Timed Transcript for IMLS Office of Museum Services Webinar: Museums Empowered FY 2021 Information Session

0:01
Hello and welcome to the Institute of Museum and Library Services' webinar, "IMLS Museums Empowered: Professional Development Opportunities for Museum Staff, Fiscal Year 2021 Information Session."

0:17
My name is Mark Isaksen, and I'm a Senior Program Officer here in the Office of Museum Services at IMLS.

0:24
Speaking on behalf of the rest of the staff in our office, we're delighted that you are interested in preparing an application for the Museums Empowered grant program.

0:39
Here are the topics we're going to cover in today's webinar:

0:44
Where to find information; the Museums Empowered program goals and statistics; IMLS funding eligibility criteria; choosing a project category; some of the project activities you might undertake; the costs that are allowable and unallowable;

1:03
The components of each application; the review criteria in the narrative of the application; where you can find more information about the program and the applications we received; and also some tips and summary steps that you want to take.

1:22
Now, let's get started. This webinar is one of a series designed to help you find the information you need to create a competitive application for IMLS museum funding.

1:35
"Choosing a Funding Opportunity for FY 2021" is also available to you, and that's a video recording, as well as a PDF on our website at the link shown here.

1:48
That webinar is designed to cover the IMLS vision, mission, and strategic plan, with an emphasis on how they influence our grantmaking.

1:59
In that webinar, we also address institutional eligibility; provide a quick overview of all of our funding opportunities; how to find information online with a focus on our website; and cover the three places you must be registered in order to apply for an IMLS grant.

2:16
It's a great starting point if you want to get an overview of all of our grant programs.

2:25
Now, in addition to the Museums Empowered program webinar you're listening to today, we also have available on-demand webinars for all of our museum grant programs.

**2:34**

And a complete list of available presentations is provided in the "Choosing a Funding Opportunity" webinar and is also listed on our website, WWW dot IMLS dot gov slash webinars slash archive.

**2:53**

Now, the IMLS website is one of the most important places to find information about our grant programs.

**2:58**

When you go to the website, you'll see a drop-down menu with the heading 'Grants' on our homepage.

**3:04**

Click on the section titled 'Apply for Grant.' This section is designed for you.

**3:10**

Each grant program has a landing page on the IMLS website, and here you will find a brief overview of the grant program, the contact information for the IMLS staff assigned to the program, and a link to the PDF of the Notice of Funding Opportunity.

**3:25**

The Notice of Funding Opportunity, sometimes referred to by its initials, N-O-F-O or "NOFO," is the official instructions and guidance for how to prepare, complete, and submit an application for funding.

**3:37**

The text and information I'm using in this webinar are derived from the instructions and guidance found in the NOFO. A NOFO is available for each of the grant funding opportunities.

**3:48**

Now, let's discuss the Museums Empowered grant program in more detail.

**3:55**

Museums Empowered: Professional Development Opportunities for Museum Staff is a special initiative of the Museums for America grant program.

**4:02**

The goal of this program is to strengthen the ability of an individual museum to serve its public through professional development activities that cut across various departments in the museum to generate systemic change within the organization.

**4:20**

IMLS encourages applicants to invest in the professional development of museum staff, leadership, and volunteers, to enhance their skills and ensure the highest standards in all aspects of museum operations.

**4:34**

Here's some statistics from the past application cycle, the FY2020, when we made 21 awards for a total of three point seven million.

**4:45**

There were 56 applications in total, and the average award amount was $176,190.

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The maximum of any request is $250,000 in this program.

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You'll see the range of applications in each of the four categories. We're going to talk more about the categories in a little bit.

5:07

To recap the funding eligibility criteria for museums, you will see it on our website, and shown in the screenshot image on the screen here.

5:16

The general eligibility criteria applies to most of the IMLS grant programs, including Museums Empowered.

5:23

To summarize, you're likely to be eligible to receive funding if you meet the IMLS definition of museum, as described in our website, and are a non-profit organization, or part of a state or local government.

5:38

If you don't meet these criteria, you might think about who you can partner with. Perhaps that organization could be eligible and could be the lead applicant.

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The Museums Empowered grant program provides support for professional development in four project categories.

5:54

First is Digital Technology. The goal of this category is to empower museum staff to fully explore, understand, adopt, and optimize the use of digital technology in museums.

6:08

The second category is Diversity and Inclusion, to empower museum staff to develop cultural competency and support museum relevancy in their communities.

6:18

The third category is Evaluation, to empower museum staff to use formative and summative evaluation of programs, practices, and products that can help the museum yield indicators and measurable outcomes.

6:31

And the final category is Organizational Management, to empower museum staff to learn best practices in organizational management, strategic thinking, innovation, and managing change.

6:44

The decision about the category to choose is important, and for one thing, you want to make sure that your category selection matches well with the reviewers that you would hope to see reviewing your application.

6:58
We match, a lot of times, between the categories and the museum professionals who have experience and expertise in these general categories. Your application will also be competing against others who have chosen the same category.

7:13
So, in short, the entire review process incorporates an assumption that your project aligns with the category you've identified.

7:23
Let's take a look at these categories in a little bit more detail and think about the kinds of projects that might appear under these categories.

7:32
In Digital Technology, IMLS supports the work of museums and adopting and adapting the use of existing and emerging digital technology to transform audience engagement, collections care and management, communications, and general operations.

7:47
IMLS welcomes applications to develop training and professional development learning opportunities for museum staff to fully explore, understand, and optimize the use of digital technology in museums.

7:59
Some examples of the types of projects that might be included in the Digital Technology category are listed on the slide. More examples may be found in the NOFO.

8:08
Important thing to remember here, when we talk about these categories of Museums Empowered, is that digital technology is a cross-cutting activity in many museums.

8:19
The distinction in Museums Empowered is that this work is mostly focused on the internal capacity of your organization, building up your staff, your volunteers, board members, all the folks that work in your museum, and how they engage and connect using digital technology.

8:38
Diversity and Inclusion. In this category, IMLS supports the work of museums in engaging with communities and providing inclusive services to people of diverse geographic, cultural, and socioeconomic backgrounds, as well as individuals with disabilities.

8:54
IMLS welcomes applications for staff professional development projects that increase cultural competency within the museum and support relevancy through activities that connect, engage, and strengthen the museum's ties with diverse communities.

9:10
Some examples of the types of projects that might be included in this category are listed on the slide. More examples can be found in the NOFO.

**9:21**
In Evaluation, IMLS supports the use of formative and summative evaluation techniques of museum programs, practices, and products to help museums best serve their intended audiences and demonstrate their impact to stakeholders.

**9:35**
IMLS welcomes applications that use training and professional development to improve and enhance the ability of museum staff to augment their knowledge of the broad spectrum of evaluation methods and techniques, as well as to better use evaluation reports, data, and metrics in order to make improvements in their program or product design and delivery.

**9:54**
Again, some sample project activities are listed here, and others are in our NOFO.

**10:00**
The important thing here is, again, to think about how museum staff can be more effective in using evaluation tools and techniques, as well as use the reports of professional evaluators, to make improvements in their institution, and how that might be something that needs to happen in a cross-cutting way, to create systemic change within the institution, and not be limited to a particular department, unit, or segment of the museum.

**10:32**
Organizational Management is an area where we want you to think about how to develop a resilient organization with the goal of long-term sustainability and relevancy. IMLS welcomes applications to develop training and professional development opportunities for museum staff to learn best practices in organizational management, or strategic thinking, or embracing innovation and managing change, which a lot of us are going through this year,

**10:57**
in order to foster the continued growth, relevancy, and vitality of your museum. Projects may use replicable models within the museum field, as well as look beyond the museum field, for transferable techniques and strategies to build the capacity of the museum and support its long-term sustainability.

**11:14**
In all these cases, for all the categories, you definitely want to think about what else is happening in the field.

**11:20**
There might be other models that you want to copy, adapt, use for your own purposes, and that's OK.

**11:28**
The important thing is, this is going to create some sort of systemic change for your organization. Using best practices, finding what works in other organizations, and adapting it for your own use, is a smart strategy.

**11:43**
Before we close our discussion of project categories, we want to mention our guidance for projects that could overlap in more than one.

**11:50**
Sometimes it's tough to choose, so here are a few strategies to help you choose the best category for your project.

**11:57**
First, think about what's in the center of your project. In the center usually is the audience, right?

**12:04**
Often, and particularly in the Museums Empowered program, that audience is your internal audience, your museum staff.

**12:12**
Now, who or what will benefit from your work? And what will be improved once you're done?

**12:20**
Another thing to think about, another option, is to decide who you want to review your application. What kind of skill sets and experience do you want them to have?

**12:29**
So, for example, picking the Evaluation category might lead to your project being reviewed by people that have evaluation experience.

**12:41**
Likewise, if you choose the Diversity and Inclusion category, the reviewers that we select are folks that are going to have experience doing diversity and inclusion work in the field.

**12:55**
The third suggestion here is to simply list all the activities you plan to carry out, and generally assign them to a category and see which one gets the most. Where are the most resources spent for your project? And if most of them are in one category, that's OK. For example, you might be doing evaluation work that incorporates data and analysis, and that might involve some digital technology aspect. That's OK, but if the primary motivator is looking at your evaluation data, then that's suitable for the Evaluation category.

**13:34**
If it's more cross-cutting, looking at all sorts of data across all parts of your museum and you're trying to really incorporate better use of digital technology across the board, that might fit better into the Digital Technology category.

**13:49**
If you're struggling with some of the categories and want to discuss them, please reach out to me or Laura, one of the other program staff assigned to this program, and we're happy to talk in more depth about your project ideas and help you see where the best alignment is with the grant program categories.

**14:06**
Now, let's turn to allowable and unallowable costs for your project.

**14:10**
Be very careful in preparing your proposal and include only allowable costs in both your IMLS ask and your cost share.

14:18
We'll go through some common expenses that are allowable and unallowable, but do know that the "2 CFR 200," which is our shorthand for the Uniform Administrative Requirements and Cost Principles, that are applicable to all federal grants, this is available on the web and there's a complete list of all types of allowable and unallowable costs here.

14:41
The Museums Empowered Notice of Funding Opportunity has a partial list of some of those costs and they're listed here.

14:48
The important thing to remember about the allowable or unallowable costs, is for allowable, these could be in your cost share or in your grant funds -- the parts that you ask IMLS to pay for or the parts that you're going to provide in your cost share -- the rules about allowability apply to both sides.

15:09
Same thing for unallowable costs. Again, these costs may not be part of what you ask IMLS to pay for, nor can they be part of your cost share. We don't want to see those in any part of your proposal.

15:21
Again, when you prepare your application, think about the proposed expenses. If any of them are touching on these unallowable costs, you'll definitely want to look at them closely, check the 2 CFR 200, and if necessary, contact me or Laura and we'll talk through and give you our best advice.

15:41
So, let's look now at the essential elements of your application.

15:50
The application components are a series of documents you're going to upload in Grants dot gov. These together make up your application.

15:59
These application components fall into three categories. The first is that of Required Documents.

16:05
All applications must include these, and omission of even one could result in exclusion of your application.

16:11
The second group is that of Conditionally Required Documents.

16:15
Now, some applications might need these, but it really depends on the nature of your institution or some aspect of your project. We're going to talk about those in just a second.

16:24
And the third group of application components are Supporting Documents, and these are completely optional.

16:30
And these are things that supplement your narrative and support your project description in some way.

16:37
Your application will consist of a series of individual documents and it's very important to make sure you prepare and submit everything necessary to complete your application.

16:47
In the Museums Empowered program, all applications must include these 11 required documents, the ones listed here on the slide.

16:55
This list is also found in the NOFO, so no need to copy it down, but you do find it in the NOFO, as well.

17:01
The seven documents listed on the left side of the slide are created by you, using a Word document processing system or something on your on your own computer, but then saving it as a PDF.

17:12
For example, that the first document listed here, the Organizational Profile, you're going to type that up in whatever program you have and save it as a PDF. Same thing for the Strategic Plan Summary, the Narrative, the Schedule of Completion, the List of Key Project Staff, the Resumes, and the Budget Justification.

17:32
Instructions for all of these required documents are found in the Notice of Funding Opportunity.

17:36
Many of these have page limits, and if you exceed the page limit specified, we must remove the extras before your application goes for review.

17:44
Make sure your content fits into the page limits specified, particularly as you convert it to PDF, because sometimes there's an adjustment that happens in conversion.

17:55
The documents on the right-hand side of the screen, the Application for Federal Assistance, the IMLS Supplementary Information Form, and the IMLS Program Information Form are online forms that you will complete in the Grants dot gov environment.

18:10
The IMLS Budget Form is a fillable PDF. All of these are required.

18:17
The second category of application components is that of Conditionally Required Documents.

18:22
Some applications must include one or all of these, and it's your job to figure out which are required.

18:29
Now, for example, if you're a non-profit organization, then you must include your proof of non-profit status issued by the IRS. If you're a state or local government entity, then you don't need that.

18:42
If you're using a federally negotiated indirect cost rate agreement in your budget, you must include a copy of it. If you're using the 10% rate, there's no documentation required.

18:54
If you create digital products during the course of your project, you must complete and submit a Digital Product Form. If you're not creating any digital products, you don't need to use the form.

19:05
Just like the required documents, omission of any one of these could result in an exclusion of your application from further consideration. Particularly, if it's, you know, if we deem it's required. For example, the proof of non-profit status is a very essential one.

19:20
If you're a non-profit organization, make sure you include the copy of the IRS letter.

19:27
The third group of application components, as we mentioned, is the supporting documents, and these are completely optional. You can submit some or none, but it's not the place to introduce new information.

19:38
Common items that we see in this section could be letters of support from key stakeholders and project participants; maybe an executive summary from a study or a report that helped shape your project, the project design, or might help bolster the project justification;

19:56
Or you might include just a simple bibliography of references and related documents.

20:03
The important thing here is to be respectful of your reviewers time and avoid any temptation to include extraneous material that is not directly relevant to your project.

20:11
But you also want to provide information for those reviewers that are going to be curious and want to know more, right? More than you can fit into the narrative.

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So, think about the supporting documents as an opportunity for you to provide that additional detailed information that is specific and relevant to your project.

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Include what's important and helpful, but stop there.

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Among the required components of your application, the Narrative is the section that reviewers are likely to spend the most time reading.

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So, let's examine the Narrative section of the application.

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In the Museums Empowered grant program, the Narrative is limited to seven pages and divided into three sections: the Project Justification, the Project Work Plan, and the Project Results.

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The questions we ask you to answer and the review criteria by which your application will be judged are posted in the Notice of Funding Opportunity.

21:04

Let's look at this in a little more detail.

21:07

The first part of the Narrative, the Project Justification, is where you lay out the reasoning for your project. You want to tell us in the clearest terms possible what you propose to do;

21:17

What need, problem, or challenge you expect to address; who or what will benefit; and how your project will enhance the capacity of your institution; how your project will address the goals of the Museums Empowered program -- to use professional development to generate systemic change within the museum.

21:36

Now, reviewers are going to look at the criteria that we've listed on the right-hand side of this screen.

21:42

They want to know how well you've explained your project; how well you've identified the need, problem, or challenge; whether you've clearly identify who is going to benefit from the project,

21:53

and, if there's an audience involved, if there's an audience who's going to benefit, how were they involved in this project? In the planning, particularly.

22:06

And when your project enhances the capacity of the institution, is it in ways that are specific and actionable and measurable?

22:16

So, let's stop for a second, and think about the need, problem, or challenge issue.

22:22

Remember, for most of the grants that the federal government provides through IMLS, we want to invest in something -- make an investment in something that's going to get better -- an improvement.

22:36

And as you define your need, problem, or challenge, you want to articulate what will get better as a result of your project and be as precise as possible.

22:44

Will someone learn something? Develop a new skill, change an attitude or behavior?

22:50

Will members of your community be able to work together to solve problems? Identify what it is that's important for you and your organization, and how in this project, that change is going to happen.

23:08

So, think about your problem definition carefully. Use as many clear and succinct terms as possible.

23:15

Don't forget to gather any data and include that in your application to support your problem definition.

23:26

The second part of the Narrative is the Project Work Plan.

23:30

This is the section where you're going to talk about who's going to do the work, in what order, and using what resources.

23:38

We ask you to tell us about the specific activities you're going to undertake; who will plan and implement and manage your project;

23:46

What sequence the activities will occur; and what financial, personnel, and other resources you're going to need to carry out the activities; and how you're going to track progress toward achieving your intended results; and how you're going to share those results.

24:02

Reviewers are going to look exactly at those things. They're going to want to know:

24:06

Are your activities informed by appropriate theory and practice?

24:10

Whether the team you've put together has the experience and skills necessary to complete the work successfully; and whether your schedule is realistic and achievable.

24:20

They'll also be looking at whether the time, personnel, and financial resources identified are appropriate for the scope and scale of the project.

24:30

They'll want to know that you may have a good evaluation methodology; and a way for tracking progress and adjusting course when necessary.

24:43
The Work Plan is really where you talk about activities, and activities are things that have a clear beginning and an end. You know when they start and you know when they're done. They get off your to-do list.

24:55
An activity is not a goal, or a result, or an outcome. I'm going to talk about that in the next section of the narrative, but these are really just the steps you're going to take to achieve those bigger goals or outcomes.

25:07
In this section, aim for a reasonable level of granularity in identifying your activities.

25:13
It's a real balance here. You want to give as much detail as you can, for those curious reviewers.

25:20
If you're finding it hard to pack in all your details into the work plan, think about a way to streamline it, and if necessary, create a supporting document that might go into particular detail about a specific activity.

25:34
For example, one thing some applicants might include, say, if a key activity you're going to undertake is a series of trainings, multi-step trainings, with some specific curriculum, maybe a train-the-trainer approach, and you have some really detailed supporting documents about that curriculum.

25:59
You can certainly refer to those in your Narrative here as one of the activities, and then for those reviewers that are curious, they can look at that in your Supporting Documents.

26:12
Now, the final section of the Narrative is the Project Results, and this should be devoted to articulate the impact of your project.

26:19
What specific results do you intend to achieve in order to address the need, problem, or challenge that you identified at the beginning of the narrative, right?

26:26
That's your Justification, remember, something's going to get better, so tell us what that is.

26:31
Tell us about any products you're going to create, and how you're going to sustain the benefits of your project beyond the lifespan of this grant.

26:40
Some of these things are going to end and we want to know what your plan is. What's your vision for after the grant period?

26:50
Reviewers are going to give their opinions as to how well you've designed a feasible plan for collecting and reporting data;

26:55
How likely the improvements that you've proposed will be realized, you know, can this plan work? Can it be successful?

27:03
And the things that you're creating, are they going to be useful as well, the tangible products? And the plan to sustain the benefits, is it practical and reasonable?

27:19
Now, the Results section is often what we hear from applicants, is a difficult section for them, so just want to take a moment to address that.

27:29
Now, when you think back to the questions we referenced a couple of slides ago, when we talked about defining the need, problem, or challenge that your project is addressing, if you said, someone on your staff, or a group of people, or some subset of your staff are going to learn something, how are you going to know? If you expected a change in attitudes or behaviors, how are you going to know that that change has happened?

27:53
All of your results should tie back to your need, problem, or challenge. You may experience some tangential benefits or positive outcomes, but make sure you identify them as "in addition to" and not "instead of" your original intended result.

28:07
There has been a tremendous amount of work done in ways to measure success, and we encourage you to consider using well-established tools, such as a logic model, to explain your intended results and your plan for achieving them.

28:20
And if you do create a logic model for your Results section, include that in Supporting Documents.

28:28
Again, that's a good example of something that you're going to reference here in the Results section and you can include the actual logic model in the Supporting Documents, if you've created one.

28:41
So, to summarize here, when we consider all the components of your application and the things that reviewers consistently see as some characteristics of successful applications, let's look at these four characteristics.

28:57
The first is Institutional Impact. Your project should strengthen the ability of your museum to serve its public through professional development activities that cross-cut various departments to generate systemic change within your museum.

**29:11**
So, if you can demonstrate that you're going to create systemic change, and it's cross-cutting in multiple departments, that's a great opportunity for you to be successful here.

**29:21**
If your project is really limited in scope, say, for example, it's limited to a particular person, or department of your organization, that's not going to be as strong of a case, because what the reviewers are looking for are projects that really create systemic change within the museum and cross-cut various departments.

**29:42**
Second is In-Depth Knowledge. Your proposal should reflect a thorough understanding of current practice and knowledge about the subject matter. So again, you don't need to be an expert, and in many cases, our applications involve bringing consultants, bringing in specialists and experts to provide that knowledge base for your institution.

**30:00**
But when you're designing your project, you definitely want to have an awareness of what other people are doing. What is current policy and practice among the museums in your sector and in your community?

**30:11**
What reviewers don't like to see here is that you're proposing something and it's not informed by current practice. You lack an awareness of what's happening in other places.

**30:22**
So, a knowledge of what's happening and adapting and customizing it and making it work specifically for your institution, that's a winner.

**30:31**
The third is Project-based Design. Your Work Plan should have a consistent set of logical and inter-related activities tied directly to addressing the need or challenge you talked about.

**30:43**
And the fourth is Demonstrable Results. The project should generate measurable results that tie directly to the need or challenge it's designed to address.

**30:52**
An application that has all of these four characteristics will stand out in the review process and will have the best chance of success for funding.

**31:02**
I want to share with you the place to look for more information, such as the IMLS website, where you can find the Awarded Grants Search to learn more about the projects that we have funded through the Museums Empowered program.

**31:15**
The Awarded Grants Search gives you an opportunity to explore our archive of grants that we've awarded in the past years, using a variety of criteria, such as grant program name, institution name, location, state, city, or keyword.

31:30

Your search will give you some basic information about the award and the description of the project, and this is a great starting point. You can certainly reach out to any grantee and ask them about their work. Find out what was successful and what was not successful for them.

31:48

We also have posted the Narrative and Schedule of Completion for six successful applications from 2020, the most recent cycle, and there's at least one from each of the categories.

32:02

We actually have six posted, because there were lots of great projects we funded, but these were six that we thought the reviewers really liked, and thought were good samples for you to have a look at, particularly for the Narrative, in the way it was structured.

32:16

You'll find these in the Sample Applications section of the IMLS website, along with all the other sample applications for our other grant programs, so just look for the subsection under Museums Empowered.

32:31

So, what happens after the application deadline? First, IMLS program staff review all applications for completeness and eligibility.

32:38

The applications are then sent out for external peer review to museum professionals around the country.

32:44

Reviewers then meet at the IMLS office as a group, or virtually, if necessary, to discuss each application.

32:52

Reviewer scores and written comments are provided directly back to all applicants to help you be more competitive in future application cycles, or for those applications that were funded, we know that the reviewer comments will often help the grantees be more successful with implementation of their projects. Either way, you'll get a copy of the comments from the reviewers.

33:13

Museums Empowered awards will be announced in early August 2021, and all Museums Empowered projects must be scheduled to start on September 1st, 2021.

33:26

Now, as a reminder, these are some of the tips, and this was covered in more detail in our general webinar on how to choose a funding opportunity.

33:35

You might want to make sure you do these things. You must have a DUNS number, an active SAM dot gov registration, and a current and functional Grants dot gov registration.

33:45

Now, the DUNS number allows you to register with SAM. That's your institutional ID, the DUNS number.

33:51

SAM dot gov is where anyone doing business with the federal government has to register and maintain their registration, which needs a renewal every 12 months.

34:00

And, in order to submit an application in Grants dot gov, you have to be registered in SAM, and Grants dot gov is the only place that we receive applications.

34:14

Now, remember that our legislation states that we can only make grants to eligible applicants that submit a complete application on or before the deadline. So, how can we help you do that?

34:24

Well, doing your background research is a great start. This webinar is one way to do that.

34:33

Following the Narrative outlined in the Notice of Funding Opportunity is also a great way to make sure that the Narrative is well-organized and covers all the important sections.

34:43

As you're writing, think about the people that are going to review your application and avoid any generalities or acronyms, to make it easy for them to understand what you mean.

34:57

Check your spelling, grammar, and math, and one way to do that is to have a colleague take a fresh look at it before you submit.

35:06

Be sure your application is complete. Check it against the Table of Application Components in the NOFO.

35:10

And you can submit to Grants dot gov well before the 11:59 PM deadline, because then you'll be able to check for any errors. Grants dot gov might send you that rejection e-mail right away that says there's an issue, and you want to have time to correct whatever issue that Grants dot gov might flag.

35:32

So, to recap, here are your next steps: Read the Notice of Funding Opportunity, which you can find at IMLS dot gov;

35:40

Check your registrations on SAM dot gov and Grants dot gov;

35:45

Connect with us. You might want to reach out to a program staff member and schedule a counseling call;

35:52
Prepare your application, of course, and make sure it's complete and then submit before the deadline on November 16th, 2020.

36:01
And in closing our presentation today, I want to make sure you have our e-mail addresses for myself and my colleague, Laura Zamarripa, who is also assigned to the Museums Empowered program.

36:12
And we're both happy to help you in any kind of counseling calls and providing any kind of clarifying information about the Museums Empowered Notice of Funding Opportunity. Best of luck to you and thank you for listening.