



Museums for America

Sample Application MA-251571-OMS-22
Project Category: Community Engagement

Chicago History Museum

Amount awarded by IMLS:	\$237,850
Amount of cost share:	\$410,179

The Chicago History Museum will launch a community-driven initiative to share the diverse historical narratives of Latino people and their contributions to the city's development. The museum will build sustainable relationships with Chicago's Latino communities through restorative practices and co-creative processes. Comprehensive project activities will include paid internships, mentoring opportunities, advisor honoraria, and in-communities workshops and programs. Through audience research and evaluation, the museum will learn about Latino community members' needs and ideas for making it a more welcoming and inclusive place. Museum staff will participate in cultural competency training to support this work and the museum will develop a community-centered collecting framework to increase representation of and access to Latino history in its collections.

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion
- Digital Product Plan

When preparing an application for the next deadline, be sure to follow the instructions in the current Notice of Funding Opportunity for the grant program and project category to which you are applying.

Project Justification

In 2019, a group of students visited the Chicago History Museum (CHM) from the Instituto Justice and Leadership Academy (IJLA), a second chance high school in Chicago's Pilsen neighborhood. Their teacher challenged them to find history that reflected their cultural identities; to discover ways that people from their communities helped to shape the city. The predominantly Latino youth were struck by what they did not see. Aside from a few instances in CHM's permanent and special exhibition galleries, the experiences and contributions of Latino Chicagoans were absent. The omission left a powerful impression, and it spurred action. These young leaders wanted to see change happen at CHM. They wanted to see themselves. Using grassroots activism on social media and at the museum, they amplified their cause. The message was clear, and CHM was ready to hear it. We participated in a series of meetings with the students to listen openly to their concerns, engage in dialogue about restorative solutions, and acknowledge the harmful scarcity of Latino history in our galleries and archives. We invited the students and their supporters to collaborate with us in bringing their vision of a more inclusive CHM to life, and a partnership took root. Today, that partnership is on the cusp of a transformative project.

CHM is requesting \$237,850 from the IMLS Museums for America program to support the foundational scope of our Chicago Latino¹ (working title) project. Chicago Latino is a museum-wide, community-driven initiative that challenges and prepares CHM to share the diverse historical narratives of Latino people and their integral contributions to the city's development. The project is restorative in its commitment to elevating overlooked perspectives and hidden histories; aspirational in its vision to make the museum representative of and relevant to Chicago's Latino communities; and enduring in the standard it will embrace for collaborations rooted in mutual benefit. Its goals are:

1. Build sustainable relationships with Chicago's Latino communities through restorative practices and co-creative processes.
2. Learn about and respond to Latino community members' needs, preferences, and ideas for making CHM a welcoming and inclusive place.
3. Develop and employ a community-centered collecting framework to increase representation of and access to Latino history in CHM's holdings.

The above goals will support our readiness for planned exhibition projects, including a special exhibition on Latino history in 2025 and a reimagined signature exhibition on Chicago history in our permanent galleries. The project will also build our capacity to share Latino history through ongoing programs, publications, and access to collections. Chicago Latino comprehensively addresses the IMLS Museums for America community engagement objectives: 1) **Audience research and outreach** will occur via targeted, mixed-methods evaluation strategies and in-communities public programs; 2) An intensive student internship program and community advisory model will result in **community-driven exhibitions and programs**; 3) **Community-focused planning** is integrated into our collecting framework and professional development model; and 4) In addition to the internship, **civic engagement** will be fostered with behind-the-scenes programs that build museum literacy; participants will see first-hand how museums grapple with presenting content that reflects an evolving social and cultural understanding.

The proposed IMLS award period is three years (9/1/2022-8/31/2025), and the grant would be applied to essential activities that advance sustainable inclusion of Latino Chicagoans at CHM, including near-term exhibition projects. However, concurrent exhibition implementation is not included in the grant scope.

Advancing Our Strategic Plan

CHM is applying renewed urgency to our ongoing work in service of diversity, equity, and inclusion. In 2020, we concluded a formal, two-year process to apply this lens to our workplace and workforce practices. This IMLS-supported work led to our DEI Strategic Plan, which codifies our commitment to meaningful internal and external changes in these areas (See Strategic Plan Summary). We have elevated this plan to our primary strategic document that guides museum priorities and tasks through 2025. In their "Facing Change" report, AAM asserts the pressing need for DEI work in order for museums to stay relevant, "These principles are not only bedrocks of ethical and morally courageous museum work, but they also signal how the field can remain relevant to an ever-diversifying US population."² We estimate that CHM's members and general admission visitors are over 80% white in a city where close to 70% of the population does not identify as white, underscoring the need to engage with a broader audience.

Our strategic plan comprises internal changes to increase equity in our staff recruitment practices, pay structure, and opportunities for training and advancement. Additionally, we are examining the way we work to identify how we can

¹ The umbrella term "Latino" to refer to diverse communities in the United States who share Latin American or Caribbean origins is one of several; Hispanic, Latinx, and Latine are others. Each has its own history and connotes various concepts of colonialism, gender, and panethnicity. CHM elects to use Latino, as it is the most commonly used and accepted within the community. See AAMLN's [Strategies for Engaging and Representing Latinos in Museums](#), pp 8-12.

² American Alliance of Museums Diversity, Equity, Accessibility, and Inclusion Working Group, 2018. *Facing Change*. <https://www.aam-us.org/wp-content/uploads/2018/04/AAM-DEAI-Working-Group-Full-Report-2018.pdf>, p. 2

operationalize inclusion and collaboration in our projects. Externally, we are guided by our strategic priority to partner with historically marginalized communities in inclusive and reciprocal processes. For example, providing compensation or services to our collaborators promotes an arrangement of mutual value rather than extraction. The strategic plan underpins our efforts to share a broad narrative of our city. It helps build trust and engagement among Chicago's diverse people, who are the source of our collections and their interpretation. The Chicago Latino project advances most aspects of the DEI strategic plan—from a diverse staff working inclusively across departments and roles to a framework for sustained connections with Latino communities.

Challenge Addressed

“Not knowing Latinx history does not just affect us Latinx people, but it affects white Americans and other cultures also. They might just see us in an inferior way since there is little to no history of us documented in a museum such as this.” The IJLA student who shared this sentiment was calling out the powerful role that museums play in shaping narratives that can either perpetuate or disrupt social inequities. He and his peers are grounding the assertion “museums are not neutral” in their own personal sense of belonging, lending urgency to CHM's long-developing goal to broaden representation museum-wide. While Chicago is home to preeminent cultural institutions that center Latino communities' stories and art, CHM has the unique position of preserving and sharing the history of the entire city. The objects and interpretations that have an ongoing presence in our spaces need to inclusively reflect Chicago's diverse and complex development. We are especially aware of our responsibility to the more than 55,000 young people who visit on school trips each year. Whether they see themselves, their communities, and their identities reflected in the city's narrative can have a formative impact on their civic growth and empowerment.

Our community projects have been many and lauded, and they provide an essential foundation for Chicago Latino. Over the last 30 years, we have engaged culture bearers of all ages, genders, and backgrounds to share their Chicago stories across many platforms. The most visible are the special exhibitions that have centered first-voice and marginalized perspectives. *Teen Chicago* (2004), *Benito Juarez and the Making of Modern Mexico* (2009), *My Chinatown* (2009), *OUT in Chicago* (2011), *Shalom Chicago* (2012), and *American Medina: Stories of Muslim Chicago* (2019) are examples of rich collaborations that foregrounded untold histories. Beyond exhibitions, our Studs Terkel Center for Oral History records and preserves narratives of everyday Chicagoans with projects like *Global Communities: Chicago's Immigrants and Refugees*. Further, our education department brings culturally responsive programming to classroom settings in primarily Latino and Black communities. Its curricula help young people see themselves reflected in history-makers of the past so they understand that it is possible for them to shape the future.

The initiatives described above helped CHM establish crucial connections with communities. However, they vary in long-term impact; some have catalyzed ongoing and growing partnerships, while others were limited to the lifespan of the exhibition or program. Our previous models risk tenuous links to communities that rest with specific individuals rather than institutional partnerships. We are advancing toward a new, more strategic paradigm for community inclusion that builds on and coalesces our decades of experience and acknowledges a mandate to continually evolve. Chicago Latino will help us establish a sustainable framework for engagement and collecting that will support future projects, and it will operationalize the cultural responsiveness that already appears in many corners of the museum.

Creating a welcoming space for diverse visitors requires our physical site to more closely reflect the work we have done with communities in an ongoing way. While previous temporary exhibitions and specific programs reveal our intention to share histories of Chicago Latinos, the students from IJLA did not experience those offerings, and the impact was harmful. In their 2017 Toolkit, *Museums as Site for Social Action* (MASS Action) states, “A range of emotions necessarily arises for the diverse cultural communities and geographies negatively impacted by [social injustice]. The cycle goes from denial, to acceptance, to grief, to anger, and, hopefully, at some point to mutually transformative action within museums.”³ We are inspired by the transformative action the IJLA students envision and have developed a comprehensive plan to work with them and other community advisors to achieve it.

Project Beneficiaries

High school youth from IJLA are one target group for Chicago Latino. In fall 2021, a core group of about 10 students began meeting with Elena Gonzales, Ph.D, CHM's curator for the Chicago Latino special exhibition. Convening twice a month at the school and virtually, participants serve in an advisory capacity on Chicago Latino and receive an introduction to curatorial studies. This after-school engagement will continue through 2025 and is building to include dialogue with other members of the CHM project team and the Chicago Latino community advisory council. Interested students can deepen their involvement by becoming paid curatorial interns who conduct historical research. During the grant period, we will expand the internship to other departments at the museum, with roles in collections, communications, and public programs that support CHM's 2025 exhibition and Latino representation more broadly. They will have the opportunity to

³ White, Jacqueline, ed. and various contributors, 2017. *Toolkit*. MASS Action. <https://www.museumaction.org/resources> p. 13.

set personal goals for their internship and learn from a cross-section of museum professionals at CHM. Eight internships are offered at a time, with entry points for revolving participation on a tri-mester basis (fall, winter, and summer). We expect between 25 and 30 students to participate as interns over four years. This program recognizes the value of the students' work in terms that matter to them personally and professionally and develops a path forward for CHM to cultivate a diverse workforce for the museum field.

Another target group is a diverse council of Latino community advisors comprising professionals, scholars, and practitioners within the cultural sector. They will guide the project, help CHM make further connections in communities, and serve as a sounding board as CHM engages in exhibition/program planning, collecting work, and research studies. About 20 advisors will participate (see Supporting Doc 3) between 2021 and 2025, along with up to 12 IJLA students at a time who also choose to serve on this committee.

The ultimate beneficiaries of the project include Latino Chicagoans, a spectacularly diverse group that represents 29% of Chicago's population and relates to more than 20 countries of origin and many other markers of identity. CHM views Chicago Latino as advocacy on behalf of these stakeholders, who often face exclusion and misrepresentation in the cultural sector. The museum intends to work with and for these populations to keep them integrated into the fabric of the city's story as shared at the museum for generations to come. Leading up to our exhibition projects, we will engage them in audience research, discussion-based programs, and feedback on collecting practices. We will tap into neighborhood events, community-based organizations, and CHM's existing Latino-serving projects to spur involvement.

Additionally, the project will help all CHM visitors, regardless of their backgrounds, become allies with their Latino neighbors, colleagues, and fellow Chicagoans. A 2021 audience survey conducted in partnership with Wilkening Consulting and the American Alliance of Museums revealed key takeaways that affirm an inclusion-focused direction at CHM. Close to 70% of respondents indicated that they want museums to show new perspectives; 60% want to be challenged; and 85% are seeking deeper understanding. Further, openness to inclusive content and concern about racial justice were indicated by 58% of our respondents, higher than the national average for history museum audiences at 52%.

Project Work Plan (See Schedule of Completion)

Developed with a diverse cross-section of museum staff, each pillar of our Chicago Latino work plan is consistent with guidance in the document "Strategies for Engaging and Representing Latinos in Museums," created by the Latino Network of the American Alliance of Museums.

1) Internship Program and Community Advisory Council

We encourage you to experiment with community co-creation by engaging Latino artists, content experts, and community members to actively participate in the development of museum programs.⁴

Our planned cross-departmental internship gives high schoolers broad exposure to museum professions and generates youth-driven content and engagements for the 2025 exhibition. Student choice and voice are at the center of the internship structure. According to their interests, participants can select among a slate of positions and rotate on a trimester basis as desired. Intern roles as currently conceived are detailed below.

- Research Associates (starting fall 2021) study and write short historical project components from our curatorial menu of research options for the exhibition (Supporting Doc 3). Our Research Center staff will assist with access to primary and secondary sources in our holdings and at other repositories. Research Associates will identify relevant images and objects for their specific topics from our collection that have been vetted by the curator. They will also propose items that could help tell the stories of their research topics but are not yet in the collection.
- Community Historians (starting fall 2021) record and transcribe interviews with community members about select aspects of Chicago Latino history, especially topics that support the work of the Research Associates. They will be trained by our Chief Historian/Director of the Studs Terkel Center for Oral History on effective and respectful approaches in capturing authentic narratives. The transcriptions will be accessible via digital collections portals.
- Social Media Ambassadors (starting fall 2022) maintain a presence on social media for the project. They will generate and post content for dedicated accounts on various platforms in accordance with CHM's guidelines, and they will learn professional practices from our communications team. Using images, videos, short-form text, and blog posts, they will raise awareness of the project and the intern experience.
- Public Programming Associates (starting fall 2022) work with CHM's education department to prepare and conduct annual virtual and in-communities programming that showcases the exhibition's themes and development. In the first year of the internship, they will host a Teens Reflecting Together event that invites Latino-identifying youth from other schools and communities to share insights for Chicago Latino and inform the design of the annual public programs.

⁴Aldaba, A., Espinosa, N., Xochitl Munn, D., Reyes, L.S., Sandina, M. 2021. *Strategies for Engaging and Representing Latinos in Museums*. Latino Network of the American Alliance of Museums, p. 35.

- Collections Associates will learn and practice critical cataloging of collection materials that document Latino history. This includes helping to inform and integrate inclusive and respectful terminology in archival descriptions. They will assist with transcribing recorded community history interviews and may help with organizing new acquisitions.

CHM's volunteer and intern manager will customize an onboarding process for the students, including an intern agreement and a personal goals and interests questionnaire. CHM departments hosting interns will designate a supervisor, who will guide student work and conduct regular check-ins. At least semimonthly, the larger advisory group of scholars and practitioners (discussed below) will join the students for a full group advisory meeting to address their questions regarding terminology, themes, and more. At the end of each trimester, (February, May, and August) each student will complete a reflection on their internship that articulates its impact on their personal growth and career readiness. This will help the students understand the professional applications of their experience, and it will help CHM develop the program in an iterative way, trimester by trimester, to better meet the needs of the students.

During the final year of the program (2024–2025), CHM will offer a suite of professional development opportunities open to all students who have participated in the internship. These monthly “shadowing” sessions are half-day experiences with staff from a wide range of museum departments: research and access, collections, curatorial affairs, exhibitions, communications, administration, and education. The objective is for students to gain exposure to arts and culture practices that may spark interest for their own professional paths.

A community advisory council (CAC) will comprise a diverse group of Latino professionals, scholars, and cultural practitioners to guide the project and serve as a sounding board for CHM to include Latino communities appropriately. We are drawing from existing connections with schools, businesses, and cultural institutions to continue forming the group, which started meetings in October 2021 and will be ongoing at least semimonthly through 2025. In addition to advising our student interns, this group will contribute insights and connections that will inform exhibition and collections processes. They will offer content workshops as part of CHM's staff enrichment series (see Cultural Competency, below). Multi-year, regular engagement with a cross-section of museum staff will help sustain relationships that will yield mutual benefit far into the future. CAC participants receive annual honoraria, and CHM will seek to support our partners with in-kind collaboration as appropriate.

2) Front-end Evaluation

...success will depend on the extent to which the Latino content you select resonates with your communities and the degree to which you have removed any real or perceived barriers to access the museum...You will always get better results if you actively consult with the community you are trying to reach.⁵

As part of our strategic priority to inclusively engage with marginalized communities, CHM will conduct an evaluation with diverse stakeholders across Chicago in 2022. With a goal to bring new audiences to CHM, we want to understand the interests of communities that are not often represented in our visitorship and their perceived barriers to coming to the museum. We also want to hear feedback from visitors, especially BIPOC individuals, on their experience at CHM. This data will be collected pre-grant period in partnership with community-based organizations and offer a helpful basis for the front-end studies for Chicago Latino.

During the first year of the grant period (9/1/22-8/31/23), CHM's research and evaluation specialist will conduct project-specific studies with diverse Latino participants. Using surveys, interviews, and focus groups, these targeted listening engagements will cultivate insights on Latino identity, expectations and desires related to exhibition and program content, and ideas to make CHM more welcoming to Latino communities. A segment of front-end research will be dedicated to community collecting practices (see Collecting Plan and Practices, below), gathering responses from members of the CAC and other contacts who work with archives. We will seek 200 responses in total, adding culturally specific feedback to our broader study from 2022. The data, which will be analyzed and reported in 2023, will be applied to the 2025 special exhibition, the master plan for updating our signature exhibition, and ongoing collecting activity. Evaluation respondents will be offered incentives for their participation.

3) Cultural Competency

Organizations that are seriously committed to serving Latino audiences—or any other underrepresented group—can benefit from having staff participate in learning opportunities that demystify the “other” and that enable them to work with new communities in a manner that is authentic, respectful, and open-minded.⁶

CHM staff from all departments need to learn about Latino cultures and histories in Chicago to ensure respectful collaboration and interaction with this audience. We plan to offer a series of four required cultural competency sessions that will interrogate what is meant by Chicago Latino, introduce and clarify terminology, explore history and cross-racial

⁵ *Strategies for Engaging and Representing Latinos in Museums* p 34

⁶ *Ibid.* p 30

experiences, and break down common stereotypes and biases. The series will be completed during the first year of the grant period after an outside facilitator is vetted and establishes working knowledge of staff (See Supporting Doc 1 for a sample course description). Staff enrichment will also occur through at least six content workshops led by members of the CAC and other project partners. These less formal sessions will uncover the work of artists, scholars, activists and others uplifting Latino perspectives in our city. They will occur during year three of the grant period.

To prepare our staff who will be supervising and training the high school interns, CHM will engage experts to offer customized professional development on asset-based approaches to working with youth. This session can be recorded and viewed by staff who are onboarded to the project throughout its multi-year run.

Another essential element to cultural competency is language accessibility. CHM already has a practice of including Spanish language labels and signage at the museum. For Chicago Latino, first-voice, bi-lingual representation on the project team and paid translators will help ensure written content for exhibitions, collections descriptions, surveys, marketing and more is appropriate for our target audiences.

4) Collecting Plan and Practices

*Do you have Latino collections, or collections that are relevant to Latinos? Do your collecting plans take Latinos into consideration?*⁷

In the wake of George Floyd's murder and ensuing racial justice activism in 2020, CHM developed a new community collecting paradigm (Supporting Doc 2). We committed to an ethical pursuit of materials that document injustice, protest, and lived experiences of marginalized Chicagoans. The paradigm places relationship-building, transparency, and mutual benefit at the heart of collecting practices. It will be the philosophical underpinning of a community-centered collecting plan for Chicago Latino, which we will replicate for future initiatives.

Preliminary collections assessments and curatorial research reveal a dearth of holdings that reflect the rich history of Latinos in Chicago. The gaps confirm the museum's inadequate attention to these communities and present a challenge as we advance this project. While further culturally informed evaluation of our holdings will likely reveal hidden stories related to Latino experiences, we know that obtaining material via acquisitions, loans, and post-custodial arrangements will be essential to our planned exhibitions and sustained representation. During the IMLS grant period, our collecting pursuits will embrace the following hallmarks:

- Collaboration. We will consult with the CAC during years one and two to inform our collecting plan for Chicago Latino, including potential materials and their sources, culturally responsive approaches to collecting, preservation and access considerations, and ways we can use our collections expertise to give back to Latino communities. We will also conduct informational interviews with other transformative collections initiatives, such as the Black Metropolis Research Consortium, to apply lessons to our work. We will complete and share a new plan in year two of the grant period. Collections and curatorial teams will use the plan to pursue identified materials of interest for the special exhibition and beyond.
- Transparency. If community members are to entrust their treasures to us, the arrangements must be clear and transparent to them. We will translate temporary custody, donation, licensing, and loan agreements into Spanish and use language accessible to a non-specialized audience. We will also create a virtual Donations Process Workshop and companion handouts to clarify terms and options for organizations and people who are potential collection donors. This will be offered three times during the grant period as we prepare for active collecting.
- Community benefit. Based on feedback from our front-end research on collecting, we will create and iterate Community Collections workshops on personal and community archiving, oral history interviewing, or other topics that meet the expressed needs of individuals and organizations in Latino communities. We will offer three sessions of the workshop each year in years two and three of the grant period.
- Access. CHM has been using critical cataloging approaches to update search terms and collections descriptions that use offensive, outdated language related to culturally specific communities. This makes the material more discoverable and offers more accurate, respectful, and accessible language for our diverse community of researchers. During the grant period, we will focus on Latino collections. Our research librarians and archivists will work with teen interns and the CAC to develop a list of supported terms to use as descriptive metadata. All known archival records that describe these holdings will be updated by August 2025, and added acquisitions will be processed with the new conventions.

5) Public Programs

*Offer education programs in the community: partner with local schools, community centers, libraries, or places of worship that serve Latino families to offer educational sessions related to your museum's content.*⁸

⁷ Ibid. p 31

⁸ Ibid. p 42

Our education department takes a culturally responsive approach to its school-based initiatives in BIPOC communities and pursues equitable representation of marginalized history in its public programs. During the grant period, education staff will incorporate data and feedback from our front-end research and facilitate at least two conversations at community-based organizations to involve Latino audiences in program planning.

Our team will also work with IJLA public programming interns to co-create youth-centered public engagements that showcase Chicago Latino's initiatives. During the first year of the grant, they will help develop a Teens Reflecting Together interaction session to implement in the summer of 2023. This event will invite diverse Latino-identifying youth from different schools and communities to contribute their insights to the Chicago Latino project. It will take place at a convenient neighborhood site to maximize attendance and support our objective to involve a representative array of perspectives. We will document learnings to support front-end research and inform the design of in-communities programs offered annually during the grant period. The yearly engagements are opportunities for the IJLA youth to showcase their work on the project in their own neighborhoods. To extend awareness, we will record these sessions and share them virtually. They will serve as teachable moments for cultural audiences on community-driven museum work.

Risks to the Project

This is CHM's most comprehensive undertaking to more fully represent the history of Latino Chicago. The project is an acknowledgment of inadequacies in our own engagement with, and relevance to, communities that compose nearly 29% of our city's population. We have restorative work to do, and the collaborations we pursue to meet our goals need to be rooted in shared power and mutual benefit. Investments in paid internships, mentoring opportunities, advisor honoraria, and in-communities workshops and programs are some strategies for achieving balanced partnerships.

We know from past community-based projects that building sustainable relationships, especially with people who are unfamiliar with CHM, takes time and effort. Chicago Latino will implement a new co-creation framework that is distinguished by the time we are investing and a deeper level of cross-departmental participation. Further, Chicago Latino is not specific to one exhibition or slate of programs. Rather, it is a foundation that will support museum-wide representation and inclusion well into the future. The work is essential to near-term special exhibitions and updates to our signature galleries, but we purposefully segmented the proposed scope of work from those discrete projects. Building relationships, serving the community, and engaging in ethical collecting warrant their own more process-driven plan.

Working with high school students over the course of a multi-year initiative risks a lack of continuity as participants graduate and pursue other interests. We are fortunate to have strong buy-in and commitment from our core school partner, IJLA, which shares the goals of the project and is supplementing internship compensation (see letter of commitment, Supporting Doc 1). Further, some interns will serve as community connectors to help orient new students to the project and keep graduates informed and invested. Turnover between trimesters was considered in the work plan.

Exhibition Magazine featured an article summarizing the lessons of the ¡NUEVO! *Latinos and the New South* exhibition spearheaded by the Levine Museum. As they detail their approach to "radical collaboration," the authors acknowledge the inherent risks in projects that confront contemporary, often contentious, social issues and that endeavor to authentically represent a wildly diverse group. We understand that Chicago Latino will also mean "weathering the storms of group tension, exploring difficult questions, and taking the chance to fail."⁹ CHM's experienced and diverse staff will be key to managing these engagements. Our current team is 51% white and 49% people of color, which breaks down as: 24% Black, 19% Latinx, 2% Asian American, and 4% multi-racial. They bring a variety of perspectives and lived experiences that enrich our many projects, and we will invest in cultural competency training to support their work.

Project Team (See Resumes of Key Staff)

The principals for this foundational scope of Chicago Latino are a cross-departmental team who carry a wide range of expertise. **Elena Gonzales, Ph.D.**, is the curator for Chicago Latino and will supervise the interns working in research and community history. She will be the main liaison with the school and the CAC. **Julie Wroblewski** is the head of collections and will lead the development of the collecting plan and oversee collections workshops. **Gretchen Neidhardt** is the cataloging and metadata librarian and will oversee cataloging terminology updates. **Gloria Segovia**, CHM's research and evaluation specialist, will conduct data gathering and analysis to inform and assess the project. **Gregory Storms** is our senior public and community engagement manager. They will facilitate community conversations for planning purposes and co-create public programs with interns. **Luiz Magaña** is our digital content producer and will supervise intern social media activities. **Marne Bariso**, volunteer and intern manager, will coordinate onboarding and serve as the institutional point person for high school interns. **Kris Nesbitt**, chief strategic initiatives officer, will oversee the cultural competency and content workshops for staff development. **John Russick**, CHM's senior vice president, is the project director for this IMLS grant. He will convene the project team regularly, monitor milestones according to the work plan, and help to course-set at key intervals. He also represents the project within CHM's leadership team.

⁹ Bryant, Janeen and Darcie Fohrman. "Radical Collaboration: Building to WE in Exhibition Design." *Exhibition*, fall 2017. AAM.

Resources

The proposed scope of work largely includes investments in personnel and community partnerships. The contract for our curator, fees for a cultural competency training facilitator, compensation for interns, honoraria for community advisors, wages for a temporary data collector, and translation services are the primary expenses. CHM will also draw heavily from staff and resources supported by our operating budget, as the work will be integrated into the annual operating plans of each department. CHM's experienced development team will employ strategic approaches for foundation, corporate, and individual support that engage Chicago's significant Latino philanthropic community.

Project Results

For each goal of Chicago Latino, we have identified outcomes, indicators of success, and deliverables. We will share some deliverables via CHM's communications channels, including social media, the museum blog, and our website, www.chicagohistory.org. We will report results to CHM's trustees, project funders, and peer organizations as appropriate.

Goal 1: *Build sustainable relationships with Chicago's Latino communities through restorative practices and co-creative processes.*

A. Outcomes for student advisors and interns:

Students understand how an idea progresses from concept to realization as an exhibition; learn how public history can be an advocacy tool; gain research and communication skills; understand museum collections; and define and track their own goals for their internships. These are assessed with student reflections at the end of each trimester, work samples, and summative feedback sessions with the research and evaluation manager.

B. Outcomes for CHM and our stakeholders:

CHM establishes and sustains connections with a diverse community of Latino advisors; refines a model for sustaining mutually beneficial partnerships; expands public program offerings to new audiences; and gains insights and scholarship to apply to museum projects. These are assessed on summative evaluations that capture engagement and value for interns and the CAC, public programs survey data, and exhibition research documents.

Deliverables: Intern projects, including research papers, blog posts, social media content, recorded and transcribed community histories, updated catalog terminology, and four public programs. An established advisory council comprising diverse scholars, community leaders, and cultural practitioners.

Goal 2: *Learn about and respond to Latino community members' needs, preferences, and ideas for making CHM a welcoming and inclusive place.*

Outcomes: CHM integrates front-end research into public programs, exhibition planning, and communications approaches; staff build their cultural competency to appropriately welcome and serve Latino constituencies. These are indicated by programming and communications plans that cite takeaways from our front-end research, exhibition documents that reflect the expressed preferences of our surveyed publics, and a post-training evaluation of staff in the PD sessions that demonstrates knowledge gains and attitude shifts. Ultimately, we expect to see a noticeable shift in museum visitors and participants who identify as Latino.

Deliverables: An evaluative report on front-end research; a suite of professional development sessions; annual operating plans that align with research findings and build on lessons from the field.

Goal 3: *Develop and employ a community-centered collecting framework to increase representation of and access to Latino history in CHM's holdings.*

Outcomes: CHM has appropriate approaches and initial sources for collecting from Latino communities; CHM's collections are further assessed for material related to Latino history and catalogued with community-supported terminology; CHM adds value in Latino communities via shared expertise on collecting and preserving materials. These are indicated by creation of the below deliverables and evaluation data from community workshops.

Deliverables: A written analysis of feedback from cultural practitioners who serve on the CAC or who are involved with community collecting at other organizations; a project-specific collecting plan that includes potential materials and their sources; updated collections catalogues and a blog post on the process; and a series of virtual workshops.

Sustainability

Chicago Latino is designed to have a long-lasting impact on CHM's ability to include and represent Latino Chicagoans throughout the museum. We have made learning and restorative collaboration central to the project so that a foundation is created for ongoing co-creation of museum initiatives. As we build our collection, showcase Latino history in our exhibitions and programs, and improve our staff's ability to serve these audiences, we more fully deliver on our mission to share Chicago's stories. Many aspects of the project, from the paid internship to the collecting plan, can be replicated for future work in other communities, deepening its impact.

Digital Products Plan

1. Virtual public programming, recorded and accessible online

- Type: Virtual public programming will take the form of video recordings, created as MP4 files. The content of the programming will include teen dialogue, presentation of project components by teens and community advisors, collections workshops/presentations. At least seven different programs/presentations will be available for virtual engagement.
- Availability: CHM does not intend to limit the access to interpretive and educational program materials. Videos will be made available on CHM's public YouTube channel. Videos from YouTube will be embedded on CHM's website or an educational microsite so that the general public will easily access them on our site.
- Access: CHM will obtain permission from participants in public programs for events to be recorded and shared. We will share ownership with any partners of master files that will be saved for archival purposes and be re-posted on social media for continual public use.
- Sustainability: Videos will be available to the public on our public YouTube channel with no restrictions to access for as long as the YouTube platform exists. The master video and audio files will be stored on a cloud-based storage platform. CHM subscribes to Box.com with unlimited storage. A folder will be created to permanently store multimedia files for archival purposes. This folder will also be shared with participants, so they have access to these files for their personal portfolios.

2. A collections plan (pdf) to be uploaded to the website

- Type: A collections plan will be created and added to CHM's primary WordPress site in downloadable PDF format.
- Availability: The collection plan PDF will be publicly available to all audiences on CHM's WordPress site for viewing and downloading with no restricted access.
- Access: The collections plan will be the follow-up document to CHM's current collection policy, which is posted here:
https://www.chicagohistory.org/wp-content/uploads/2016/10/Collections-Management-Policy_-2015-09-18-final-revision.pdf
- Sustainability: The collection plan will be publicly available on the CHM WordPress site for viewing and downloading for as long as collecting activities persist for the project.

3. Social media activity that will be conducted by high school interns from Instituto Justice Leadership Academy.

- Type: Social media activity and any longer form content like blog posts will be conducted by high school interns from Instituto Justice Leadership Academy. There will be eight interns per year for three years between 2022 and 2025; one-two of these interns will be a

Social Media Ambassador. Social media content will be created by the intern with guidance from CHM staff and will include the use of still images (JPG and PNG), audio files (WAV and MP3), moving images (MP4s). Content will reflect research and behind-the-scenes work being done on the project as well as related public programming.

- Availability: Social media content will be shared on dedicated, public accounts created for the project, on public platforms such as Twitter, Instagram, and TikTok (tentatively), which CHM will also have access to in order to maintain consistency and to ensure that the content stays available beyond the SMA's term. Blog posts will be shared on CHM's WordPress site or an educational microsite. Relevant content may also be promoted through email and print campaigns.
- Access: Permission will be obtained from any individual being filmed or recorded to use their likeness on the social media platforms, consistent with CHM's policy for photographing minors. For any content created using images from CHM's collection (located through the Museum's digital asset management and licensing portal, Capture), our copyright notice will be embedded in the digital images upon download from Capture by internal and external users and will be visible adjacent to the image in the image preview window. Any such images will be available to the public upon request; potential users will be notified via the catalog record. CHM addresses this matter in its Terms of Image Use (<https://images.chicagohistory.org/en/pages/terms-page.html>; see section 3, Releases and Permissions). Issues of trademark and publicity rights are generally not a concern in regard to standard museum, editorial, or other educational uses, i.e., the majority of CHM's image users/uses.
- Sustainability: In order to maintain sustainability and ensure the public's continued access to content created for and shared on the social media platforms, the accounts will stay under CHM's purview after the intern program has ended. Any blog posts created will remain available on CHM's WordPress site.

4. Interviews of community members recorded and transcribed by high school interns.

- Type: Youth interns will use audio recording equipment to record oral stories told by Latino Chicagoans. The community history interns will be active for three years and record and transcribe up to five interviews per year.
- Availability: Links to the interviews will be publicly available to all audiences on CHM's WordPress site and CONTENTdm for listening and reading with no restricted access.
- Access: Recordings and transcripts of community interviews will be shared and made accessible through CARLI Digital Collections. Through its membership in the CARLI consortium, CHM is able to provide access copies of selected digital collections and related materials, including oral history-style interviews, on the shared instance of CONTENTdm. The multi-institutional platform and the structured metadata used for uploads increase access, discoverability and use of materials.
- https://collections.carli.illinois.edu/digital/collection/chm_oh/search/page/2
- Sustainability: The interviews are archived as part of CHM's collection and subject to the practices in CHM's digital preservation policy, including copies stored in both accessible and preservation platforms.