



NATIONAL ARCHIVES

NATIONAL HISTORICAL
PUBLICATIONS
& RECORDS COMMISSION

The attached document contains the Grant Narrative of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Be aware that minor changes may have been made to the plan of work and other portions of the proposed project in response to comments made during the review process. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations.

Prospective applicants should consult the NHPRC's application guidelines at <https://www.archives.gov/nhprc/apply> for instructions. Applicants are also strongly encouraged to consult with the NHPRC staff member listed in the grant announcement well before a grant deadline. Prospective applicants are also strongly encouraged to submit a draft application by the deadline listed in the grant announcement.

The Commission welcomes collaborations that target institutional advancement for small and underserved local archives and repositories, **especially those with collections that focus on the voices and perspectives of Black, Indigenous, and People of Color.**

Project Title: Memory Quilt: Stitching Together African American Archival Collections Across North Carolina

Institution: North Carolina Department of Cultural Resources

Project Director: Adrienne Nirde

Grant Program: Archives Collaboratives (Planning)

Overview

In 2019, representatives from the NC African American Heritage Commission (AAHC), the State Archives of North Carolina, and the State Library of North Carolina, gathered colleagues together to build strategies to better steward African American archival materials in North Carolina. After several meetings exploring similar concepts in the field, this group committed to developing a North Carolina African American Materials Collection Survey as a first step in the overall project called “Memory Quilt: Stitching Together African American Archival Collections Across North Carolina.” This survey will be designed to capture an overview of the breadth and depth of African American archival materials in North Carolina. The data that is gathered as a result of this survey will provide a foundation to better support archivists, donors, community groups, and a diversity of institutions as they work to steward and preserve these materials.

As a result of the initial meetings of the AAHC and lead project collaborators -the State Archives of North Carolina, the State Library of North Carolina and the Wilson Special Collections Library with the University of North Carolina at Chapel Hill Libraries- several preliminary objectives were identified. A larger project working group was also established to strategize around these objectives, and to establish goals for this collaboration. This working group would now benefit from the focus that a planning grant and an outside consultant can provide in order to codify next steps, create a survey instrument, and generate a plan of work to accomplish the survey as a first goal of the “Memory Quilt” project. It is the desire of the project team to understand what repositories steward the diverse scope of African American-centered archival materials in North Carolina; to help archivists across the state identify their own

institution's collecting scope as it relates to these materials; to identify split and overlapping collections; to highlight overrepresented and under-documented topics as a means toward potential collections development; to determine what institutions and groups need technical assistance or additional forms of support and consider how institutions and groups might support one another; and, lastly, to foster donor education and relationship-building between repositories and potential donors.

The planning project will be directed by the lead project partner and applicant, the North Carolina African American Heritage Commission, working in close partnership with the North Carolina State Archives and the North Carolina State Library. The work will be shepherded with additional assistance from the project working group, which is comprised of African American colleague experts from archives and libraries across North Carolina (see attached letters of support from project partners). Project partners and members of the working group include:

- Chaitra Powell, African American Collections and Outreach Archivist, Southern Historical Collection, Wilson Special Collections Library, UNC Chapel Hill Libraries
- Harvey Long, Student Success Librarian/Assistant Professor, North Carolina Agricultural & Technical State University
- Brigitte Blanton, Director of Libraries, City of Greensboro
- Meaghan Alston, Project Archivist, Southern Historical Collection, Wilson Special Collections Library, UNC Chapel Hill Libraries
- Kristen Merryman, Digital Projects Librarian, North Carolina Digital Heritage Center, Wilson Special Collections Library, UNC Chapel Hill Libraries

Additional planning partners who may join the project after grant award:

- John Gartrell, Director, John Hope Franklin Research Center for African and African American History & Culture, Duke University Libraries
- Adreonna Bennett, Community Engagement Archivist, UNC Charlotte

Lead partner and applicant, the **African American Heritage Commission** has as its mission to preserve, protect, and promote North Carolina's African American history, arts, and culture

for all people. The North Carolina General Assembly created the AAHC in 2008 to “assist the Secretary of Cultural Resources in the preservation, interpretation, and promotion of African American history, arts, and culture.” Its vision is to cultivate and maintain sustainable statewide African American culture work by building meaningful connections between African American heritage practitioners, artists, institutions, and resources.

The AAHC is headquartered in Raleigh, NC and engages educators, residents, creatives, and grassroots heritage practitioners around the state via outreach efforts, including the Commission list-serv, “face-to-face” technical assistance, resources like traveling exhibits, heritage trails, and web portals, and programs geared toward raising awareness about African American heritage at various sites and venues. Attendance at and participation in heritage events offer the Commission opportunities to inform citizens of heritage events, heritage resources and our work.

Secondary lead applicants are the State Archives of North Carolina and the State Library of North Carolina, both institutions operate under the umbrella of the North Carolina Department of Natural and Cultural Resources alongside the African American Heritage Commission.

Since 1903 the **State Archives of North Carolina** (SANC) has had as its mission to collect, preserve, and make accessible the information that protects citizens’ rights, documents the history and culture of the state, promotes government transparency, and encourages the proper stewardship of government information. Organized under the auspices of the North Carolina Historical Commission, later the Department of Archives and History and then the Department of Cultural Resources, since 2013 the State Archives is a part of the Department of Natural and Cultural Resources (DNCR). The North Carolina Historical Commission remains the body with oversight of the State Archives operations. North Carolina General Statutes § 121 and 132

provide the legal basis upon which the Department of Natural and Cultural Resources through the State Archives maintains public records and authorizes their disposition.

The SANC maintains a public search room in Raleigh serving the bulk its permanent collections. The statewide records management program is also administered from Raleigh. Special collections, or non-governmental materials, are collected and available for research at the Raleigh search room, as well as the two satellite special collections facilities at the Outer Banks History Center in Manteo and the Western Regional Archives in Asheville. Additionally, the State Archives manages the Traveling Archivist Program (TAP), whose purpose is to help repositories improve preservation and access for archival collections. Repositories include historical and genealogical societies; public libraries; the archives of colleges, hospitals, and other organizations; historic houses and sites, museums; and other publicly accessible institutions with materials documenting history and culture. The TAP program would use information on survey respondent needs as it designs and develops future resources (both online and in person) for cultural heritage collections. The State Archives works closely with the State Historic Records Advisory Board (SHRAB) and is encouraging the collaboration this application engenders as part of a larger effort that SHRAB is encouraging on a multi-state basis. This grant-funded collaboration and its products promise to provide resources for other states seeking to carry out similar efforts to identify, collect, and preserve under-represented collections, particularly those related to the African American experience.

The **State Library of North Carolina (SLNC)** enriches the lives of North Carolinians through access to information resources, strengthens communities through exceptional library services, and inspires and supports literacy and lifelong learning for all North Carolinians. The Library Development section helps North Carolina Libraries serve their communities by

providing consulting services, supporting continuing education opportunities, and administering grant programs, including the State Aid to Public Libraries fund that supports public libraries serving all 100 NC counties. The Library for the Blind & Physically Handicapped circulates books and magazines especially made for persons who cannot use regular printed material because of a visual or physical disability. The Government & Heritage Library provides library materials and services to support state employees, family history researchers, educators and students, and those interested in North Carolina culture and history.

The State Archives regularly partners with the State Library for online, outreach, and preservation minded projects. For example, the State Archives and State Library share an online digital resource in the North Carolina Digital Collections. These collections contain free digitized materials from the Archives and the Library on a variety of topics that are routinely sought after by users of both repositories. The two also work collaboratively on preservation standards for permanent state agency records and publications and often share responsibility for public programming as they have some of the same audiences for their reference services. Additionally, the AAHC routinely partners with the SANC to connect constituents to the Archives' resources and to assist the State Archives with connecting resources and providing technical assistance to its constituents. The AAHC also partners with the SLNC connect AAHC resources such as children's' books sponsored by the AAHC to libraries across the state as well as working with the Library to develop youth programs and to connect digital resources to constituents and communities across NC.

The AAHC, the North Carolina State Archives, and the State Library of North Carolina are divisions of the North Carolina Department of Natural and Cultural Resources (DNCR), whose mission is to improve quality of life by creating opportunities that promote economic

development, stimulate learning, preserve the state's history and spark creativity to experience excellence in the arts, history, science, nature and libraries in North Carolina. With over 88 different agencies under its purview, DNCR's strategic vision is to be the leader in using the state's cultural resources to build the social, cultural, educational and economic future of North Carolina. Established in 1971 by the North Carolina General Assembly, DNCR was the first in the nation to include all state agencies for arts and culture under one umbrella. DNCR is a cabinet-level agency that reports directly to the Governor of North Carolina and serves the entire state in all 100 counties through its museums, historic sites, parks, and libraries. It is estimated that NCR handles over 35 million visits to its attractions statewide each year and 93% of DNCR's agencies are free-of-charge.

Plan of Work

All major initiatives must be split into phases in order to accomplish broad overarching goals in a logical, timely, and thoughtful manner. **This planning project is the first step in solidifying goals and priorities for the "Memory Quilt: Stitching Together African American Archival Collections Across North Carolina" initiative.** This first phase is to develop a nimble and concise survey and method of delivery so that the AAHC can survey repositories, large and small, as well as traditional and non-traditional, in order to capture an overview of the breadth and depth of African American archival materials in North Carolina. Future work will be to knit together a framework to assist these repositories with any outreach they need regarding preservation and access. If we can better know the scope of the collections representing this segment of our history, we can then also encourage targeted collecting goals and cultivate donor relationships across the spectrum.

- Phase 1: Planning Project: Design Survey Instrument and Implementation Protocol
- Phase 2: Undertake Survey Implementation and Analyze Results
- Phase 3: Address Findings of Survey

As a planning project, grant funding will hire a consultant to lead a series of 4 structured work sessions to create a clear blueprint for next steps, create a survey document and another document containing best practices for surveying the target

audience. The consultant will plan and facilitate the regional work sessions that will be key to the success of the project. Feedback and findings from these meetings will inform the consultant's work as they generate a flexible survey document that will serve the future needs of the working group as they seek to find solutions for challenges across the state's small collecting institutions. The working group has considered several sets of ideas for these next steps, but the process proposed by this grant will refine and solidify the overall work plan moving forward into Phase 2 (survey implementation). Phase 3 will open the collaboration between the AAHC, the State Archives, the State Library and future partners to undertake targeted outreach, preservation assistance, technical guidance, and improved access to materials for repositories surveyed in Phase 2.

Once notification of the grant award is received, the AAHC will issue an RFP and follow state purchasing guidelines to find a consultant to undertake the work. Once identified, the consultant will meet with the lead project team comprised of the AAHC, State Archives, and State Library to decide where and when to host the work sessions. It is proposed that the sessions be held in geographically diverse regions of the state so that the broadest impact can be made in the effort to identify future partners and survey participants. The project team will reach out to invite colleagues, including representatives from major collecting organizations as well as others from HBCUs, smaller repositories such as community organizations (history holders), and

members of the working group and project partners not already represented to attend. Each day-long session will be attended by 12 -15 participants, including a cohort from the project team.

These sessions will guide the consultant as they develop the survey instrument and an action plan for carrying out the survey.

Schedule for completion of main project activities

	2022												2023
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Task/Activity													
Award Notification/Project Launch													
Post RFP/Hire Survey Consultant													
Work Session 1													
Work Session 2													
Work Session 3													
Work Session 4													
End of Survey Consultant contract													
Post RFP/Hire Web Consultant													
End of Web Consultant Contract													
End of Project													

Ongoing: compilation of proposed repositories for future survey work; meetings with contractors as necessary; budget and timeline monitoring; additional project team meetings (quarterly); publicity for project; pre-session preparations (reservations, etc)

The proposed work sessions will build upon each other as the project team, regional professionals, and the consultant work through the process following the template below and following the tentative timeline as presented:

- Work Session #1 (April 2022): review goals, objectives, and past work
- Work Session #2 (July 2022): determine "what" and "how"
 - what questions do we need to ask?
 - what type of tool we need to develop?
 - how we will execute survey?
 - how will outreach and execution take place?
- Work Session #3 (November 2022): Review rough draft of survey
 - drill down on who to survey
 - create draft of survey implementation plan
- Work Session #4 (January 2023): review final survey draft and finalize implementation plan/next steps



North Carolina is a very large state with a diverse population spread across 100 counties from the mountains to the sea. The project scope will focus on regional meetings to reach as many potential partners as possible. Further, the regionalized outreach will also facilitate an understand on how best to provide guidance in the final documents for the Phase 2 and the implementation of the survey document.

Our overarching goal for phases 1 and 2 is to learn what African American archival materials are held in repositories across NC and to discern what needs these repositories may have in efforts to share their collections and guide future collecting goals. In order to reach this goal, we must launch Phase 1 with the help of this planning grant and develop a survey instrument to efficiently gather the most pertinent data and develop a framework to support strategies to collect, interpret, and share that data. Moving forward, the survey will inform future work to improve collections of African American archival materials through targeted outreach opportunities, preservation assistance, and help with providing access to the collections through traditional (finding aids) and online or digitized formats.

To demonstrate our leadership team's institutional knowledge regarding the survey process, the State Library of North Carolina undertook a groundbreaking effort in 2000 called the NCECHO (North Carolina Exploring Cultural Heritage Online) project. That grant funded project developed an extensive survey tool for libraries, museums, archives, and other similar small institutions dedicated to preservation of local histories. The survey document was 17 pages long and covered broad topics of preservation and conservation, digitization, disaster preparedness, and types of collections (3 dimensional, archival, audiovisual, art objects, non-textual archival collections, etc). The process of the survey was labor intensive (surveyors visited most institutions in person and completed the survey on-site) but resulted in an 80% response rate over a nearly 10 year period. The survey identified over 950 cultural heritage institutions through the project and that over 80% of those institutions held paper records of some type. That survey further identified that the majority of collections were small, with limited non-professional staff, and that they severely needed preservation assistance. The NCECHO survey is now well over 10 years old and many changes have happened to the landscape of North

Carolina's collecting institutions, thus nullifying many of the survey's findings. Additionally, the identification of repositories purposefully overlooked included religious institutions and their collections as well as community collections, two areas that potentially hold a wealth of information related to the contributions and history of the state's African American residents.

The AAHC followed up on the NCECHO survey after its conclusion and focused specifically on learning what the challenges and needs were for traditional cultural heritage organizations primarily focused on collecting and preserving African American history, buildings, and artifacts. That process, completed 6 years ago, identified 50 organizations within the Black community of North Carolina. Now, as the AAHC broadens its scope to recognize other types of collections (churches, civic groups, community organizations), the current list of entities is now upwards of 200 and growing as more and more small and unique organizations are being discovered.

Thus, it is time for the AAHC to undertake this monumental effort to identify African American archival collections across the spectrum and learn what these communities of history-holders need in order to preserve, make available, and continue to collect these valuable objects of archival history. Given modern technology, including the use of zoom and other digital tools to accomplish surveys, it is unlikely that AAHC surveyors will need to personally visit history-holders. Instead, this planning project will explore the possibility of leveraging technology, along with local relationships to hire local liaisons to collect survey data in the survey implementation phase. These locals would be trained and deputized to go into non-traditional archives to distribute the survey based on their proximity to and relationships with these history holders.

This and other considerations will be addressed by the structured sessions led by the consultant as they develop the survey's questions, content, and method of delivery based upon feedback received in the work sessions. Through this project, the team hopes to develop new partnerships with other institutions from across the state that represent the target collecting audience. The project benefits from an initial collaborative comprised of staff from the AAHC, the SNAC, and the SLNC. Further, the project hopes to identify future in- and out-of-state partners for collaboration, information sharing, particularly through the State Archives' participation in the HBCU Archives Cooperative.

Additional members of the collaborative may develop through the project, especially in the form of a more formal relationship with an additional 4-6 official team members from HBCU archives and regional/local archival collecting entities. Examples of these potential partners will represent a variety of collecting goals and use of archival materials:

- a. Known repositories from previous outreach activities by project team and partners
- b. Community archives and collecting institutions
- c. MLIS Graduate Programs
 - i. HBCUs (North Carolina is home to 13% of the nation's HBCUs)
 - Bennett College
 - Saint Augustine's University
 - North Carolina Central University
 - North Carolina A&T State University
 - Livingstone College
 - Shaw University
 - Fayetteville State University
 - Winston Salem State University
 - Elizabeth City State University
 - Johnson C. Smith University

Project Products

The primary focus of this planning grant is to develop a North Carolina African American Materials Collection Survey. This survey will be designed to capture an overview of the breadth and depth of African American archival materials in North Carolina. The data that is gathered as a result of this survey will provide a foundation to better support archivists, donors, community groups, and a diversity of institutions as they work to steward and preserve these materials.

This project will generate several products and benefits for the greater effort to inventory African American archival collections in North Carolina and to provide for future preservation and access of these collections. The foremost product is the creation of a nimble survey and a plan to implement it. Secondary products will include new partnerships that are developed as a result of the conversations prompted by the consultant-led meetings, a preliminary list of institutions to survey, and a new presence on the [AAHC website](#) for the “Memory Quilt” project. This project landing page will include the survey, survey results, project goals, and a repositories list detailing what repositories across the state steward African American collections. This listing will help us to provide better technical assistance to constituents, including scholars, repositories, and potential donors. This new website will appear on AAHC Drupal site, and will be developed using an outside, grant funded, contractor.

A first step in understanding the untapped breadth of depth of resources that document NC’s African American heritage, this survey will inform future work and the survey document must be carefully tailored to collect accurate and useful data in a succinct and useful way. The

future work of the AAHC and its partners will be responsive to the needs of our state's collecting entities, large and small. This survey must be flexible enough to capture a wide variety of data points to reflect collections, their scope, preservation and access needs, as well as potential for future collaboration for repositories that range in size and scope from archival collections at Historical Black Colleges and Universities to those of small regional museums, historic sites, religious institutions, or community centers. The AAHC, the State Library, and the State Archives all understand that historic documentation will reside in traditional and non-traditional repositories but that all is worthy of preservation and that all is useful for the broad understanding of regional and statewide significance of African American contributions.

Through a series of activities sponsored by the grant project, the AAHC will gain exposure to a variety of stakeholders who can assist in identification of repositories and become future partners for next steps along the journey to full awareness of AA resources in local, regional, and statewide repositories.

Staff qualifications

The project will be led by staff from the AAHC, with support from partners SANC and SLNC as well as with support from DNCR. Additionally, support will be provided by working group members.

Project Team Lead

Adrienne Nirde

Associate Director, North Carolina African American Heritage Commission.

Adrienne.nirde@ncdcr.gov

919-295-6129

Adrienne brings successful project management experience and knowledge of best practices for museum management and public programming. Adrienne will lead the project through the grant period to ensure that the project stays on track, meets deadlines, and will ensure that the performance objectives are met. Adrienne will work to compile a list of institutions that will be surveyed throughout the planning grant for future participation in the Phase 2 survey process.

Adrienne earned her Bachelor of Arts in Anthropology and History from Indiana University and her Master of Arts in Museum Studies at Indiana University-Purdue University and has extensive experience in museum environments.

Project Team

Angela Thorpe

Director, North Carolina African American Heritage Commission

Angela.thorpe@ncdcr.gov

919-295-3527

Angela will support the project through her extensive contacts across North Carolina, reaching into a variety of African American heritage preservationists to identify and collaborate with current and future partners. A strong project manager, Angela will provide support as needed to Adrienne. Angela earned her Bachelor of Arts in History at the University of Florida and her Master of Arts in History at the University of North Carolina-Greensboro and has been a part of the AAHC since 2017 with extensive experience in public history initiatives.

Sarah Koonts

Acting Deputy Secretary of the Office of Archives and History

Director, Division of Archives and Records, State Archives of North Carolina

Sarah.koonts@ncdcr.gov

919-814-6876

Long-time Director of the State Archives of North Carolina who has held national leadership roles, Sarah will provide archival expertise, including knowledge of archival collecting best practices, a wide network of colleague professionals across all 100 counties in North Carolina in

government records repositories, as well as an understanding of the types of information that should be gathered through the survey process. Sarah will also serve as a liaison to the State Historic Records Advisory Board. Sarah earned a BA in History at Simpson College, a MA in public history at North Carolina State University and is a Certified Public Manager.

Timothy Owens

State Librarian

State Library of North Carolina

Timothy.owens@ncdcr.gov

919-807-7406

Timothy will share resources from the State Library of NC with the project and will provide institutional knowledge concerning the NCECHO survey process. That understanding of the survey instrument will be important in the development of the tools created in the project.

Timothy earned his MA in Library Science at the University of North Carolina at Chapel Hill and has worked in the library field most of his career.

Adrienne Berney

Outreach and Development Coordinator

State Archives of North Carolina

Adrienne.berney@ncdcr.gov

919-814-6863

A strong advocate for informed outreach to constituent collecting institutions, Adrienne will assist the project through resource sharing, including a substantial list of collecting institutions across North Carolina. Adrienne is also familiar with survey processes and will provide additional assistance in review of proposed survey content. Adrienne earned a BA in History from the College of William and Mary and then her MA in American History and PhD in American History at the University of Delaware. Adrienne has worked in a variety of museum environments, published several articles, and curated several exhibitions.

LeRae Umfleet

Special Projects

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919-706-6376

LeRae is the Department of Natural and Cultural Resources' Authorizing Official for the grant project and will work with the project team to ensure that grant guidelines are followed, funds are spent appropriately, and that reports are filed in a timely manner. LeRae earned her Bachelor of Arts in History from the University of North Carolina at Chapel Hill and her Maser of Arts in American History from East Carolina University. LeRae has worked in a variety of curatorial, outreach, education, and management roles in public history institutions and has successfully management a portfolio of federal grant projects.

Consultants

The project will hire two consultants to undertake separate pieces of the grant project. The consultants will be hired following State Purchasing guidelines and protocols. Brief descriptions of the expected work for each contractor is below, and a full draft of content for each position to be used for a Request For Proposals (RFP) post following State Purchasing Guidelines is in the attachments.

The contractor selected to facilitate work sessions, develop the survey, and draft the implementation plan will

- Meet with project team to plan and lead a series of 4 structured work sessions to gather feedback and findings related to survey development
- Develop a flexible survey document to collect data determined important to the project as a result of the 4 work sessions
- Develop a plan of work for the implementation of the survey
- Provide drafts of documents for review according to the agreed upon time-product-payment schedule
- Complete all work according to an agreed upon time-product-payment schedule

- Have performed satisfactorily on a previous outreach project, survey development, and/or planning project.
- Have adequate experience and/or staff to perform the work required.
- Have the ability to meet the time schedule established for the work.
- Have a demonstrated ability to communicate effectively with a variety of stakeholders
- Have a demonstrated familiarity with history of African American and/or North Carolina history and culture.

The website contractor will

- Create a landing page for the project on [the AAHC website](#) that will grow as the next phases inform the whole of the project
- Develop content for the project page in conjunction with grant project staff to reflect goals of the project and to provide access to allow for future updates by AAHC staff
- Meet with project team lead to develop procedures for future updates to the page by AAHC staff.
 - Complete all work according to an agreed upon time-product-payment schedule.
 - Have the ability to meet the time schedule established for the work.
- Have a demonstrated ability to create flexible websites and be fluent in DRUPAL programming options

Performance Objectives

- Hire a project consultant to provide guidance to the project team through the work sessions and develop the survey tool based on the feedback received at these meetings.
- Four regional work sessions hosted by the AAHC and led by the grant funded consultant to review the project's goals and objectives and plan the survey process.
- Creation of a responsive survey document and a plan of work for the implementation of the survey process
- Preliminary list of institutions to survey so that an informed timeline can be established for the development of the implementation phase.
- New partnerships developed with 4-6 additional institutions
- A landing page for the project on the AAHC website that will grow as the next phases inform the whole of the project

All of these objectives will inform the next steps of the AAHC as it seeks to assist institutions across the state to collect, preserve, and make available materials related to the African American experience in North Carolina for future research, publication, and educational outreach.

Responses to the survey will inform and direct the scope, content, and method of delivery for the Memory Quilt Project's implementation objectives. Additionally, the survey document can be made available to other states seeking to undertake similar projects, thus speeding the pace of future projects.

Sample Project Narrative