



National Leadership Grants for Museums

Sample Application MG-60-18-0052-18
Project Category: Collection Care and Access
Funding Level: Non-Research grants \$50,000-\$1,000,000

Conservation Center for Art and Historic Artifacts

Amount awarded by IMLS:	\$205,255
Amount of cost share:	\$211,228

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing narratives for FY2019 National Leadership Grants for Museums differ slightly from those that guided the preparation of FY2018 applications. Most obviously, the names and descriptions of project categories have changed slightly and there is one new project category – Data, Analysis, and Assessment. Be sure to use the narrative instructions in the FY2019 Notice of Funding Opportunity for the grant program and project category to which you are applying.

ABSTRACT

Online Collections Management Policy Tool

submitted by the Conservation Center for Art and Historic Artifacts

The Conservation Center for Art and Historic Artifacts (CCAHA) proposes to create an online Collections Management Policy Tool (CMPT) capable of creating customized Collections Management Policies for museums and other collecting institutions. In collaboration with YIKES, a web design and development firm, CCAHA will establish an online procedure for streamlining the writing of a Collections Management Policy. In a beta phase, the CMPT will be tested on a pool of diverse collecting institutions, using their feedback to refine the online CMPT and to promote the official launch. The CMPT will be hosted on a stand-alone website.

Collecting institutions will use the CMPT to develop Collections Management Policies that are complete, meet the needs of the collection, and are legally and ethically sound. As small to medium-sized institutions across the country use the online CMPT, the museum field will benefit from increased knowledge, capacity, and standardization in application of best practices in collection stewardship and management.

The online CMPT project will occur in three stages over a three-year period (Oct. 2018 – Sept. 2021). In the first phase, CCAHA will convene an advisory team of content experts to guide the development of the set of questionnaires that will form the heart of the online tool. The CCAHA Director of Preservation Services and the CCAHA Preservation Specialist will facilitate interactions with the advisory team and write the drafts. The generated Collections Management Policy documents will encompass a suite of small policies, with the development of these small policies shaping the navigation elements of the online CMPT. Institutions will be able to pick and choose sections that are most relevant for their collection needs.

In the second phase—specifically, a beta phase—of the project, CCAHA will recruit 15 organizations to pilot the online CMPT, using it to develop their customized Collections Management Policies. At scheduled points during the one-year period, the 15 selected organizations will be solicited via an online survey for written feedback concerning both the CMPT process and the usefulness of the generated documents. Their insights will be used to refine the online CMPT as CCAHA prepares for the national launch of the website. In the third and final phase, the national launch of the CMPT website will be accompanied with a series of webinars and presentations at national and regional conferences.

The CMPT is the primary final tangible product—a long-term sustainable tool available for use at no charge by museums and collecting institutions throughout the country. As the CMPT becomes an established part of the museum field landscape (much as dPlan became a standard for smaller institutions developing emergency preparedness and response plans), the CMPT is intended to become a standard for best practice use by small and medium-size institutions across the nation, increasing the professionalization of the field and collections care in all areas of the country.

1. Project Justification

What do you propose to do?

The Conservation Center for Art and Historic Artifacts (CCAHA) proposes to create an online Collections Management Policy Tool (CMPT) capable of creating customized Collections Management Policies for museums and other collecting institutions. In collaboration with YIKES, a web design and development firm, CCAHA will establish an online procedure for streamlining the writing of a Collections Management Policy. In a beta phase, the CMPT will be tested on a pool of diverse collecting institutions, using their feedback to refine the online CMPT and to promote the official launch. The CMPT will be hosted on a stand-alone website.

Collecting institutions will use the CMPT to develop Collections Management Policies that are complete, meet the needs of the collection, and are legally and ethically sound. As small to medium-sized institutions across the country use the online CMPT, the museum field will benefit from increased knowledge, capacity, and standardization in application of best practices in collection stewardship and management. This National Leadership Grant application is being submitted for funding as a non-research grant project in the Collections Care and Access program category.

What need, problem, or challenge will the project address?

“It is conceded today that a good collection management policy is the most important ‘risk-management’ tool available to a museum.”

Marie C. Malaro

“Preface: The Evolving Role of the Registrar”

Museum Registration Methods, 5th edition

Collections Management Policies are created to define a systematic approach to all aspects of collections care within an institution. They are a set of policies that address the various components of collections management, including acquisition, accession, registration, cataloging, control, security, and storage. These policies clarify who is responsible for managing the collections. They govern what a collecting institution does to care for and grow its collections and how it makes them available to the public. The American Alliance of Museums (AAM), the American Association for State and Local History (AASLH), the Society of American Archivists (SAA), and the American Library Association (ALA) recommend that every collecting institution invest in the creation of these documents.

Collections management policies are also effective in raising appreciation for collections care at higher levels of the institution, including the Board of Directors, by reminding everyone of the important daily tasks of collection stewardship and preservation. They are sometimes required as attachments in federal grant applications and are essential for AAM museum accreditation, a process that many museums and historic sites are eligible to pursue but postpone doing because of the intimidating rigor of the process.

In order to receive AAM museum accreditation, sometimes referred to as the “gold standard” of museum excellence, museums must undergo a review process that concludes with Core Document verification. According to AAM, museums must possess five core documents to receive accreditation: 1) Mission Statement, 2) Institutional Code of Ethics, 3) Strategic Institutional Plan, 4) Disaster Preparedness/Emergency Response Policy, and 5) the Collections Management Policy.

The Collections Management Policy is critical to the professionalization of a museum as it provides a formal written description defining the relationships between the museum and its collection, the Board and professional staff, and the outside world. The policy regulates these relationships as new situations arise, providing a Board-approved decision-making framework to address questions as they naturally arise. In *Museum Registration Methods* (5th edition, AAM, 2010), John E. Simmons asserts that the Collections Management Policy determines the terms by which the museum holds its collections in the public trust by:

1. Maintaining the highest legal ethical and professional standards,
2. establishing policies that guides the institution's operations, and
3. delegating specific responsibilities to the staff, volunteers, and consultants.

In addition to being essential for receiving both AAM accreditation and reaccreditation, collections management policies are key documents in loan negotiations between museums. A museum without a strong collections management policy is at risk for being unable to accommodate loan requests, rendering their collections less accessible. CCAHA observed this first-hand in 2013 when Eastern State Penitentiary used their new collections management policy to negotiate a loan arrangement with the National Constitution Center:

“CCAHA helped us create our Collections Management Policy, which was approved by our Board of Directors in 2012. The document has given us exactly the guidance we needed for the administration of our collections. We were formerly in the habit of accepting almost anything with a connection to our site, but the policy has now enabled us to have serious and grounded discussions about whether particular items belong in our care. We were also able to turn to the document to ensure the correct handling of objects that we recently loaned to the National Constitutional Center for an exhibit.”

Erica Harman, Senior Specialist, Collections
Eastern State Penitentiary

Since 2002, CCAHA has worked with Philadelphia-area collecting institutions—including museums, historical societies, archives, and special libraries—through the Philadelphia Stewardship Program. In this program, institutions receive preservation needs assessments and other planning documents to help improve collections care and management. Through this process, CCAHA preservation services staff consistently saw inadequate, outdated, or incomplete policy documents. To address the need, CCAHA added an additional track to the Stewardship Program in 2009 that has allowed institutions to actively work with CCAHA in drafting Collections Management Policies. Since 2009, CCAHA has worked with 15 institutions on drafting these policies, from initial decisions on scope through Board of Directors approval. By working with these institutions, CCAHA's Preservation Services Department has observed the decision-making steps that are most likely to stall the process, the policy sections that are most universal in nature, the importance of customizing policies to support the unique needs of the types of material collected by the institution, and other areas that tend to require the greatest focus and customization. Their direct observations led them to the conclusion that the process could be adapted into an online tool for creating customized templates, building upon the approach pioneered by the Northeast Document Conservation Center and the Massachusetts Board of Library Commissioners with their widely used dPlan for the development of emergency response plans (and, also, sharing similar navigation functions with popular software programs such as TurboTax).

While the 2005 Heritage Health Index survey, conducted by Heritage Preservation in partnership with the Institute of Museum and Library Services, did not ask about the existence of Collections Management

Policies at collecting institutions, CCAHA did include questions concerning these policies in follow-up Connecting to Collections statewide surveys of collecting institutions conducted in Pennsylvania in 2008, New Jersey in 2009, and West Virginia in 2010. The New Jersey and West Virginia surveys revealed strikingly similar results: Responding to the statement, “We have no Collection Management Policies,” 39.25% of responding West Virginia institutions and 40% of New Jersey institutions answered that they did not have these documents. While the Pennsylvania survey did not ask this question, it did inquire if assistance in “development of preservation and collections management guidelines” would be useful, with 70% of responding institutions answering “Very Useful” or “Useful.”

While small to medium-size museums generally realize that Collections Management Policies are important, the demanding rigor of the process for developing them can result in long-term deferral of the task. The online CMPT will provide a catalyst for museums to move ahead with the process of Collections Management Policy development, leading to greater professionalization within the field.

Who or what will benefit from your project? What are the intended results of the project?

The online CMPT will benefit small to medium-sized museums and other collecting institutions, including historical societies and archives, throughout the country as they move ahead with initiatives to professionalize their collection stewardship. It will also be very useful for staff leaders responsible for specific collections or departments within larger institutions (e.g. universities or large museums) that could benefit from a formalized Collections Management Policy approach targeted for their specific needs. In addition, the online CMPT will provide a useful tool for independent archivists and other museum consultants as they work with institutions to improve their collections care strategies and policies.

In order to refine the tool prior to its formal launch in 2021, CCAHA will lead a beta phase in early 2020, piloting the CMPT at fifteen institutions, carefully selected to reflect a cross-section (geographical, type of institution, and size of institution) of potential future users. While providing valuable assistance in fine-tuning the online tool, these institutions will receive direct and measurable benefits as they create Collections Management Policies. Additionally, these institutions will be recognized as vital partners in creating an important new national resource tool.

Ultimately, CCAHA will lead strategies to promote use of the CMPT tool at thousands of small to medium-size museums located throughout the country. The software will allow for monitoring of the number of museums and collecting institutions using the CMPT tool and for capturing constructive feedback from these institutions for ongoing improvement.

How will your project address the goals of this program?

The development, piloting, and launching of the online CMPT will directly address the first bullet in section A.5, Collections Care and Access project category, of the IMLS guidelines: “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.” The CMPT will capitalize upon new interactive technologies to reach small to medium-size museums and other collecting institutions throughout the country, providing support as they strengthen their ability to provide exemplary collection stewardship and management.

2. Project Work Plan

What specific activities will be carried out?

The online CMPT project will occur in three stages over a three-year period. In the first phase, CCAHA will convene an advisory committee of content experts to guide the development of the set of questionnaires that will form the heart of the online tool. This committee will consist of John E. Simmons (consultant at Museologica and author of *Things Great and Small: Collections Management Policies*), Rebecca Buck and Jean Gilmore (Buck & Gilmore consultants and co-editors of *Museum Registration Methods*, 5th edition), and John Herbert (Director of Technology Services at LYRASIS). They will advise on necessary information for the various policy sections, review drafts and the survey logic that will determine ease of navigation within the tool, and provide consultation on developing strategies for the long-term technical sustainability of the tool. CCAHA will consult with appropriate counsel with experience in legal issues relevant to collecting institutions to address content regarding abandoned property, nonprofit status and obligations, intellectual property considerations, and other relevant state and federal laws or regulations that might inform an institution's policies.

The CCAHA Director of Preservation Services and the CCAHA Preservation Specialist will facilitate interactions with the advisory committee and write the drafts. The online CMPT tool will use branching/skip logic to create decision trees (a "choose-your-own-adventure" navigation style) that will naturally guide the user through the various options and questions. Where relevant, the tool will link to approved external resources, such as state laws and regulations, that might vary depending on an institution's location or other particulars. They will develop sample texts for sections that can be customized to meet an institution's unique needs, while remaining within best practice parameters as defined by AAM, AASLH, and ALA.

The generated Collections Management Policy documents will encompass a suite of small policies, with the development of these small policies shaping the navigation elements of the online CMPT. Institutions will be able to pick and choose sections that are most relevant for their collection needs. The following outline describes a possible arrangement for the scope of material that will need to be covered:

1. Introduction
 - a. Authority
 - b. Mission Statement
 - c. History of the Collections
 - d. Compliance with State and Federal Laws
2. Scope of the Collections
 - a. Geographic and Cultural Scope
 - b. Collections Designations
 - c. Types of Collections
3. Collections Management Activities
 - a. Collections Advisory Committee
 - b. Collections Plans
 - c. Collection Criteria
 - d. Methods of Acquisition
 - e. Documentation
 - f. Deaccessioning
 - g. Collections Access and Use
 - h. Exhibition and Display of Collections
 - i. Lending and Borrowing
 - j. Insurance and Risk Management
 - k. Care and Maintenance
 - l. Inventories
 - m. Evaluation and Appraisals
 - n. Ethics

CCAHA will work with YIKES, a web design and development firm, to create a web-based application tool capable of generating the required customized Collections Management Policies. As described in the attached Project Proposal from YIKES, they will develop a completely new stand-alone website to host the CMPT, designing it with an emphasis on an intuitive User Interface and User Experience. The tool will be developed for seamless implementation and the organization and appearance will display nicely

across all monitors and mobile devices. Users will be able to access the complete online CMPT for free, with any entered information saved to the platform for a period of six months. After completing the CMPT process, users will be able to generate a printable/downloadable customized Collections Management Policy. YIKES will work with CCAHA to ensure that CCAHA staff will be able to update content, access all generated policies, run reports on the number of policies generated, export content from the tool, and offer optional surveys to users. Users who wish to store information within the CMPT system for longer than six months will be offered a fee-paid option, \$25 per year, to maintain online storage and the ability to update or otherwise alter their plan through the system at any time. CCAHA's existing membership (approximately 125 collecting institutions) will automatically receive ongoing storage space within the CMPT system as a new benefit.

In addition to the online tool, the CCAHA staff members will create an implementation guide for institutions to use to ensure that their policies will have the greatest impact within their institution. Topics of the guide will include: creating a policy development team, systems and timelines for review, staff training needs, and bibliographies of relevant reference materials. CCAHA staff will also be available to provide targeted feedback and brief consultations as institutions work to develop their policies.

In the second phase—specifically, a beta phase—of the project, CCAHA will recruit fifteen organizations to pilot the online CMPT, using it to develop their customized Collections Management Policies. The opportunity will be promoted through listservs and dissemination through CCAHA, LYRISIS, and AASLH networks, and organizations will be selected by an independent committee of collecting institution professionals familiar with the project. They will be instructed to consider geographic diversity, a range of institution types, and a range of institution size in selecting the fifteen organizations.

As the fifteen organizations prepare their Collections Management Policies using the CPMT, CCAHA will provide ongoing support via email phone, Skype, and webinar conversations. At scheduled points during the beta phase, the fifteen selected organizations will be solicited via an online survey for written feedback concerning both the CMPT process and the usefulness of the generated documents. The insights of these institutions will be used to refine the online CMPT as CCAHA prepares for the national launch of the website.

In the third phase, the national launch of the CMPT website will be accompanied with a series of webinars and presentations at national and regional conferences of organizations such as AAM, AASLH, SAA, and ALA. Use of the tool will be monitored from the start, with special early attention directed toward comments regarding ease of usage. YIKES will provide post-launch daily site monitoring, anti-malware protection, WordPress core and plugin updates, and content backup as part of their annual Website Monitoring Service. In order to ensure sustainability, CCAHA will utilize YIKES' enterprise-level web hosting services provided by WP Engine, their preferred hosting partner, and will follow strategies for sustainability developed in consultation with Advisory Committee member John Herbert, LYRISIS Director of Technology Services.

Who will plan, implement, and manage the project?

Fully meeting requirements for eligibility through the National Leadership Grants for Museums category, CCAHA engages in a broad range of activities designed to advance the well-being of museums and the museum profession. Established in Philadelphia, PA, in 1977, CCAHA has grown to become one of the largest non-profit regional conservation centers in the United States and specializes in the treatment of works of art and historic artifacts on paper. Since 1986, CCAHA has offered preservation field services to improve in-house care for the hundreds of important collections at institutions with limited resources.

Through its preservation services department, CCAHA has developed a world-class array of education and outreach programs that help both museums and libraries to ensure the long-term stability of their collections. Over the past 30 years, CCAHA has provided preservation needs assessments for more than 600 institutions; presented more than 500 workshops and conferences; responded to an average of 40 calls per year for emergency assistance; and answered an estimated 2,500 technical inquiries each year.

CCAHA has led the Philadelphia Stewardship Program, a comprehensive and holistic model program that offers a range of collection stewardship consultation to Philadelphia-area collecting institutions. In 2009, CCAHA added the development of Collections Management Policies to its existing Stewardship Program menu of Preservation Needs Assessments, Preservation Plans, and Emergency Preparedness and Response Plans. Over the past seven years, CCAHA has assisted 15 collecting organizations with the development of Collections Management Policies through this outreach. In addition to offering this one-on-one assistance, CCAHA has led 14 workshops at locations throughout the country on the development of Collections Management Policies during the past five years and has given five presentations at national and regional conferences on the topic. These educational programs typically attract cross-sector audiences of both museum and library professionals, each with their own strengths and language terminologies, and provide a venue for sharing the best strategies of both sectors. Through listening and synthesizing of their work at highly disparate institutions, CCAHA's staff members have developed skills in making connections and bridging gaps to diminish the often silo-like nature of collections care work. Their observations will affect the development of the CMPT tool, ensuring its applicability to the wide range of collecting institutions.

Laura Hartz Stanton, CCAHA Executive Director, will provide oversight for this program. Ms. Hartz Stanton joined the CCAHA staff in 2005 as Preservation Specialist. Since then, she has served as Director of Preservation Services and was promoted to Executive Director in 2014. Prior to her work at CCAHA, she served as Curator of Collections at Siouxland Heritage Museums in Sioux Falls, SD, as well as intern experience at the New York State Historical Association in Cooperstown, NY and the Litchfield Historical Society in CT. She has a Master of Arts from the Cooperstown Graduate Program, with an emphasis in Museum Studies.

Dyani Feige, CCAHA Director of Preservation Services, will serve as Project Director, managing day-to-day activities and working as lead writer of the CMPT project. For the past three years, she has taught AASLH's online course on collections management policies, enabling over 90 participants to write or substantially update policies at their institutions. Ms. Feige joined the CCAHA staff in 2010 as Preservation Specialist and was promoted to Director of Preservation Services in 2014. Before coming to CCAHA, she worked as Assistant Librarian at the Brooklyn Museum Library. Ms. Feige has a Masters of Science in Library and Information Science with a Certificate in Archives from Pratt Institute and interned at the New York Public Library Barbara Goldsmith Preservation Division. She has been recognized by the Society of American Archivists as a Digital Archives Specialist.

Samantha Forsko, CCAHA Preservation Specialist and incoming Chair of the national Field Services Alliance of AASLH, will provide additional support in writing content and facilitating the work of the partners. Before joining CCAHA, Ms. Forsko worked at the Los Angeles County Museum of Art as a collections manager. She has also worked as a conservation technician for the Regional Arts and Culture Council and Cascadia Art Conservation Center, both in Portland, Oregon. She received her MA in Arts Management with a focus on Archival and Museum Studies from Claremont Graduate University, in Claremont, California.

Stephenie Bailey, CCAHA Education Program Manager, will manage the creation of the implementation guide and its educational content and, in the second and third phases, will support and promote the webinars and conference presentations to promote the formal launch of the website. Previously, Ms. Bailey worked as an archival assistant at Dumbarton Oaks and as an assistant to the curator at the National Gallery of Art. She received her M.A. in Art History from George Washington University.

Amy Heuer, CCAHA Manager of Marketing and Engagement, will provide in-house technical expertise to the project and serve as the technical liaison with YIKES. Ms. Heuer manages the CCAHA website, an e-newsletter, and social media, as well as all print publications. She holds a Master's degree in Medieval English from the University of Oxford and received her BA in Classics and Archaeology from Brown University. Prior to joining CCAHA, she interned at the Rhode Island School of Design Museum of Art in their Ancient Art and Education departments.

Aja Davis, CCAHA Preservation Services Assistant, will provide ongoing logistical assistance, including website development and the dissemination and promotion of the program through webinars and workshops. Before joining CCAHA in 2017, Ms. Davis held positions at the Historical Society of Pennsylvania and at Settlement Music School. She holds an Associate's degree in Paralegal Studies.

Mia Levesque will lead the team at YIKES, Inc. who will implement the development and design of the new website for the online CMPT. Specializing in web design and development, YIKES builds websites with robust content management systems, web-based applications, and e-commerce solutions. Their projects range from informational sites to complex web apps. They worked with the University of Pennsylvania on the development of OncoLink, the first cancer information website on the internet; Philadelphia Magic Gardens; Dining Out for Life; and the Library System of Lancaster County.

The CMPT Advisory Committee will consist of John E. Simmons, Rebecca Buck, Jean Gilmore, and John Herbert.

John E. Simmons has a B.A. in Systematics & Ecology and an M.A. in Museum Studies. He has served as collections manager at the California Academy of Sciences and later at the Natural History Museum at the University of Kansas, where he also served as Director of the Museum Studies Program until 2007. Mr. Simmons is the recipient of the Superior Voluntary Service Award from AAM (2001), the Chancellor's Award for Outstanding Mentoring of Graduate Students from the University of Kansas (2005), and the Carolyn L. Rose Award for Outstanding Commitment to Natural History Collections and Management from the Society for the Preservation of Natural History Collections (2011). He has published numerous papers and several books, including *Things Great and Small: Collections Management Policies* (2006), *Foundations of Museum Studies: Evolving Systems of Knowledge* (2014; with Kiersten Latham), and "Collections Management: History, Theory, and Practice" in *The International Handbook of Museum Studies* (2015). Currently, Mr. Simmons runs Museologica (a museum consulting service) and teaches museum studies at Juniata College, Kent State University, and the Universidad Nacional de Colombia; and serves as Adjunct Curator of Collections at the Earth and Mineral Sciences Museum & Art Gallery at Penn State University.

Rebecca Buck is a partner at Buck & Gilmore LLC. She contracts for project management, problem solving for collections, and museum collections staff training. Ms. Buck served as Deputy Director for Collection Services and Chief Registrar at the Newark Museum for eighteen years, and retired in 2013. She was previously Curator of Collections at the Cheney Cowles Museum (Northwest Museum of Art and Culture, Spokane, Washington), and registrar at the Hood Museum of Art, Dartmouth College and at the University of Pennsylvania Museum of Archaeology and Anthropology. She holds degrees from Oberlin

College and Boston University. She has served for many years as a peer reviewer for the American Association of Museums, and taught in the Seton Hall Museum Professions program for ten years. She has chaired both the regional and national registrars' committees, and with Jean Allman Gilmore co-edited *The New Museum Registration Methods* and *MRM5: Museum Registration Methods, 5th Edition*. She was awarded the Dudley Wilkinson Award for Excellence by the Registrars Committee of the American Association of Museums (RC-AAM) and in 2006 was recognized on AAM's Centennial Honor Roll as one of the museum world's "one hundred champions" of the past 100 years.

Jean Gilmore partners with Rebecca Buck at Buck & Gilmore LLC. She retired in 2013 after 31 years as registrar at the Brandywine River Museum. She earned a Bachelor of Arts degree in English from Wittenberg University, and a Master of Arts in American Studies from the University of Wyoming and completed the museum studies program at the University of Delaware. In addition to serving as chair of the Mid-Atlantic Association of Museums Registrars Committee's, she was co-chair of the MAAM-RC's Task Force on Old Loans and secretary of the Mid-Atlantic Association of Museums' Board of Governors. She and Rebecca Buck co-edited *Museum Registration Methods* (2010, The American Association of Museums Press) and co-authored *Collection Conundrums: Solving Collections Management Mysteries* (2007, AAM Press). She was awarded the Dudley Wilkinson Award for Excellence by the Registrars Committee of the American Association of Museums (RC-AAM) in 2001.

John Herbert, LYRAsIS Director of Technology Services, joined the LYRAsIS team in April 2015. He is responsible for client hosting services using community-supported software, as well as Enterprise IT services. Prior to joining LYRAsIS, he worked at the J. Willard Marriott Library, University of Utah, where he served as the Head of Digital Ventures and Program Director for the Utah Digital Newspapers. Earlier in his career, Mr. Herbert served in several technology and operations leadership positions with the American Express Travelers Cheque Group, including the Director of Global Distribution. He holds a Master of Business Administration from the University of Utah and Bachelor of Arts degrees in Computer Science and Mathematics from the University of Kansas.

What are risks to the project and how are they accounted for in the work plan?

From this early vantage point, CCAHA anticipates that the two largest challenges will be: 1) ensuring that information provided in the online CPMT represents ethical best practices for collecting institutions, and 2) ensuring that the tool is streamlined enough to provide a useful service to small collecting institutions with limited staffing resources.

To address the first concern, CCAHA has established an Advisory Committee of nationally respected experts (John E. Simmons, Rebecca Buck, and Jean Gilmore) in the field of Collections Management Policies. To address the second concern, CCAHA has placed an emphasis upon the second "Beta" phase of the project, where feedback from representative organizations will be collected and analyzed in order to refine the tool.

When will activities occur?

Each of the three phases will be approximately one year in duration, with Phase One occurring October 2018 through March 2020, Phase Two occurring April through December 2020, and Phase Three occurring January through September 2021.

Phase One will include the development of content, opportunities for input and review by the Advisory Committee, and development and design of the pilot website by YIKES. **Phase Two** will include the Beta

testing of the pilot website by fifteen representative organizations, selected by an independent committee. Feedback from these organizations as they use the online CMPT will lead to further refinement of the website. **Phase Three** will include the official launch of the website, accompanied by a schedule of promotion through webinars and conference presentations.

What financial, personnel, and other resources will be needed to carry out the activities?

CCAHA will be responsible for raising the 1:1 match through in-kind donations, fees, and fundraising. Additionally, CCAHA will contribute the necessary administrative oversight and reporting needed to complete the project.

How will progress be tracked toward achieving the intended results?

In Phase Two, feedback from the fifteen selected organizations will be compiled and analyzed both to facilitate further refinements to the website, and to provide solid information to IMLS in the interim reports concerning the experience of staff members using the CMPT at their institutions.

In Phase Three, CCAHA will collect information from the website on the level of usage, feedback concerning the functionality of the software, and level of satisfaction with the final product, their customized Collections Management Policy. An online evaluation and feedback form will be built into the tool.

How and with whom will project results be shared?

CCAHA will schedule webinars and conference presentations to coincide with the launch of the website. These activities will be promoted through listservs and through dissemination of promotional material through the institutional networks of LYRISIS and AASLH. Initially, much of the material presented at these presentations will be based on experiences of the fifteen organizations in Phase Two, but as more organizations use the online CMPT and information is analyzed a larger and clearer picture will emerge, which will inform the development of new promotional and support materials.

As Cherie Cook, AASLH Senior Program Manager, notes in her letter of support, the CMPT “is exactly the type of project that AASLH sees as being so valuable for local historical societies, museums, historic sites and others.” In her new position as Chair of the AASLH’s Field Services Alliance, CCAHA Preservation Specialist Samantha Forsko will work with AASLH to advocate for emphasis upon the important role of Collections Management Policies in the professionalization of small- to medium-sized institutions, especially as they participate in AASLH’s StEPs (Standards and Excellence Program for History Organizations) or pursue AAM accreditation.

3. Impact

Performance Measure Statements/Data Collection and Reporting

The development of the online CMPT will address the Performance Goal of: Support Communities of Practice. Information on the three Performance Measure Statements associated with this Performance Goal will be collected through written evaluation of the fifteen selected institutions in Phase 2 and survey and six-month follow-up emails to institutions using the CMPT in Phase 3. In each phase, CCAHA will appropriately adapt the IMLS language, at a minimum collecting information on number of participants, number of total responses, and number of non-responses.

Intended Results

At the conclusion of the grant period, CCAHA will have firm information regarding the effectiveness of the CMPT for the fifteen selected institutions who use it to develop customized Collections Management Policies in Phase 2. In addition, CCAHA will have sufficient information to anticipate ongoing use of the CMPT by museums and collecting institutions throughout the country. This information will be analyzable by type of institution, size of institution, and geographical location. Even as this information is collected, CCAHA will endeavor to further fine-tune the tool to be as effective as possible. Over a longer period, as the CMPT becomes an established part of the museum field landscape (much as dPlan became a standard for smaller institutions developing emergency preparedness and response plans), the CMPT is intended to become a standard for best practice use by small and medium-size institutions across the nation, increasing the professionalization of the field and collections care in all areas of the country.

How will knowledge, skills, behaviors, and/or attitudes change?

In Phase 2, CCAHA will develop questions for professionals at the fifteen selected institutions regarding their knowledge levels regarding Collections Management Policies and their level of confidence in developing a formal Collections Management Policy and integrating it into daily operations at the institution. At the conclusion of Phase 2, the same questions will be submitted to the same pool of professionals to measure changes in knowledge, attitudes, and confidence levels.

In Phase 3, an online survey will be sent to all participating institutions, offering an opportunity for self-assessment of their changing knowledge, attitudes, and confidence levels. While this will not be as fine-tuned as the information that can be garnered in Phase 2, it will provide a broad picture of the perceived value of the tool to the field and its impact on professional staff. More thorough approaches would not be recommended as they could discourage use of the tool by small to medium-size institutions who will most benefit from a streamlined approach (without the irritation of a survey at the start of the process).

What tangible products will be of value to the field?

The CMPT is the tangible product—a long-term sustainable tool available for use at no charge by museums and collecting institutions throughout the country.

How will the benefits of the project be sustained?

CCAHA will work with John Herbert, LYRISIS Director of Technology Services, and YIKES to develop and implement a formal strategy for digital preservation of the CMPT, including migration strategy schedules. At the conclusion of the grant period, CCAHA will move the CMPT from its position as a grant-funded project to an ongoing Preservation Services Department project maintained through general operating funding. CCAHA's Director of Preservation Services and Preservation Specialist will continue to dedicate a percentage of their time toward maintenance and upgrades of the CPMT, assisted by the CCAHA Preventive Conservation Fellow. The Fellow will be responsible for conducting ongoing research into new and emerging best practice recommendations, changing legislation, and other potential areas of changing content. The CMPT's content will be updated accordingly.

CCAHA will maintain ongoing maintenance and care contracts with YIKES and WP Engine as part of the operating budget. Online feedback from users will be monitored to alert CCAHA staff if any software glitches or other system failures occur.

SCHEDULE OF COMPLETION
 Online Collections Management Policy Tool
 Project Period: October 1, 2018 – September 30, 2021

YEAR ONE

Activity	2018	2019												
	Oct.	Nov.	Dec.	Jan.		Feb.	March	April	May	June	July	August	Sept.	
Phase One														
Advisory Committee Kickoff Meeting														
Preparation of drafts with Advisory Committee and legal review.														
Development and design of tool and website by YIKES.														

SCHEDULE OF COMPLETION
Online Collections Management Policy Tool
Project Period: October 1, 2018 – September 30, 2021

YEAR TWO

Activity	2019			2020									
	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	August	Sept.	
Phase One													
Phase Two													
Preparation of drafts with Advisory Committee and legal review.													
Development and design of tool and website by YIKES.													
Selection of fifteen institutions for Beta phase.													
Evaluation and fine-tuning of tool and website effectiveness through Beta testing.													

SCHEDULE OF COMPLETION
Online Collections Management Policy Tool
Project Period: October 1, 2018 – September 30, 2021

YEAR TWO

Activity	2020			2021								
	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	August	Sept.
Phase Two												
Phase Three												
Evaluation and fine-tuning of tool and website effectiveness through Beta testing.												
Official launch of website.												
Promotion of tool and website through webinars and conference presentations.												