**Faculty Staff Diversity Mini-Grant Application.** Electronic submission is required. A signature page signed by each team member is required; please include a scanned/digitized copy with your submission or send the signature page separately to the Diversity and Inclusion Office.

**Project Title** (up to 25 words)
Supporting Promotion and Community Outreach for the Socioeconomic Equity Program at the Urban Institute for Contemporary Arts

**List the members of the team and indicate their roles on the project. One member should be identified as Team Leader.**

1 (required) Megan Bylsma                Role on team: Team Leader

2 (required) Chris Koens                Role on team: Marketing and Promotions Lead

3 (required) Kristen Taylor                Role on team: Data and Analysis Lead

4 (optional) Katherine Williams                Role on team: Community Programs Coordinator

5 (optional) _____ Role on team: _____

Add additional lines as necessary to list all team members


**Contact Information for Team Leader:**

Megan Bylsma, 616-454-7000 x11                megan@uica.org

**Project Summary/Abstract** If the application is approved the project summary will be posted on the Diversity and Inclusion Office website.


The Urban Institute for Contemporary Arts will institute a six-month community outreach, staff training, and promotion and advertising program to increase community awareness and use of the Museums for All reduced-admission visitor program. In 2017, UICA partnered with Museums for All, a signature access program of the Association of Children's Museums and the Institute of Museum and Library Services to encourage families of all backgrounds to visit museums regularly and build lifelong museum habits. UICA charges reduced admission ($1 vs. $5 regular admission) to visitors who have an Electronic Benefits (EBT) card. UICA was the first art museum in West Michigan to join this program. Museums for All is a way to broaden a museum's visitor base and engage and serve previously underserved communities.

**Project Narrative**.  Please be Concise. Structure your narrative as follows. Do not omit any section.

1.  <u>Discuss the need for this project;</u>

The UICA's curatorial mission as a non-collecting institution is to present individual and group exhibitions year-round that feature artists' work that reflects on and expands expression of the contemporary human experience. The UICA presents 10-15 exhibits per year, complemented by artist-centered programs, events, and educational activities that draw in and engage a diverse audience. We are proud of the robust programs and exhibitions presented by UICA since merging with Kendall College of Art and Design of Ferris State University in 2013.

A primary focus at UICA is to engage both artists and audiences from underserved communities with exhibits and programs that are culturally expansive and representative of distinct voices whose experimental or risk-taking work empower the audience with emotion, thought, and action. We are pleased to share that the UICA's programming and equity and inclusion efforts from 2015 – 2018 were highly successful, and provide a model for long-term grassroots outreach and inclusive programming best practices. As a consequence, programming over the next two years has been focused using the lens of artistic and audience equity – in race, ethnicity, religion, physical ability, socioeconomic standing, and gender.

UICA's work creating artist and audience equity in 2015 (*Art of the Lived Experiment* and the DisArt Festival) and 2017 (*US IS THEM* and *Here + Now*) showed us how a three-pronged approach to equity could be successful in attracting underserved audiences to UICA.  Those three prongs are: 1) Presenting artists and artwork that are relevant and engaging to historically underrepresented populations; 2) Targeting the intended audiences from the bottom up through one-on-one grassroots marketing and relationship building; 3) Taking guidance and input on all aspects of the content, related programming, and outreach from community members who are a part of the underrepresented groups or populations featured in the exhibition. This approach entails creating a history and ongoing one-on-one interaction with members of those communities, and involving those communities in the planning, programming, and promotion of the activities. The programs and their promotion are about the community, not about ourselves as an institution.

UICA is committed to increasing access to the contemporary arts for people with lower socioeconomic status (SES). Current free programming includes select First Fridays of each month and the Blue Star Museums program. These featured programs are not financially supported by the partnering organizations, so UICA bears the costs of participating; however, we see this participation as a step toward meeting the goal of increasing socioeconomic equity and accessibility to contemporary art.

In 2017, UICA partnered with **Museums for All,** a signature access program of the Association of Children's Museums and the Institute of Museum and Library Services to encourage families of all backgrounds to visit museums regularly and build lifelong museum habits. UICA charges reduced admission ($1 vs. $5 regular admission) to visitors who have an Electronic Benefits (EBT) card. UICA was the first art museum in West Michigan to join this program. Museums for All is a way to broaden a museum's visitor base and reach out to underserved communities.

In December 2018, Associate Director Megan Bylsma was invited to present at a meeting of the Association of Children's Museums in Arlington, VA. Bylsma was among fifteen individuals who together represent seven of their recently identified "Community Hubs." Over the course of their day together, they explored what's working in each of these hub communities that has supported the growth of the Museums for All initiative, and what trends or opportunities might support continued growth in new markets, providing input and guidance on supporting community-level growth strategies for the program.

UICA joined the Museums for All program in November, 2017, and has promoted the program through our usual channels (email, social media, direct mail). However, we have not seen the program utilized as much as we would like. In a little over a year, only 17 people have used the program.

There are two distinct reasons why this may be the case:

1) We may not have effectively reached our target audience with information about the program:



## Access programming awareness
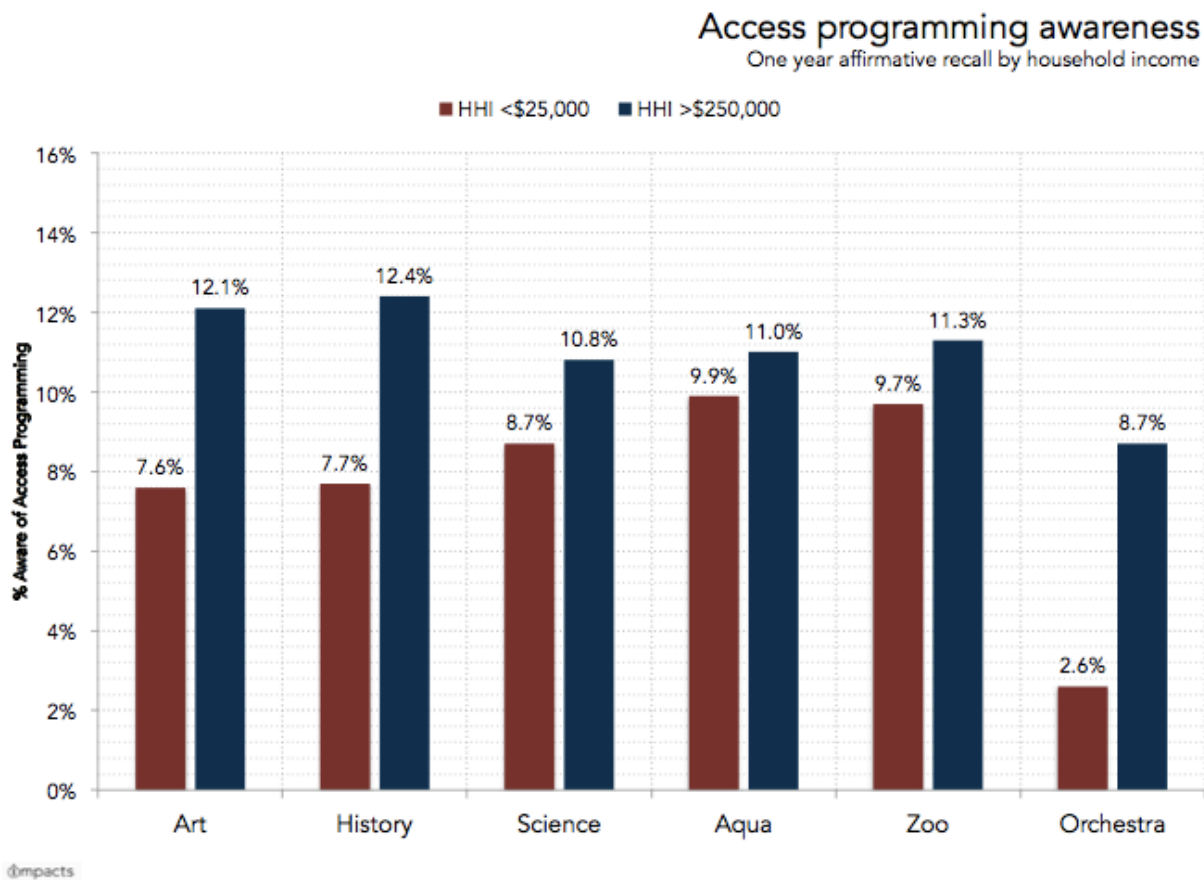### One year affirmative recall by household income

Figure 1. *Awareness of access programming by household income level for various cultural attraction types. Colleen Dilen Schenider, www.colleendilen.com/2016/05/18/why-cultural-organizations-are-not-reaching-low-income-visitors-data/*

Figure 1 shows that for U.S. art museums, awareness of free or reduced admission access programs is higher among high income households than low income households – the very households who do not need the access programs are the ones who are aware of its existence. We would expect to find the same results were we to study the Grand Rapids market, as UICA's current marketing and promotional efforts are aimed at high-propensity visitors and our historic audiences.

> *"Underserved audiences are by their very definition not currently engaging with our organizations. They are not onsite to complete audience research surveys. They are not on our email lists. They are not following us on Facebook. They don't like our Instagram posts or retweet our messages. So when we boast of our affordable access programs using these channels, we are mostly speaking with our current constituencies. Engaging underserved audiences requires a sincere and sustained investment. We can create the greatest access programming possible, but if the people who need it aren't made aware of it, they are unlikely to engage with our organizations." -Colleen Dilen Schneider[1]*

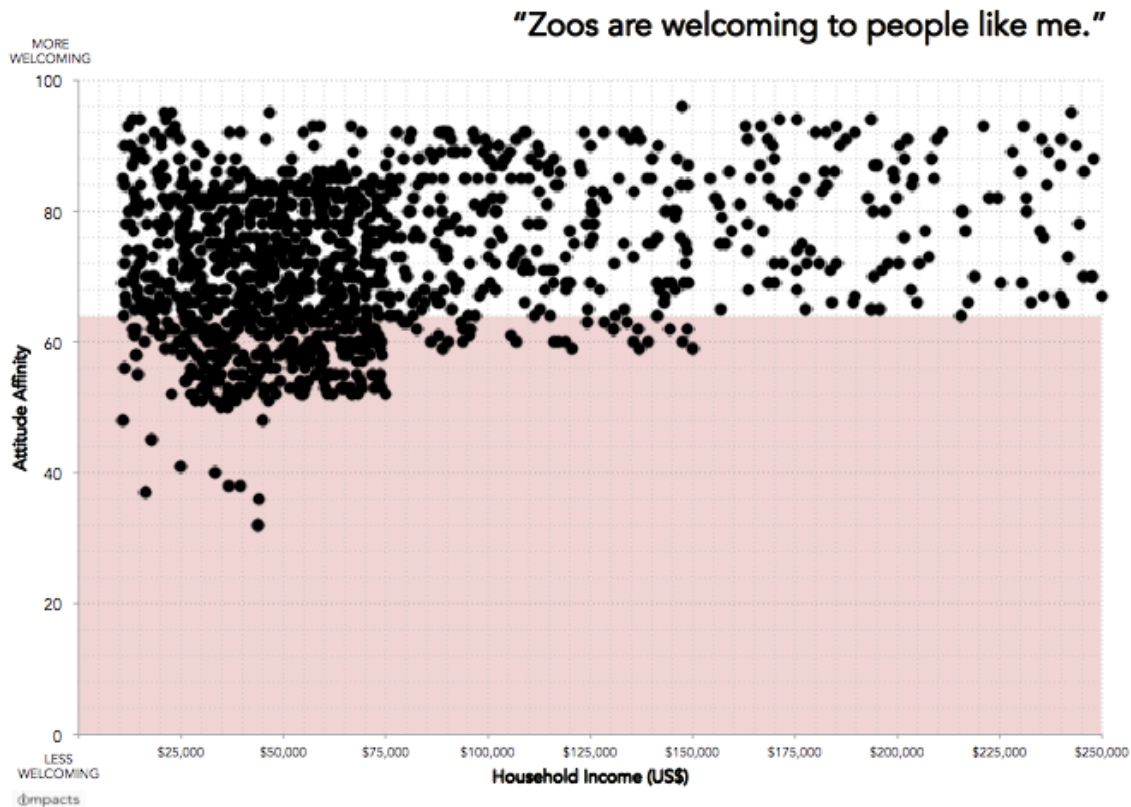2) It is possible that we are not seen as welcoming to our target audience:



Figure 2 Attitude affinity by household income for zoos. IMPACTS Research & Development (2016).Colleen Dilen Schenider, www.colleendilen.com/2016/05/18/why-cultural-organizations-are-not-reaching-low-income-visitors-data/

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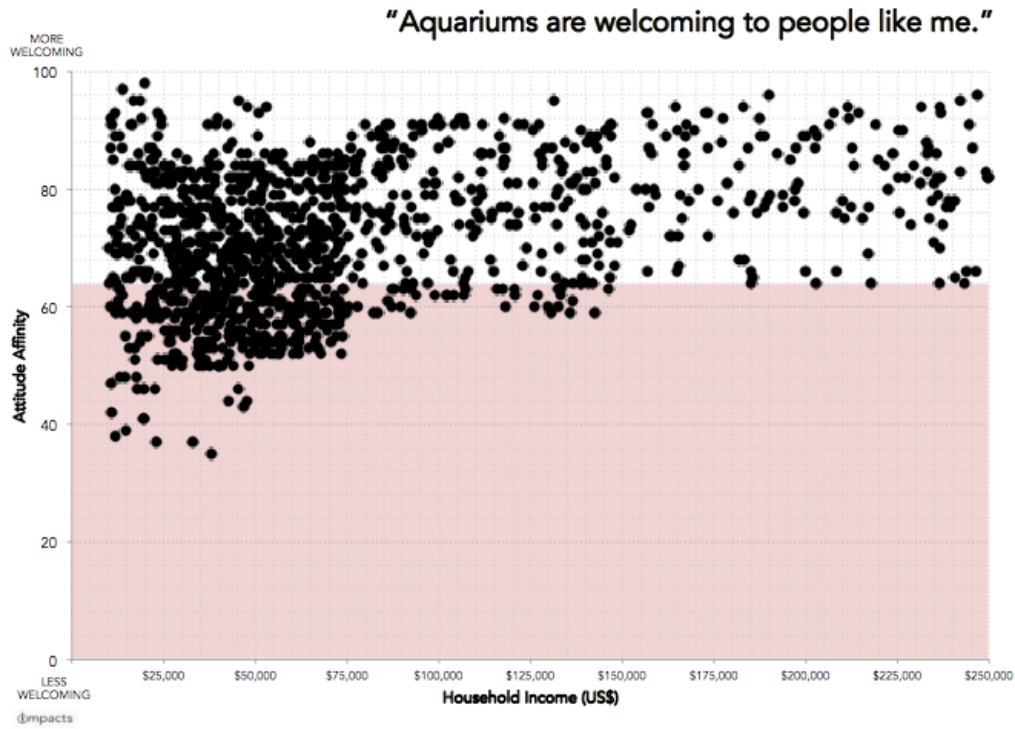[1] https://www.colleendilen.com/2016/05/18/why-cultural-organizations-are-not-reaching-low-income-visitors-data/

*Figure 3. Attitude affinity by household income for U.S. zoos. IMPACTS Research & Development (2016).Colleen Dilen Schenider, www.colleendilen.com/2016/05/18/why-cultural-organizations-are-not-reaching-low-income-visitors-data/*
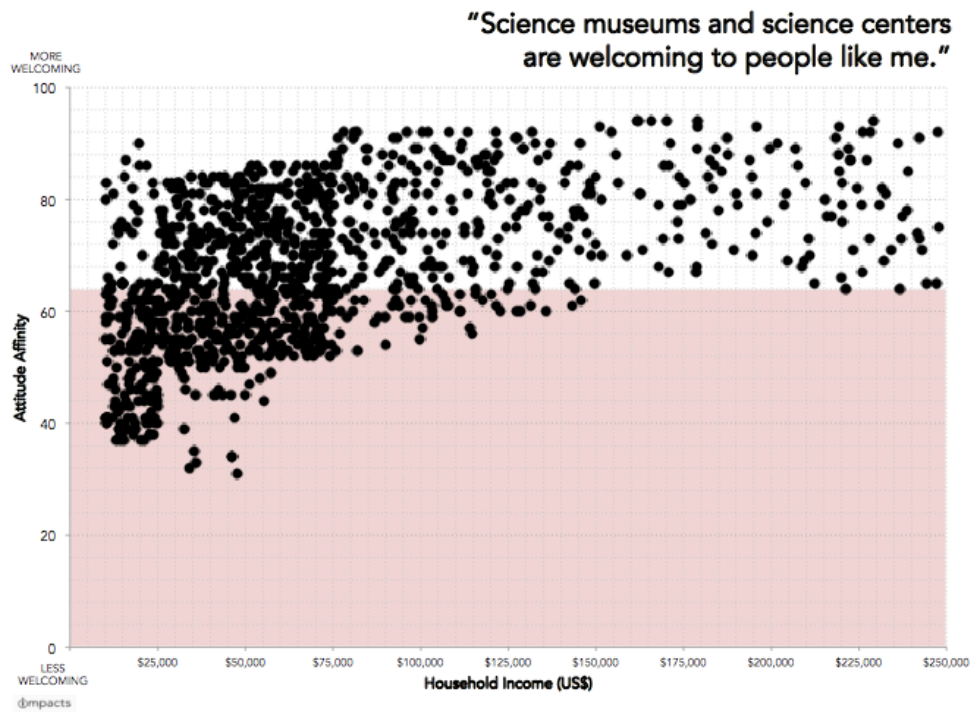


*Figure 4. Attitude affinity by household income for U.S. science museums and science centers. IMPACTS Research & Development (2016).Colleen Dilen Schenider, www.colleendilen.com/2016/05/18/why-cultural-organizations-are-not-reaching-low-income-visitors-data/*

The data presented in Figures 2-5 show that while a majority of lower-income people feel an affinity for and feel welcome at zoos, aquariums, and science centers, a large number of those with household incomes under $75,000 do not feel welcome at art museums.
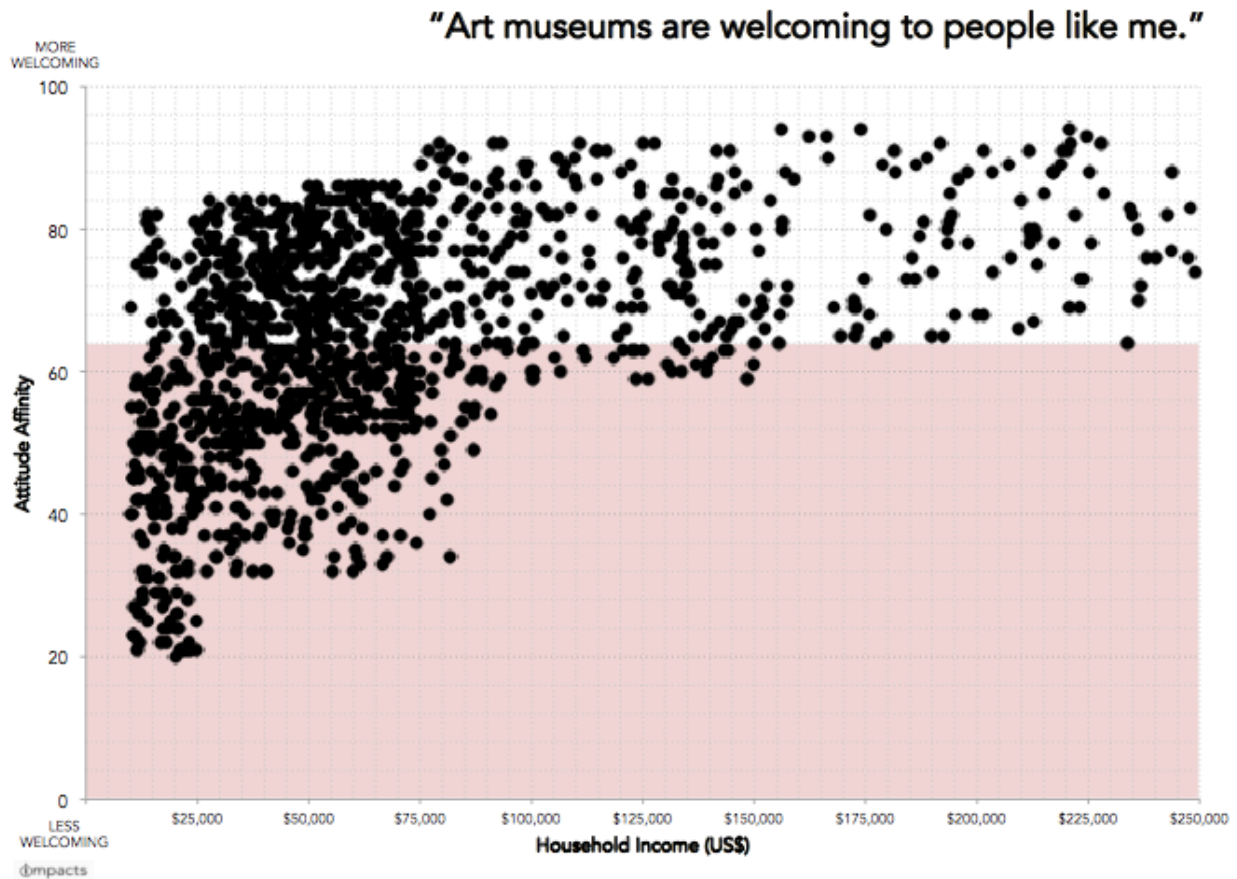


*Figure 5. Attitude affinity by household income for art museums. IMPACTS Research & Development (2016).Colleen Dilen Schenider, www.colleendilen.com/2016/05/18/why-cultural-organizations-are-not-reaching-low-income-visitors-data/*

The data above show that a) We may not be reaching our intended audience with messages about our access programs; and b) That lack of outreach combined with decades of not meaningfully engaging with lower SES audiences has likely led to those audiences not feeling welcome at art institutions.

At UICA we are now practiced at applying our three-pronged approach to authentically welcoming and engaging underserved audiences. We have done this by making meaningful, sustained investments in promoting these programs to the intended audiences, by presenting programming that is meaningful to those audiences, and by involving those audiences in the direction and execution of those programs. With this grant, UICA could apply those same methods with lower SES communities in our region to develop those audiences and increase the use of our Museums for All program.

2. Provide a detailed description of the project, including how it will be implemented and the specific roles of each member of the team;

UICA will undertake community engagement work, internal training, and a promotional engagement campaign that will be centered around *Composite,* a group exhibition that aims to highlight the original artwork of talented high school-aged public school, private school, and homeschooled students residing in Kent, Ottawa, and Allegan counties. The exhibition runs July 12 – September 8, 2019. The project will have the following elements:

1) Create a campaign promoting Museums For All. This multi-channel campaign will be the responsibility of Marketing and Communications Coordinator Chris Koens. It will use income-level targeting to reach unaffiliated lower-income audiences on Facebook and Instagram. The campaign will promote Museums For All, but will also introduce UICA and our exhibitions, films, and educational programs, be targeted for likes and follows, and also promote signing up for UICA's weekly eNews.
2) Continue with current partnerships with local organizations that serve low-income community members, and forge new ties with other partners. This work will be implemented by Community Programs Coordinator Katherine Williams. UICA currently partners with the Grand Rapids Public Library, Dwelling Place, The Cook Arts Center and other organizations on projects and promotions. This work will continue, while also focusing specifically on the promotion of Museums for All and constituent involvement in the *Composite* and concurrent exhibitions.
3) Provide cultural sensitivity training for UICA staff. UICA will hire an outside trainer to train all UICA staff in an effort to improve cultural competence in order to ensure that patrons using the Museums for All program are treated with dignity and respect, and are welcomed as a valuable part of our community.
4) Administer a demographic survey that includes a household income questions to all UICA visitors during the study period.

3. <u>Provide the timeline for the project. Be sure to specify at what point the grant will be considered complete. Final Report is due within 3 months after completion;</u>

The program start date is 4/1/19. This will give us 14 weeks before the opening of the exhibition to develop and implement the promotional campaign, develop and expand on partnerships with local community organizations and leaders, and interview and hire a consulting organization to institute in-house equity and cultural sensitivity training.

Demographic data collection will begin on 4/1/19. This will let us see if a change in the proportion of lower household income visitors changes over the grant period.

The promotional campaign (paid and earned media) will continue through the end of the grant period.

The program will end on 9/30/19.

4. <u>Describe the target audience and indicate how many participants are expected. Discuss how the project will be publicized and promoted and, if appropriate, how participants will be selected.</u>

The target audience is households with at least one member who is a Supplemental Nutrition Assistance Program (SNAP) beneficiary. In 2016, the number of persons receiving SNAP

benefits in Kent County was 74,608[2]. The project will be publicized and promoted via Facebook organic and paid posts, Instagram organic and paid posts, and via earned media on local radio and television outlets as well as print publications. Participants (UICA attendees) will all be self-selected.

5. <u>Discuss specifically how the project relates to the current Ferris State University Diversity and Inclusion Plan</u>

UICA's participation in the Museums for All program, and this initiative to increase awareness of and participation in the program relates to the Diversity and Inclusion Plan's mandate to build and maintain an infrastructure that supports diversity and promotes inclusion.

Additionally, this program will meet the plan's goal to build upon existing partnerships and create new partnerships that enhance the University's commitment to and work with diverse populations.

Third, this program will promote, "understanding and skills to relate to people who are different," through diversity and anti-bias training.

6. <u>List at least 3 measurable outcomes for this project/event. For each outcome, identify how it is connected with the Ferris State University Diversity and Inclusion Plan. Include a description of how the outcome will be assessed.</u>

1) Measure program participation via the number of Museums for All visitors during the test period, which is the time period that the *Composite* exhibition runs (July – September 2019), as compared to the three-month period before the start of the project, January – March 2019. This outcome is related to the Plan's commitment to "allocate funding to advertise in publications widely read by underrepresented groups," as we will be promoting Museums for All via social media and on earned media on local television and radio outlets.

2) Measure household income of visitors via a self-administered demographic questionnaire that also includes questions on race/ethnicity, age, zip code, and gender. The household income of UICA visitors has never been measured previously, so this will be a valuable measure of the program's outcomes and will serve as well as a baseline for future diversity, inclusion, and equity work. This outcome is related to the Plan's commitment to improve inclusivity by incorporating diversity and inclusion in significant ways in teaching, learning, and research.

3) Measure staff training outcomes via a questionnaire administered before training and at the end of the program. This outcome is related to the Plan's commitment to provide diversity and anti-bias training. It should be noted that the majority of UICA's Guest Services staff are KCAD students.

**Budget and budget Justification. Use the attached budget form. Required components are:**

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[2] U.S. Bureau of the Census, SNAP Benefits Recipients in Kent County, MI [CBR26081MIA647NCEN], retrieved from FRED, Federal Reserve Bank of St. Louis; https://fred.stlouisfed.org/series/CBR26081MIA647NCEN, January 15, 2019.

1. Itemized list of expenses with a brief explanation of each;
2. Itemized list of funds anticipated from other sources;
3. Amount requested from the Faculty and Staff Diversity Mini-Grant.

See the Mini Grant Rubric for additional guidance. If required components of the grant are missing, the grant will be returned.

**Final Report.**
A final report is required. Failure to submit the final report will exempt all team members from future mini-grant funding.

Expected completion date: 9/30/19.

The final report is due 90 days after the expected completion date. Final reports should be submitted to the Diversity and Inclusion Office.

| Budget Overview | | | |
|---|---|---|---|
| | **Requested Grant Funds** | **Funding from other sources** | **TOTAL BUDGET** |
| **STIPEND - Guest Services staff training by certified organization** | 1200 | | 1200 |
| **HONORARIA** | | | |
| **TRAVEL** | | | |
| **FOOD** | | | |
| **RENTALS** | | | |
| **PRINTING & DUPLICATING** | | | |
| **PROMOTION – Targeted advertising on Facebook and Instagram** | 2000 | | 2000 |
| **SUPPLIES & POSTAGE** | | | |
| **RESOURCE MATERIALS** | | | |

| | | | |
|---|---|---|---|
| ASSESSMENT TOOLS- Survey software license for six months | 300 | | 300 |
| OTHER | | | |
| TOTAL | $3,500 | $0 | $3,500 |

Urban Institute for Contemporary Arts
Demographic Survey Analysis and Notes
Responses collected 1/27/17 – 5/30/17
Total responses: 1355
Deleted responses (Nonsense or blank): 15
Usable responses: 1341

Race or Ethnicity

| Race/Ethnicity | UICA 2008 | UICA 2017 | Kent Co. | City of Grand Rapids |
|---|---|---|---|---|
| White not of Hispanic origin | 74% | 71% | 75% | 59% |
| Black or African American | 4% | 10.1% | 11% | 20.9% |
| Two or more races | 7% | 6.5% | 3% | 4.2% |
| Hispanic or Latino/a | 6% | 5.8% | 10% | 15.6% |
| Asian | 4% | 4.6% | 3% | 1.9% |
| American Indian or Alaska Native | 2% | 1.3% | 1% | .7% |
| Native Hawaiian or Pacific Islander | n/a | <1% | <1% | n/a |

Declined to answer - .03%

Age
Median: 30
Declined to answer: 37 people

Comparison of 2009 and 2017 Results

| Age | UICA 2009* | UICA 2017 |
|---|---|---|
| 0-15 | n/a | 3% |
| 16-21 | 31% | 17% |
| 22-35 | 33% | 45% |
| 36-55 | 28% | 21% |
| 56+ | 8% | 14% |

*The 0-15 group was not included in the 2009 survey.

Breakdown by Decade

| Age | UICA 2017 |
| --- | --- |
| 0-17 | 5.7% |
| 18-24 | 27.6% |
| 25-34 | 29.5% |
| 35-44 | 12.2% |
| 45-54 | 9.7% |
| 55-64 | 9.3% |
| 65-74 | 5% |
| 75 and over | 1% |

**Gender**
Female – 57%
Male – 38%
Non-Binary or Third Gender – 5%

**First time at UICA?**

Black or African American
Yes – 56%
No – 44%

White, not of Hispanic decent
Yes – 30%
No – 70%

Overall
Yes – 35%
No – 65%

Zip Codes
A large portion of UICA's audience (47%) lives in the zip codes representing the cities of Grand Rapids and East Grand Rapids. An additional 18% of our visitors were from the rest of Kent County. 35% of our audience was from outside Kent County.

58% of our Black or African American visitors were from the City of Grand Rapids.

1) Please give specific information on the advertising costs (e.g., paid posts and publications).

The project will be publicized and promoted via Facebook organic and paid posts, Instagram organic and paid posts, and via earned media on local radio and television outlets as well as print publications.

The $2,000 budget will be spent on Facebook and Instagram advertisements. This multi-channel campaign will be the responsibility of Marketing and Communications Coordinator Chris Koens. It will use income-level targeting to reach unaffiliated lower-income audiences on Facebook and Instagram. The campaign will promote Museums For All, but will also introduce UICA and our exhibitions, films, and educational programs, be targeted for likes and follows, and also promote signing up for UICA's weekly eNews. A typical ad purchased by UICA on Instagram runs for two weeks at a cost of $75. A typical ad purchased by UICA on Facebook runs for two weeks at a cost of $150. Ads are monitored and tested so as to maximize the desired engagement level and cost per impression and/or engagement. The campaign will run from 6/1 – 9/30, providing a budget of approximately $500/month.

2) Is the project only for households with a SNAP beneficiary?  Can other households participate?

The Museums for All program, which this UICA project is built around, is for households with a SNAP beneficiary / EBT card. UICA's implementation of that program charges $1 admission for up to four people per EBT card, with no limits to the number of visits the cardholder can make.

Offering free or reduced admission to all visitors would require large gifts that are sustained over many years. Because this project is meant to increase participation in the Museums for All program, and is a short-term test of our outreach methodology to a new population, it makes sense to follow the guidelines of the Museums for All program in the project.

3) What does success look like?
- We will measure program participation via the number of Museums for All visitors during the test period, which is the time period that the *Composite* exhibition runs (July – September 2019), as compared to the three-month period before the start of the project, January – March 2019. Approximately 11% of Kent County residents are SNAP beneficiaries and therefore eligible for the Museums for All Program. Success in this pilot program would be if Museums for All visitors comprised 5% or more of UICA's visitors.
- UICA will measure household income of visitors via a self-administered demographic questionnaire that also includes questions on race/ethnicity, age, zip code, and gender. The household income of UICA visitors has never been measured previously, so this will be a valuable measure of the program's outcomes, and will also serve as a baseline for future diversity, inclusion, and equity work. Success on this measure would be

collecting demographic data from 1,000 or more visitors (based on response rates to prior demographic surveys).

- We will measure staff training outcomes via a questionnaire administered before training and at the end of the program. Success will be indicated by increased cultural competency and customer service skills among the UICA staff members.

4) Is the cultural sensitivity training organization identified? A more robust description of the training is needed. Who will receive the training?

We are unable to provide detailed descriptions of the training until we know that the grant will be awarded and can contract with an organization or individual trainer. We have identified the following organizations in the region that offer such training, and have begun conversations about UICA's needs and resources:

Global Bridgebuilders: Culturally Competent Cultural Service
Encompass LLC: Organizational Development

UICA's entire staff (approximately 10 part-time KCAD student employees and 10 part- and full-time administrative staff) will receive the training.

5) The Committee worried about the proposed use of a demographic questionnaire. It may be perceived as intrusive (asking race/ethnicity, age, zip code, gender) and inadvertently lower participation rates. The Committee suggests only asking for Zip Code information from visitors. Demographic data is available from other sources.

UICA successfully implemented such a questionnaire in 2017 (results are attached). The questionnaire is self-administered on iPads that are mounted on kiosks, participation is not required, and the kiosks are available in two areas of the building for privacy. No identifying information is required or collected.

While regional demographic data is available, it is only useful for showing us how we are doing as an institution in attracting a representative audience if we collect the same data from our actual visitors and compare the results.