. We're looking for tangible results such as tools, resources, and research findings that will be useful to a broad segment of the museum field.

We expect proposals to demonstrate deep familiarity with previous work on the project topic. Proposals supported by needs assessment and research are stronger. We encourage new perspectives and innovative ideas and we are looking to see that the expertise needed to achieve results are represented in the proposal, so multi-institutional efforts, collaborations, and expert advisors are important.

**You can also apply for a smaller grant of \$5k-\$50k under NLG-M to conduct a study, develop a plan or do rapid prototyping. We will talk about this more.**



We want to remind you of important dates for NLG applications. They are due by 11:59 pm Eastern Time on December 1, 2017. That is non-negotiable and the time stamp is auto-generated by the Grants.gov system. We will say this over and over again, but **start early** and **submit early**. That way, if you encounter a difficulty of any kind when submitting your proposal, you'll have some time to resolve the problem.

NLG for Museums awards will be announced in September, 2018.

And all NLG projects must be scheduled to start on the first of the month - October 1, November 1, or December 1, 2018.

## How much and how many?

### HOW MUCH?

**Option 1:** \$50,000-\$1,000,000 projects with 1:1 cost share required

**Option 2:** \$50,000-\$1,000,000 research projects with no cost share required.

**Option 3:** \$5,000-\$50,000 for one-year rapid prototyping projects with no cost share required

### HOW MANY?

There is no limit on the number of applications your museum may submit to NLG for Museums.

This year there are three funding options for NLG for Museums.

Option 1 is for full NLG for museum projects that result in robust results for the field. These can request anywhere from \$50,000 to \$1,000,000. There is a 1:1 cost share requirement. Cost share may be in the form of cash, staff or volunteer time, or third-party contributions. It may not be funds from another federal source.

Option 2 is for research projects from \$50,000 to \$1,000,000, which do not require a cost share. We'll talk more about research projects a little later.

Option 3 support one-year, rapid prototyping projects budgeted between \$5,000 and \$50,000, with no cost share required. This opportunity replaces the Sparks! Ignition Grants for Museums that **some of** you may remember from years past.

If you have an idea for an innovative solution to a field-wide challenge that requires some funding to rapidly develop, test, iterate, and retest, this funding level is for you. Remember, whether you succeed, fail, or come out somewhere in between, we want you to report your results to the field; tell others what worked, what is promising, what needs more tweaking, and what they should not try at home.

The second question is how many applications you may submit? There is no limit on the

number of applications your museum may submit to NLG-museums.

## Project Categories

Advancing Digital Assets and Capacity

Diversity and Inclusion

Collections Care and Access

Professional Development



There are four new project categories this year. I will go through each one and provide a summary followed by some examples of project topics. Please refer to the NLG for Museums Notice of Funding Opportunity on our website, which contains details of what IMLS is looking for. There are also examples of activities included under these categories.

## Project Categories

### **Advancing Digital Assets and Capacity**

Explore, understand, and optimize the use of digital technology in museums. Propose innovative approaches that allow museums to further their educational missions, engage effectively and in relevant ways with their communities, and increase capacity to share collections and information. Create, use, present, and preserve digital resources through shared platforms, tools, and networks that enhance access, optimize use, and sustain the management of digital assets.

First up is Advancing Digital Assets and Capacity [READ]

Under this category, broadly speaking you can apply for work focusing on learning, community, or collections related projects that can benefit the museum and larger community through the development, adoption, and adaptation of digital technology.

## Project Categories

### **Advancing Digital Assets and Capacity**

#### *Project Examples*

- New media technology tools for learning
- Digital platforms that make museum resources accessible online and otherwise
- Analysis, modeling, and data visualization to inform work on community challenges
- Testing the role of new media communication tools in fostering audience engagement, learning, and conversations.
- Access to and engagement with collections through new technologies
- Strategies to leverage big data, linked data, and open data resources.
- Research that furthers the capacity of museums to utilize digital technologies, tools and approaches that enhance access for a wide variety of users.

Here are some project topics examples. [READ] The list is by no means exhaustive. The Notice of Funding Opportunity offers more detailed examples that fit into these project types including Open Education Resources, Gaming, Online Learning, 3D visualization, and multi-institutional collaborative.

From NOFO:

- Adoption and development of emerging educational trends, such as open education resources (OER), massive open online courses (MOOCs), blended and flipped classroom models, gaming, and project-based learning labs that use new media technology and assess for enhanced learning outcomes.
- Building and strengthening learning partnerships via shared digital platforms that make museum resources accessible online and otherwise, in support of school curricula and state and national standards.
- Development of new and innovative methods for addressing community challenges and needs through partnerships, services, processes, or practices. These may range from analysis, modeling and visualization of data to inform work on community wellbeing to researching and testing the role of new media communication tools in fostering audience engagement, learning, and conversations.
- Demonstration of expanded access to collections through the adoption of proven technologies such as 3D objects visualization, digital archiving or crowd-sourcing models;
- Development of multi-institutional digital strategies to leverage big data, linked data and

- open data resources in a scalable and sustainable manner.
- Needs assessment and gap analysis research that can aid in understanding the capacity of the museum sector to utilize digital strategies and identify existing digital technologies, tools and approaches that can support adoption by the museum sector and enhance access to various publics and users.

## Project Categories

### **Diversity and Inclusion**

Support museums to engage with communities and providing inclusive services to people of diverse geographic, cultural, and socioeconomic backgrounds and to individuals with disabilities. Understand the current status and future trends in the demographics of communities and structure programs and services accordingly. Help museums work with community members and community-based organizations to broaden opportunity and access.

Diversity and Inclusion is the next new category. [READ]

Through this category, IMLS encourages applicants to explicitly address issues of diversity and inclusion and develop resources that can help the entire sector.

## Project Categories

### **Diversity and Inclusion**

#### *Project Examples*

- Models for fellowships, internships and mentoring programs to attract diverse and inclusive emerging professionals
- Programs that raise early awareness about museum careers
- Recruitment and retention program models in to attract and retain a diverse museum workforce
- Models and templates that incorporate diversity and inclusion objectives into institutional strategic plans, interpretive plans and/or collections plans
- Research into any topic relating to diversity and inclusion, the findings from which will inform museums' work in this area
- Resources to encourage civic discourse and to engage diverse or underserved audiences

Again, here are some examples but not an exhaustive list. Please refer to the Notice of Funding Opportunity for more details. [READ]

From NOFO:

- Developing collaborative models of fellowships, internships and mentoring programs to attract diverse and inclusive emerging professionals. This includes engaging in community outreach and engagement strategies such as immersive experiences through community-based fellowships.
- Developing programs that raise early awareness about museum careers with middle and high school students in diverse communities.
- Development and implementation of recruitment and retention program models in collaboration with community or educational partners (e.g., webinars, workshops, or outreach materials) designed to attract and retain a diverse and inclusive workforce.
- Development of a collective-impact model for the museum sector that designs institutional models and templates which can seamlessly incorporate diversity and inclusion objectives into strategic plans, interpretive plans and/or collections plans.
- Research into any topic relating to diversity and inclusion, the findings from which will inform museums' work in this area.
- Creation of frameworks, models, tools, and resources to increase community cohesion and tolerance, encourage civic discourse and for the engagement of diverse or underserved audiences such as individuals who are re-entering the workforce from

periods of stress such as veterans, formerly incarcerated individuals, New Americans, or those in retrenching economies.

## Project Categories

### **Collections Care and Access**

Support the exemplary management, care, and conservation of, as well as broad access to and use of museum collections. Contribute to the long-term preservation of materials and specimens and build skills and capacity of museum staff, volunteers, and interns. Help the museum field address state-of-the-art collections care and collections-information management, curation, preventive conservation, conservation treatments, database creation and enhancement, digitization, and the use of digital tools to facilitate discovery and deepen engagement with museum collections.

Collections Care and Access is a category that somewhat parallels the collections stewardship category that some of you may remember from past years. [READ]

Going forward, we would like projects that focus on preservation and care of collections, as well as those that work to expand access and use of the collections.

## Project Categories

### **Collections Care and Access**

#### *Project Examples*

- New tools or services that enhance collection digitization strategies, facilitate digital access, and aides in the management, preservation, sharing, and use of museum collections
- Professional development that impact the ability of museum staff and/or volunteers in multiple institutions to improve the stewardship of and access to collections
- Research focusing on any broadly relevant aspect of the management, conservation, preservation, use of and/or digital access to collections
- Coalitions and networks to enhance collections care and digital access across the spectrum of institutional sizes, discipline, mission, and locations
- New avenues for gathering and incorporating collections information from stakeholders

Some possible project examples include [READ]

From NOFO:

- Development, implementation, and dissemination of new tools or services that enhance collection digitization strategies, facilitate digital access, and aides in the management, preservation, sharing, and use of museum collections. This includes: digital infrastructure development and efficient, shared service approaches, scaled application of existing platforms, and use of linked open data standards and protocols.
- Development and implementation of training and professional development programs, tools, or resources that impact the ability of museum staff and/or volunteers in multiple institutions to improve the stewardship of and access to collections.
- Research focusing on any broadly relevant aspect of the management, conservation, preservation, use of and/or digital access to collections including methods that increase engagement among community groups with special interests, affinities, and needs.
- Building or strengthening coalitions and networks to enhance collections care and digital access across the spectrum of institutional sizes, discipline, mission, and locations.
- Providing new avenues for gathering and incorporating collections information from stakeholders such as community members and scholars to create community based archiving and collective memory projects.

## Project Categories

### **Professional Development**

Create models across multiple institutions for professional development of museum staff, volunteers, and interns across the museum field. This includes, but is not limited to, creating opportunities to encourage a more inclusive and diverse museum professional and volunteer workforce, and building the skills of museum staff at all levels, with emphasis on the development of the next generation of museum professionals.

Professional Development category is for projects intended to increase skills and capacity and that don't necessarily fit within the other three categories. [READ]

This category provides opportunities for organizations that provide professional development, such as museum associations or museum studies programs, to develop, enhance or refine professional development programs and explore networks and shared platforms for optimal benefit to the sector.

## Project Categories

### **Professional Development**

#### *Project Examples*

- Multi-institution and cross-sector networks and coalitions of professional development and staff-capacity building opportunities
- Dissemination of content and skills-based information through online communities of practice and other digital platforms
- Professional development in relevant sector needs such as digital technology, diversity and inclusion, evaluation, and organizational management
- Longitudinal research on museum studies or other emerging professional preparation programs
- Innovative courses, internships, and museum placement plans for emerging professionals
- Models and frameworks to support catalytic work in communities

Again, some examples include [READ]

From the NOFO:

- Development and implementation of multi-institution and cross-sector networks and coalitions of professional development and staff-capacity building opportunities that optimize trainers and practitioners to improve staff practices in the area of programs, services, collections, and operation of museums.
- Dissemination of content and skills-based information and sharing of collective knowledge to museum professionals through innovative and nimble techniques, leveraging online “community of practice” models as well as technology tools that allow reaching a broader pool of professionals.
- Focusing professional development training models on relevant sector needs such as digital technology, diversity and inclusion, evaluation, and organizational management.
- Longitudinal research on museum studies or other emerging professional preparation programs that can benefit the sector with valuable needs assessment and gap analysis data.
- Development of innovative and collaborative courses, internship exchange models and museum placement plans to broaden the opportunities for leadership development of emerging professionals.
- Models and frameworks to organize, develop, and deploy staff skills and competencies to support catalytic work in communities within a collective impact approach.

## Choosing a Project Category

**Advancing Digital Assets and Capacity**

or

**Diversity and Inclusion**

or

**Collections Care and Access**

or

**Professional Development**

### **Ask yourself:**

Will your project results in innovative tools and resources to help the field 1) use digital technology for learning and access 2) build a more diverse and inclusive community of museum professionals and audiences 3) care for their collections and broaden access and use or 4) gain the skill and capacity needed to move their institutions forward?

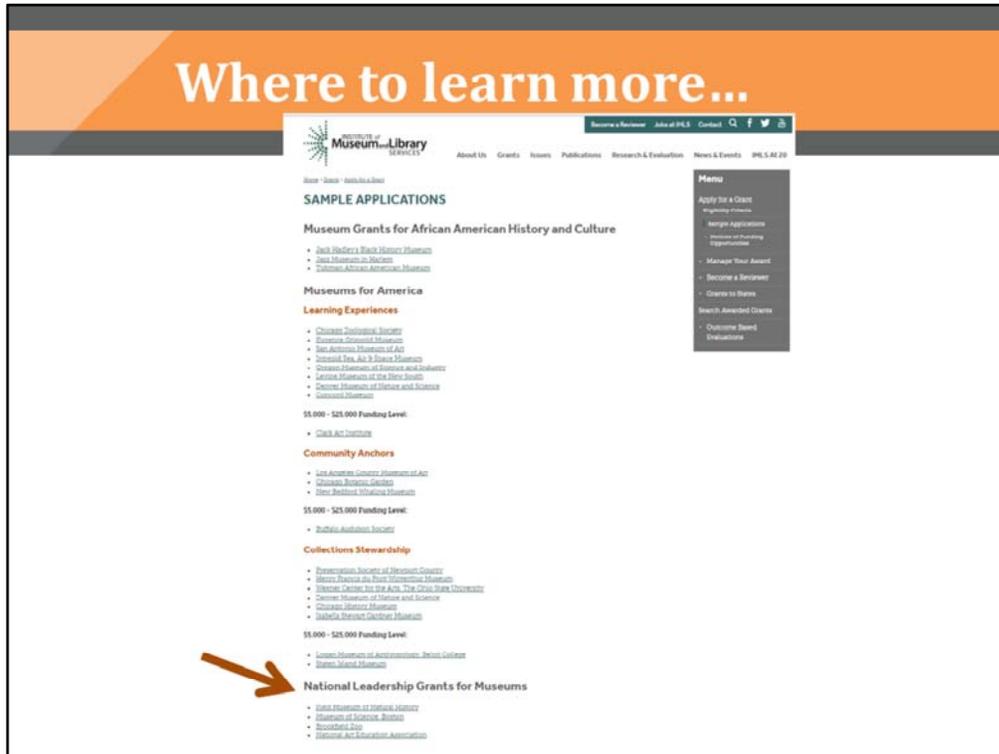
Who do you want reviewing your applications – museum technologists, diversity specialists, collections and digital access experts, professional development practitioners?

Before we close our discussion of Project Categories, we want to note that many projects could belong logically in more than one category. Sometimes it's tough to choose **one category**.

Think about the primary need you are addressing with your project and the tangible results intended for field use. Will they help the field 1) use digital technology for learning, access or community engagement 2) build a more diverse and inclusive community of museum professionals and audiences 3) care for their collections and broaden access and use or 4) gain the relevant skill, capacity and cross-sector partnership connections needed to move their institutions forward?

A second way to go at this might be to think about who you want to review your application - museum technologists, diversity specialists, collections and digital access experts, professional development practitioners?

As always, if you have questions, call the IMLS staff to discuss them.



We have posted the abstract, narrative, and schedule of completion for a cross-section of successful NLG for Museums applications from the past few years. Since this year's categories are new, you will not find examples from past years that match perfectly. However, the proposals posted present a variety of project types, meet the overarching goal of the NLG for museums program (which hasn't changed), and were considered to be clear and well-written by reviewers. Looking at these exemplary proposals might help clarify your thinking about your own application.

# Application Components

## Required Documents

**All** applications must include these. Omission of one results in exclusion from further consideration.

## Conditionally Required Documents

**Some** applications must include these. Omission of one results in exclusion from further consideration.



## Supporting Documents

These are **optional**. Make good decisions, and include only those that supplement the narrative and support the project description provided in the application.

Next up are the documents that make up your application and that you will upload into Grants.gov.

These application components fall into three categories. The first is that of **Required Documents**. **All applications must include these**. Omission of any one can result in the exclusion of your application from further consideration. Note that the IMLS Digital Product form, which up until this year has been a conditionally required document, is now a required document. You must submit it regardless of whether your project will be producing digital products or data.

The second group is that of **Conditionally Required Documents**. **Some** applications must include these. It might depend on the nature of your institution or some aspect of your project. In either case, omission any one can result in the exclusion of your application from further consideration.

The third group of application components are **Supporting Documents**. These are completely optional. You may submit some or none. Think about including only those that supplement your narrative. This is not the place to introduce new information. Be respectful of your reviewers' time.

# Table of Application Components

Use the table to keep organized.

- Serves as a checklist of application components
- Identifies document formats and naming conventions
- Provides links to instructions and forms
- Identifies categories of documents (Required, Conditionally Required, Supporting)

D2a. Table of Application Components		
Component	Format	File name to use
<b>Required Documents</b>		
The Application for Federal Domestic Assistance/Short Organizational Form (SF-424S)	Grants.gov form	n/a
Abstract (one page max.)	PDF document	Abstract.pdf
IMLS Program Information Sheet	IMLS PDF form	Programinfo.pdf
Organizational Profile (one page max.)	PDF document	Organizationalprofile.pdf
Narrative (ten pages max.)	PDF document	Narrative.pdf
Schedule of Completion (one page per year max.)	PDF document	Scheduleofcompletion.pdf
IMLS Budget Form	IMLS PDF form	Budget.pdf
Budget Justification	PDF document	Budgetjustification.pdf
List of Key Project Staff and Consultants (one page max.)	PDF document	Projectstaff.pdf
Resumes of Key Project Staff and Consultants that appear on the list above (two pages each max.)	PDF document	Resumes.pdf
Digital Product Form	IMLS PDF form	Digitalproduct.pdf
<b>Conditionally Required Documents</b>		
Please check the guidance in Section D2d to see if these conditions apply to your organization.		
Proof of Nonprofit Status	PDF document	Proofnonprofit.pdf
Final Federally Negotiated Indirect Cost Rate Agreement	PDF document	Indirectcostrate.pdf
<b>Supporting Documents</b>		
Information that supplements the narrative and supports the SF-424S project description	PDF document	Supportingdoc1.pdf Supportingdoc2.pdf Supportingdoc3.pdf

In the NLG for Museums Notice of Funding Opportunity you will find a Table of Application Components. We recommend that you use this to keep yourself organized. It serves as a checklist of application components. The middle column tells you what formats and the third tells you how to name each document so that you can upload your application to Grants.gov successfully.

It also provides links to instructions and forms, and it tells you which documents are required, conditionally required, and supporting. If you would like a detailed walk through of all the required IMLS forms, please take a look at the pre-recorded webinar on IMLS forms, which you can find on the Events and Webinars page of the IMLS website.

## Narrative: Project Justification

### Tell us:

- What do you propose to do?
- What need, problem, or challenge will your project address, and how was it identified?
- Who or what will benefit from your project?
- How will your project address the goals of the NLG for Museums program (as described above in Section A.1) and the project category under which you are applying?

### Reviewers will look for:

- *Clear explanation of the project*
- *Evidence supporting the identification of the need, problem, or challenge to be addressed*
- *Clear identification of the stakeholders and/or beneficiaries and their involvement in planning*
- *Potential to advance practice in the museum profession by addressing current needs of the field*
- *Alignment of project with NLG for Museums grant program and the project category chosen*

Now let's talk about the narrative of your proposal. You have ten pages to cover three sections.

### PROJECT JUSTIFICATION

In this section of the narrative, you should lay out the reasoning for your project. Tell us in the clearest terms possible what you propose to do; what need, problem, or challenge you expect to address; how you identified it; who or what will benefit from your work; and how your project will address the goals of NLG for Museums and the project category you have chosen.

Remember that core to NLG for Museums is the desire to support projects that strengthen the museum field. Show the reviewers how this all fits together.

Reviewers will evaluate your proposal on how well you explain your project. They'll consider how well you've defended the need, problem, or challenge you will address; how well you've identified who or what will benefit from the project, and how good of a job you've done in involving them in the planning. Reviewers also value external needs assessment or research that can support and validate your need. They'll look at how well your project aligns with NLG for Museums and the project category you have chosen.

## Narrative: Project Work Plan

### Tell us:

- What specific activities, including evaluation and performance measurements, will you carry out?
- Who will plan, implement, and manage your project?
- What are the risks to the project and how are they accounted for?
- When and in what sequence will your activities occur?
- What resources will you need to carry out the activities?
- How will you track your progress?
- How and with whom will you share your project's results?

### Reviewers will look for:

- *Activities informed by appropriate theory and practice*
- *Appropriate evaluation activities and performance measurements*
- *Team with sufficient experience and skills*
- *Clearly stated goals, assumptions, and risks*
- *Realistic and achievable schedule*
- *Appropriate time, personnel, and financial resources*
- *Clear methodology for tracking progress and adjusting course when necessary*
- *Effective plan for communicating results and/or sharing discoveries*
- *For research projects: Appropriate research design and compliance with research proposal guidance*

### PROJECT WORK PLAN

The Project Work Plan is the part of the narrative in which you relay who will do what, when, and using what resources.

The reviewers will be looking evidence that you know what you are doing, have the right people at the table, that the project is realistic, that there is room to change course if needed, and, for research projects, they'll look for appropriate research design and answers to the questions outlined in the guidance on [effective research proposals](#) (which we will talk about in a moment).

## Narrative: Project Results

### **Tell us:**

- How will you collect and report the data required for the performance measure statement(s) you have chosen?
- What are your intended results that will address the need, problem, or challenge you have identified?
- What do you expect to change and among whom?
- What tangible products will result?
- How will you sustain the benefit(s) of your project?

### **Reviewers will look for:**

- *Well designed and feasible plan for collecting and reporting data*
- *Clearly articulated results linked to the need or challenge addressed*
- *A solidly grounded and appropriately structured plan to effect meaningful change*
- *Useful tangible products*
- *Reasonable and practical plan for sustaining the benefits of the project beyond the conclusion of the grant*

## **PROJECT RESULTS**

The third section of your narrative should be devoted to articulating your project's intended results.

Tell us how you will collect and report the data required for the performance measure statements you have chosen.

What specific results do you intend to achieve in your project?

Tell us about the tangible products that will result from your project, if you have any, and last but not least, tell us how you will sustain the benefits of your project beyond the lifespan of this particular project? In other words, when the federal funding goes away, how will the benefit to the field be sustained?

Reviewers will give us their opinions on your plan for collecting and reporting data; they'll register their thoughts about how likely it is you will deliver on the improvements that you've proposed; how useful the tangible products you plan to create will be; and whether your plan for sustaining the benefits of the project are reasonable and practical.

## Research Projects

- What are your the specific research questions?
- What is your theoretical framing?
- What is the relevance of the proposed research for current practice?
- What research method(s) will you use?
- What type of data will you gather?
- How will you analyze the data?
- How will you report the information?
- How will you manage the research data and make it available for future use?

Speaking of research...here are the questions outlined and explained in the Guidance for Research Applications. To submit a competitive research proposal, your narrative should answer these. Refer to the NLG for Museums Notice of Funding Opportunity for a further explanation of each of these questions.

**Allowable/Unallowable Costs**

**U.S. GOVERNMENT PUBLISHING OFFICE | Keeping America Informed**

**ELECTRONIC CODE OF FEDERAL REGULATIONS**  
*e-CFR*  
 TM

View past updates to the e-CFR  
 Click here to learn more

**e-CFR data is current as of October 4, 2017**

[https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200\\_main\\_02.tpl](https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl)

**Subpart E--Cost Principles**

**GENERAL PROVISIONS**

- 201.401 Policy goals
- 201.402 Application

**BASIC CONSIDERATIONS**

- 201.403 Composition of costs
- 201.404 Factors affecting allowability of costs
- 201.405 Reasonable costs
- 201.406 Allocability costs
- 201.407 Prior written approval (prior approval)
- 201.408 Limitation on allocation of costs
- 201.409 Special considerations
- 201.410 Collection of unallowable costs
- 201.411 Adjustment of previously registered indirect (F&A) cost rates (including unallowable costs)

**DIRECT AND INDIRECT (F&A) COSTS**

- 201.412 Classification of costs
- 201.413 Direct costs
- 201.414 Indirect (F&A) costs
- 201.415 Reasonable allocations

**SPECIAL CONSIDERATIONS FOR STATES, LOCAL GOVERNMENTS AND INDIAN TRIBES**

- 201.416 Cost allocation plans and Federal aid programs
- 201.417 Intergovernmental services

**SPECIAL CONSIDERATIONS FOR INSTITUTIONS OF HIGHER EDUCATION**

- 201.418 Costs incurred by states and local governments
- 201.419 Cost accounting operations and disclosure statements

**GENERAL PROVISIONS FOR SELECTED TYPES OF COST**

- 201.420 Considerations for selected items of cost
- 201.421 Advertising and public relations
- 201.422 Auxiliary services
- 201.423 Auxiliary organizations
- 201.424 Auxiliary activities
- 201.425 Audit services
- 201.426 Real estate
- 201.427 Printing costs
- 201.428 Compensation of temporary personnel
- 201.429 Compensation and contractor costs
- 201.430 Compensation—contractual services
- 201.431 Insurance—large benefits
- 201.432 Conferences

So all those exciting activities that you describe in your narrative must be paired with numbers in a budget. You will want to make sure that all the costs required to undertake your project are allowable by the federal government, by IMLS, and under the NLG for Museums program.

The government-wide rules are codified in the Code of Federal Regulations covering Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, or “2 CFR 200” for short. The section that speaks to allowability of costs is Subpart E - Cost Principles, a small section of which I have included on the right.

Fortunately, the regulations are available online in a searchable format on the U.S. Government Publishing Office website listed on the screen.

## Allowable Costs

### Examples of allowable costs

- personnel salaries, wages, and fringe benefits
- travel expenses for key project staff and consultants
- materials, supplies, software, and equipment related directly to project activities
- third-party costs
- publication design and printing
- training for staff and volunteers that impacts multiple museums
- indirect or overhead costs



In the NLG for Museums Notice of Funding Opportunity, we provide a partial list of the most common examples of allowable costs for this grant program. These include:

- personnel salaries, wages, and fringe benefits
- travel expenses for key project staff and consultants
- materials, supplies, software, and equipment related directly to project activities
- third-party costs (these would be contracts or subawards)
- publication design and printing
- training for staff and volunteers that impacts multiple museums
- indirect or overhead costs

So, these costs may be part of what you ask IMLS to pay for and/or what you will pay for as part of your cost share, if one is required.

## Unallowable Costs

### Examples of unallowable costs

- general fundraising costs, such as development office staff or other staff time devoted to general fundraising
- contributions to endowments
- general operating support
- acquisition of collections
- general advertising or public relations costs designed solely for promotional activities other than those related to the specific project
- construction or renovation of facilities
- social activities, ceremonies, receptions, or entertainment
- pre-award costs



Unallowable costs include:

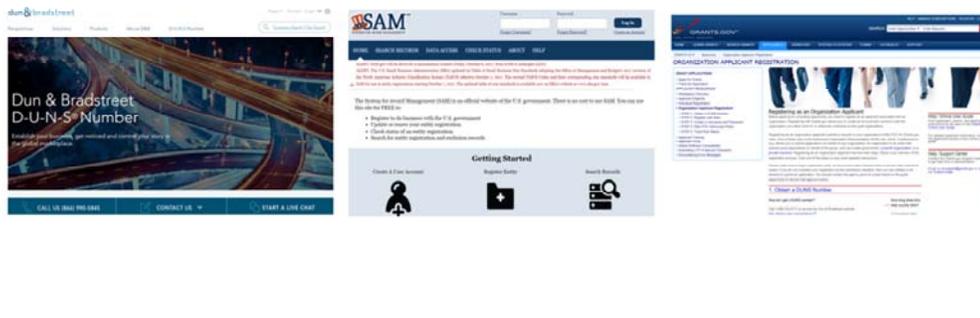
- general fundraising costs, such as development office staff or other staff time devoted to general fundraising;
- contributions to endowments;
- general operating support;
- acquisition of collections;
- general advertising or public relations costs designed solely for promotional activities other than those related to the specific project;
- construction or renovation of facilities;
- social activities, ceremonies, receptions, or entertainment; and
- pre-award costs.

So, these costs may NOT be part of what you ask IMLS to pay for, NOR can they be part of what you will pay for as part of your cost share, if one is required. In fact, unallowable expenses can't show up anywhere in your proposal.

# Application Tips

## Register early!

1. D-U-N-S® Number: [www.dnb.com/us](http://www.dnb.com/us)
2. SAM Registration: [www.sam.gov](http://www.sam.gov)
3. Grants.gov Registration: [www.grants.gov](http://www.grants.gov)



Now for some tips.

First on the list is “Register early!” You must have a DUNS number, an active SAM.gov registration, and a current and functional Grants.gov registration. You must have a DUNS number to register with SAM.gov. You must have an active SAM.gov registration to register with Grants.gov. And you must have a functional Grants.gov registration in order to submit an application to IMLS. Check to see whether your Grants.gov registration is associated with a former staff member whose password is a mystery to you. Leave time to deal with these eventualities!

It’s also crucial to remember that your SAM.gov registration expires each year and you must renew it. You can log into SAM.gov at any time and find out your status.

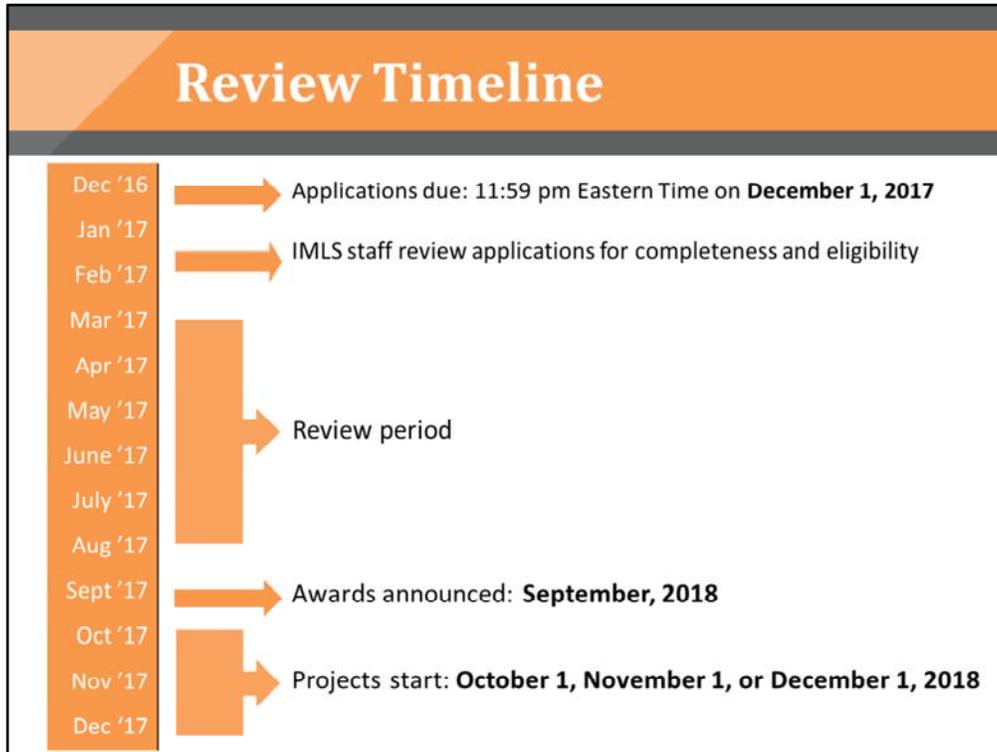
## Application Tips

**IMPORTANT TO KNOW:** We can make grants only to **eligible** applicants that submit **complete** applications, including attachments, **on or before the deadline**. So...

- Start early.
- Do your background research.
- Revisit the grant Notice of Funding Opportunity frequently, and follow the narrative outline it provides. Use headings, subheadings, or numbered sections to make it easy for reviewers to read.
- Avoid generalities, acronyms, and jargon.
- Check your spelling, grammar, and math.
- Ask a colleague to review everything with fresh eyes before you submit.
- Be sure your application is complete. **Pay close attention to required documents and formats.**
- Submit to Grants.gov **early** so you can correct any errors.

Our regulations state that we can make grants only to **eligible** applicants that submit **complete** applications, including attachments, **on or before the deadline**. So...

- Start early.
- Do your background research. Make it easy for the reviewers to see that you are up to date and know what you're talking about.
- Revisit the grant Notice of Funding Opportunity frequently, and follow the narrative outline it provides. Use headings, subheadings, or numbered sections to make it easy for reviewers to read.
- Avoid generalities, acronyms, and jargon. The people who will review your application are experts, but they may not be totally familiar with your particular field's shorthand. Make it easy for them to understand what you mean.
- Check your spelling, grammar, and math.
- Ask a colleague to review everything with fresh eyes before you submit. Ask them to act like a reviewer who's seeing this for the first time.
- Be sure your application is complete. **Pay close attention to required documents and formats.** Check it against the Table of Application Components and then check it again.
- Submit to Grants.gov early so you can correct any errors.



This is the general schedule of events to show what happens to your application once we receive it.

First, all applications are reviewed by IMLS staff for completeness and eligibility.

Then, all eligible and complete applications go to field review, during which three of your experienced and knowledgeable peers will provide scores and comments based on the criteria we just went over.

After staff analysis, the highest ranking proposals move on and get three more reviews by panelists who gather in Washington DC to discuss the proposals.

In July, we analyze the results of panel review, review budgets, and prepare materials for the IMLS Director. The IMLS director is charged with the authority and responsibility to make final award decisions, and this happens in August.

In September, we notify all applicants by email of the award decisions and provide the scores and comments created by the reviewers. Project Directors and Authorizing Officials receive award packets.

Finally, your project can begin on October 1, November 1, or December 1.

# Contacts

## IMLS Office of Museum Services Staff Contacts

Connie Bodner  
[cbodner@imls.gov](mailto:cbodner@imls.gov)  
202.653.4636

Jill Connors-Joyner  
[jconnors-joyner@imls.gov](mailto:jconnors-joyner@imls.gov)  
202.653.4791

Mark Feitl  
[mfeitl@imls.gov](mailto:mfeitl@imls.gov)  
202.653.4635

Mark Isaksen  
[misaksen@imls.gov](mailto:misaksen@imls.gov)  
202.653.4667

Ashley Jones  
[ajones@imls.gov](mailto:ajones@imls.gov)  
202.653.4782

Kelsey Monahan  
[kmonahan@imls.gov](mailto:kmonahan@imls.gov)  
202.653.4753

Reagan Moore  
[rmoore@imls.gov](mailto:rmoore@imls.gov)  
202.653.4637

Sandra Narva  
[snarva@imls.gov](mailto:snarva@imls.gov)  
202.653.4634

Steve Shwartzman  
[sshwartzman@imls.gov](mailto:sshwartzman@imls.gov)  
202.653.4641

Helen Wechsler  
[hwechsler@imls.gov](mailto:hwechsler@imls.gov)  
202.653.4779

Thank you very much for your interest in IMLS and in the National Leadership for Museums program. We hope you have found the information in this webinar helpful. Here is a listing of the names, email addresses, and direct phone numbers for program staff in the Office of Museum Services. We encourage you to contact us with any questions you might have. We'll be very happy to help.



To learn more, visit [www.imls.gov](http://www.imls.gov)



STOP RECORDING