



MARGARET WALKER C E N T E R

FEASIBILITY STUDY

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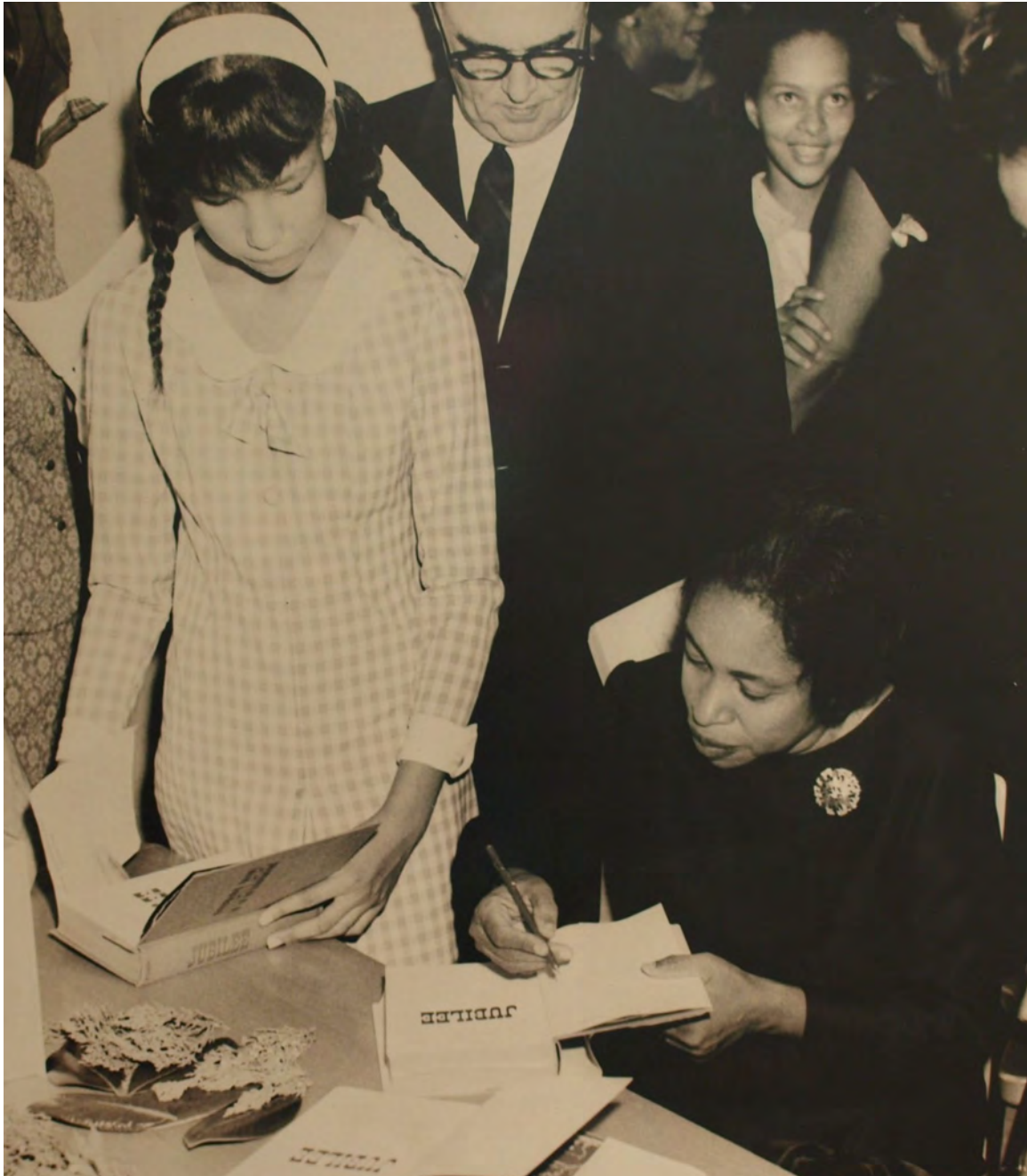
MARGARET WALKER CENTER

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table of contents

Introduction	4
History.....	5
Methodology.....	8
Acknowledgements.....	10
Concept for the Archive and Museum	12
Mission of the Margaret Walker Center.....	13
Concept for the Archive.....	14
Collecting and Collections.....	14
Concept for the Museum.....	15
Key Interpretive Goals.....	16
Potential Exhibitions.....	16
Conceptual Design, Renderings, and Cost Projections	17
Conceptual Design Statement.....	18
Instructional and Studio Space.....	19
Gallery and Exhibition Space.....	19
Renderings.....	20
Archival and Research Space.....	22
Administrative and Office Space.....	22
Operation and Support Space.....	22
Projected Costs.....	22
Market Analysis	23
City of Jackson.....	24
Demographic Summary.....	25
Future and Current Complementary Cultural Institutions.....	26
Management and Operating Estimates	29
Projections.....	30
Funding Analysis	31
Executive Summary.....	32
Case for Support.....	32
Implementation Schedule	35
Timeline.....	36
Appendices	
Appendix A Summary of Community and Shareholder Surveys.....	38
Appendix B NEH Digital Access.....	39
Appendix C Renderings and Blueprints.....	41
Appendix D Demographic Tables.....	50
Appendix E Jackson Cultural Market Summary.....	51

introduction



Margaret Walker signing a copy of Jubilee on the Jackson State University campus in 1966.

History

Both an archive and museum, the Margaret Walker Center is dedicated to the preservation, interpretation, and dissemination of African-American history and culture at Jackson State University.

Founded by Margaret Walker in 1968, the Center seeks to honor her academic and artistic legacy by expanding and promoting its manuscript holdings and oral history collections, interpreting African-American history and culture through its museum and exhibits, coordinating public programs on campus and throughout the community, preserving historic structures central to the African-American experience, and advocating Black Studies at Jackson State.

The Margaret Walker Center's primary mission is to promote the study of African-American history and culture through its archival collections, which focus on the black experience primarily in Mississippi. With nearly 40 manuscript collections and close to 2,000 oral histories, the content is rich and varied. These collections present the opportunity for unprecedented research into the lives of African-Americans in Mississippi. From slavery, emancipation, Reconstruction, and Jim Crow to the blues, religion, the modern civil rights movement, and beyond, the African-American story in the state has been central in defining the black experience in the United States for better and for worse.

Yet, housed in historic Ayer Hall—the oldest building at Jackson State University—the Margaret Walker Center archives are limited. The manuscript vaults on the first floor and the oral history vault on the third floor are nearing their capacities and have significant environmental issues. While limited space to grow the Center's collections is a problem, the building's issues with temperature and humidity control are not sustainable for an archive. Not only that, exposed water piping runs along the ceiling of the Center's manuscript vaults and is a grave concern, but even more problematic is the water moisture issue. The first three floors of Ayer Hall were never properly insulated so that

water seeps through the walls on rainy days and has led to mildew and mold. These problems merit serious consideration, but, due to the fact that Ayer Hall has been on the National Register of Historic Places since 1977, there are constraints on what can be done to fix these problems. The costs of doing so would also be astronomical, and then there would still be no guarantee that renovations to Ayer Hall would make it adequate as an archive. To complicate matters, the official JSU archives located in the H.T. Sampson Library do not provide space much better suited for archival collections. Only a new building with space designed for all of the archives at JSU, including the official University collection and the Library's special collections, can fully remedy these problems.

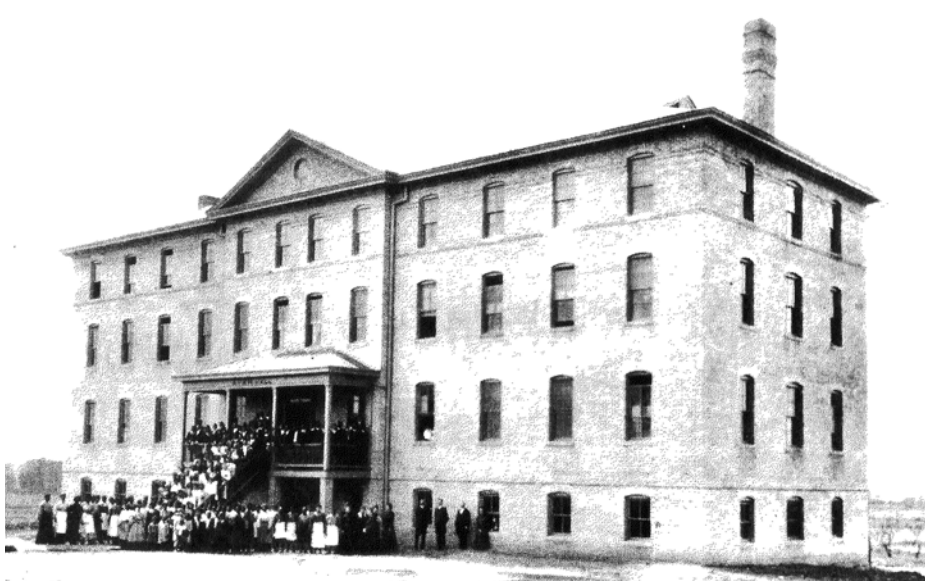
At the same time, Ayer Hall serves as a museum that highlights the Margaret Walker Center's collections and the history of Jackson State, but it was not designed for exhibits or public accessibility either. In fact, the only true exhibit space at all is on the second floor of Ayer Hall, and it is limited by its shape, size, and structural columns that run through the middle of it. The other exhibit rooms are offices that have been turned into exhibits, and the layout of the building lends itself to office workers, not museum visitors. Needless to say, the environmental concerns for our archival collections are just as problematic for our exhibits and museum collections.

In addition, Ayer Hall is not accessible to the public. Located in the center of the Jackson State campus, the building is not on a public street, and there is limited parking with only two visitor spaces for the entire facility, which also includes the offices of the Fannie Lou Hamer National Institute on Citizenship and Democracy. Numerous visitors have informed the Center's staff that they have turned around and gone home from frustration of trying to find Ayer Hall. Although the Jackson State police department does the best it can to limit unauthorized access to campus, this model of accessibility does not work for a museum and archive open to the public. These problems must be remedied, and a new building, located off the main campus with significant museum space dedicated to exhibits and a public parking lot/garage, would solve these issues.

In 2003, a project to restore and renovate Ayer Hall was completed with funding from the Mississippi State Legislature, the National Park Service, and the Department of Housing and Urban Development at a cost of \$3,508,000. While returning Ayer Hall to its original beauty and form, those renovations did little to address the environmental and space issues that face the Margaret Walker Center's archives and exhibits.



Ayer Hall today.



Ayer Hall, circa 1904.

With support from various shareholders at Jackson State, including the Advisory Board of the Margaret Walker Center, the National Council of the Margaret Walker Center, the Office of Facilities and Construction Management, the Office of University-based Development, the Office of University Communications, the Center for University Scholars, the Development Foundation and the Department of Institutional Advancement, the Department of Urban and Regional Planning, the Department of Art, the Department of History and Philosophy, the Vice-President's Office of Research and Federal Relations, the Provost's Office, the Jackson State Library, the College of Liberal Arts, and the President's Office, the Margaret Walker Center is committed to lifting up African-American history and culture through a new museum and archive. Although there are a few black cultural organizations that operate similar entities in Mississippi, none in the state do so on a scale meant to attract national and international visitors and scholars. In 2017, the State of Mississippi is slated to open a Civil Rights Museum, which will detail the history of the modern movement. With an expected attendance of at least 100,000 visitors per year, the Civil Rights Museum will only enhance the plans laid out here for the future sustainability and growth of the Margaret Walker Center. Civil Rights Museum visitors will be inherently interested in the similar but broader work of the Margaret Walker Center.

And, there are other opportunities that present themselves at this time to pursue such an ambitious project. The Margaret Walker Center: Archive and Museum of the African-American Experience would be a natural fit for Jackson State's plans to develop the John R. Lynch Street Corridor that is adjacent to campus. This historic corridor is home to the NAACP, including Medgar Evers' former office; the Masonic Temple, an essential location for mass meetings during the civil rights movement; the headquarters for the Council of Federated Organizations (COFO) during the movement, now the COFO Civil Rights Education Center; the historic Mt. Olive cemetery; the Ebony Theater, which was the only black-owned theater in Jackson; and other historic sites. A new museum and archive would instantly bring a significant audience who would patronize these other museums, civil rights sites, and businesses in the area. In addition, Jackson State's Office of University-based Development, which oversees plans for the physical plant of the campus, has designs for an alumni center and for a new Jackson State football stadium in the area adjacent to this corridor.

A location on Lynch Street at the heart of this corridor has been identified by the Offices of University-based Development and Institutional Advancement as a potential site for a new museum and archive. Currently an empty field, the space provides plenty of room for growth and development. It sits near the old Ebony Theater and a handful of other historic structures.

The Center and its new location would also tie nicely into the development and renewal of downtown Jackson. From the Convention Center Complex and the Standard Life Building to the Hotel King Edward and the Farish Street Entertainment District, the Center would be a logical addition that could capitalize on the audiences visiting these downtown entities. The success of other recent developments in Jackson such as the Mississippi Children's Museum, the Natural Science Museum, the Old Capitol Museum, the Mississippi Museum of Art, the International Museum of Muslim Cultures, and the Museum of the Southern Jewish Experience indicate that visitors to Jackson are interested in the history and culture of this area. Cultural heritage tourism is still a growing endeavor in Jackson and across the state of Mississippi.

Dr. Carolyn W. Meyers, the President of Jackson State, has been a strong supporter of the Margaret Walker Center, and we believe this project can become a shining example of her term in office. With an archival facility that meets the needs of the entire University collection and rises to the standards of the best research-intensive universities, the Margaret Walker Center: Archive and Museum of the African-American Experience fits perfectly into her vision for "One JSU" built around the concept of "Deep Quality" in all that we do.

None of this is meant to abandon historic Ayer Hall, which as part of this proposal would become home to the first Black Studies Department at Jackson State. Margaret Walker was at the forefront of the Black Studies movement when she hosted some of the first national, academic conferences on the subject and founded the Institute for the Study of the History, Life, and Culture of Black People in 1968. Still, no official academic department dedicated to Black Studies exists at Jackson State. As one of the premier HBCUs in the country, JSU can make it a priority to resurrect plans that had been previously proposed to establish a Black Studies Department. That Department can reside in Ayer Hall and occupy the offices of the Center's staff when they move to the new museum and archive.



The 1973 Phillis Wheatley Poetry Festival at Jackson State University.

Methodology

This feasibility study and the planning part of this project began with a nearly \$50,000 grant from the U.S. Institute of Museum and Library Services. The grant allowed the Margaret Walker Center's Director, Dr. Robert Lockett; the Center's Archivist, Ms. Angela Stewart; Jackson State University's Architect, Mr. Marlin King; staff members from Jackson State's Office of University Communications; Mr. Cedric Colston, an undergraduate graphic design major in the Art Department at JSU; and Mrs. Heather Civil-Ayres and Mr. D'Angelos Svenkeson, graduate students from the Jackson State Urban and Regional Planning Department, to engage the feasibility study that would determine the expected size, cost, and design of a new museum and archive.

For our students on this project, the opportunity for hands-on planning and design experience has been invaluable, especially considering that minorities are severely underrepresented in architecture, design, and urban planning. Out of 120,000 architects in the U.S., there are only 1,800 black architects. It is also a nice fit because the Urban and Regional Planning Department at JSU has a community development and revitalization program, which is a central point in this long-term project.

The selected JSU students have traveled with the project team to site visits around the country and have been required to make presentations on the project at community meetings around Jackson State and at national conferences, including the 2012 annual meetings of the Association of African American Museums and the Association for the Study of African American Life and History.

Ultimately, the team visited museums, archives, college campuses, and similar cultural institutions across the country to speak with scholars and leaders about best practices and to begin formulating plans. Along with Dr. Lockett, Ms. Stewart, Mr. King, and our students, one person from the Office of University Communications traveled with the team in order to document and publicize the meetings and site visits.

The six-member team visited Washington, D.C., and cities in ten states that were selected because of comparable and highly successful museums and archives in those places, including: Arlington, Virginia; Atlanta, Georgia; Baltimore, Maryland; Boston and Cambridge, Massachusetts; Charlotte, Greensboro, Chapel Hill, and Durham, North Carolina; Pittsburgh, Pennsylvania; Oakland, San Francisco, and Palo Alto, California; Indianola and Jackson, Mississippi; Memphis, Tennessee; and Birmingham, Montgomery, Tuskegee, and Selma, Alabama.

Visiting each city over the course of the 2011-2012 academic year, the team members visited with leaders at, amongst other places, the National Museum of African American History Culture, being built on the Mall in Washington, D.C; the Reginald F. Lewis Museum of Maryland African American History and Culture in Baltimore, currently the largest African-American museum on the East Coast and a Smithsonian Affiliate; the Center for Civil and Human Rights, being



The August Wilson Center in Pittsburgh.



Interior hall of The August Wilson Center in Pittsburgh.



Margaret Walker Center archivist, Angela Stewart, looks at an exhibit at the Reginald F. Lewis Museum in Baltimore.

developed in Atlanta; the John F. Kennedy Presidential Library and Museum and the African Meeting House in Boston; W.E.B. Du Bois Institute and the Schlesinger Library at Harvard in Cambridge; the Harvey B. Gantt Center for African American Arts and Culture in Charlotte; the Duke, UNC-Chapel Hill, and North Carolina A&T campuses; the International Civil Rights Center and Museum in Greensboro; the August Wilson Center for African American Culture, the Heinz History Center, and the Manchester Craftsman's Guild in Pittsburgh; the Museum of the African Diaspora in San Francisco; the African-American Museum and Library of Oakland; the Martin Luther King, Jr., Research and Education Institute at Stanford University; and the Stanford University Archives.

Over the Summer of 2012, the team continued to meet to finalize plans and further visited the B.B. King Museum in Indianola, Mississippi; the National Civil Rights Museum in Memphis; the Birmingham Civil Rights Institute; the Rosa Parks Museum and Library in Montgomery; the Tuskegee University archives; and the National Voting Rights Museum in Selma. In addition, Marlin King and D'Angelos Svenkeson conducted a summer architecture design camp for high school students in Jackson.



A trip to the John F. Kennedy Presidential Library in Boston.



JSU architect, Marlin King, looks an exhibit at the African American Civil War Museum in Washington, D.C.



The Margaret Walker Center team gets a behind-the-scenes tour of the archives at the Library of Congress.

Before and after each of these trips, the team met at Jackson State to discuss the visits and work on plans for the Margaret Walker Center: Archive and the Museum of the African-American Experience. The team also hosted a series of community meetings and received both verbal and written feedback on a survey that was posted on the Center's website and linked on every e-mail blast the Center sent in the past year. (See Appendix A for the Summary of Community and Shareholder Surveys: <http://www.jsu.edu/margaretwalkercenter/projects/Questionnaire.pdf>)

Finally, the team presented its findings in rough draft form during a panel at the 2012 annual meeting of the Association of African American Museums in Baltimore and in final form during a panel at the 2012 annual meeting of the Association for the Study of African American Life and History.

Acknowledgements

In all, the Margaret Walker Center team assembled to work on the feasibility study has had the opportunity to learn from the leading cultural and academic institutions in this country, where the staff members graciously spent valuable hours discussing the work that they do and the plans being put in place for the Margaret Walker Center. We begin by thanking everyone we met on the road over the past year.

Of course, the U.S. Institute of Museum and Library Services made all of this possible with the original funding from its Museum Grants for African American History and Culture. We are particularly indebted to the Senior Program Officer for this grant, Mark Isaksen, who also appeared with the team on the panel presentation at the 2012 annual meeting of the Association of African American Museums in Baltimore.

The JSU Center for University Scholars funded a graduate assistantship throughout this project, which was shared by D'Angelos Svenkeson and Heather Civil-Ayres and allowed much of this work to go forward. The Center for University Scholars also subsidized the staff's travel to the 2012 annual meeting of the Association of African American Museums in Baltimore, where the staff presented its work to a large, receptive audience. We are thankful for Dr. Alisa Mosley's support of all we did at the Margaret Walker Center.



Exhibit at Reginald F. Lewis Museum of Maryland African-American History & Culture



Exhibit at Reginald F. Lewis Museum of Maryland African-American History & Culture

The members of the Advisory Board and National Council of the Margaret Walker Center have provided invaluable support for this project from the beginning, and its successful implementation will be in many ways due to their hard work. Of course, all of the staff members of the Margaret Walker Center, including Mrs. Trina Toles, Mrs. Janice Robinson, Mr. Brandon Thompson, and our work study students have also been essential in implementing not only this project but all that we do through the Center.

In the end, the Advisory Committee for this feasibility and all of the members of the faculty, staff, student body, and broader community of JSU, who participated in this project and have supported it from the beginning, made it all possible, and, ultimately, we must thank Dr. Carolyn W. Meyers, President of Jackson State University. We now stand ready to fulfill the academic and artistic legacy endowed to us by Margaret Walker.

Finally, the first two Directors of this institute laid the foundation that has made all of this possible: Dr. Margaret Walker Alexander, our founder, and Dr. Alferdteen Harrison, her long-time successor. We stand on their broad shoulders.

concept for the archive & museum

Mission of the Margaret Walker Center

The primary mission of the Margaret Walker Center is to be an archive and research center dedicated to the study of the African-American experience. With that in mind, the Center's archives form a special collection at Jackson State that includes manuscript collections, oral histories, artifacts, newspaper clippings, subject files, and a significant digital archive that was funded during a 5-year period by the Ford Foundation and the National Endowment for the Humanities (See Appendix B for NEH Digital Access for Margaret Walker Archives).

Margaret Walker's literary, administrative, and personal papers represent the cornerstone of the Center's manuscript collections, and they encompass one of the single largest personal archives of a modern, black female writer anywhere in the world. Thanks to \$200,000 in Ford and NEH grants, approximately 50% of Walker's papers—nearly 35,000 two-dimensional items including 13,000 handwritten pages of a journal she kept from the 1930s to the 1990s—were digitized and posted online for scholars, educators, students, and all endeavoring to gain invaluable insight into her life and times. For obvious reasons, this feasibility study and the proposed archive and museum for Jackson State play a major role in the long-term sustainability of the Margaret Walker Personal Papers, the Ford and NEH digitization project, and the rest of the Center's manuscript and oral history collections.

The Center's collections and finding aids, including the digital archive, can be found at <http://www.jsums.edu/margaretwalkercenter/collections> and include:

Frankye Adams-Johnson Black Panther Party Collection	Alberta Adrienne Collection
Margaret Walker Alexander Personal Papers	Thomas Armstrong Collection
Gladys Noel Bates Scrapbook	Behind the Veil Oral History Project
Wayne Floyd Calbert Collection	J.R. Chambliss Collection
The Clinton Project (1977) Oral History Project	Melvane Coney Collection
Cook Funeral Home Photograph Collection	B. Baldwin Dansby Collection
James Dawson Photograph Collection	E.C. Foster Collection
Good Old Days (1976-77) Oral History Project	Oliver Harrington Collection
John Jackson, Sr., Collection	Lillie Bell Walker Jones Collection
William Lamson Collection	Peter Lane Collection
Lynch Street Corridor Historical Survey Project	James Lyons, Sr., Memorabilia
August Meier Farish Street Photograph Collection	Amanda McCalip Collection
Oxford Development Association Collection	Roderick Paige Collection
Rabbi Philip Posner Collection	Freida and John Powell Collection
Levi Rowan Photograph Collection	Selena Sims Collection
Cleopatra and H.M. Thompson Collection	Julius Thompson Collection
Maggie Little Turner Collection	Edwin Tyrone Vincent Scrapbook
Serena Walton Photograph Collection	Womanpower Unlimited Collection
Eva Woodard Collection	Melita Woodard Collection
Head Start Oral History Project	Blacks in Education in Jackson, MS, Oral History Project
Piney Woods School oral History Project	Labor Movement Oral History Project
Robert Clark Era Oral History Project	Black Churches in Jackson during Integration Oral History Project
Women of Courage Oral History Project	Farish Street Historic District (1976-2012) Oral History Project
Institute for the Study of the History, Life, and Culture of Black People Administrative Records	

These collections comprise a relatively untapped archival resource that is threatened by environmental problems and limited by the constrained confines of Ayer Hall. Thus, we look at the future of the Margaret Walker Center through a lens that will provide the best opportunity to promote these collections on an international level, sustain them environmentally, and grow them. Not only that, but this new facility will provide Jackson State the opportunity to do the same with all of its archival collections, including the official University archives and other special collections held in the H.T. Sampson Library.

Concept for the Archive

The primary concept for the archive is to provide a space for these collections that meets two basic needs: 1. Growth and 2. Sustainability.

While historic Ayer Hall was completely renovated in the past decade, the building itself is inadequate in total square footage, and, as a structure that has been on the National Register of Historic Places since 1977, it cannot be expanded without compromising its historic status. Built with two archival vaults on the first floor—one for processing new collections and one for storage built with top-of-the-line compact shelving—Ayer Hall has nearly reached its capacity in terms of collection space. With the addition of the official University archives and other special collections, the Margaret Walker Center must have significantly larger archival space and storage capabilities.

Despite its beautiful location at the heart of the JSU campus, Ayer Hall is inaccessible to the general public. With only two visitor parking spots and no publicly accessible roads, Ayer Hall requires the vast majority of visitors to park off campus and walk. In order to grow the Margaret Walker Center, it must not only be able to grow its collections, but it must grow the number of visitors to the Center. To be able to do that, visitors must be able to see and get to the Center in an easier fashion.

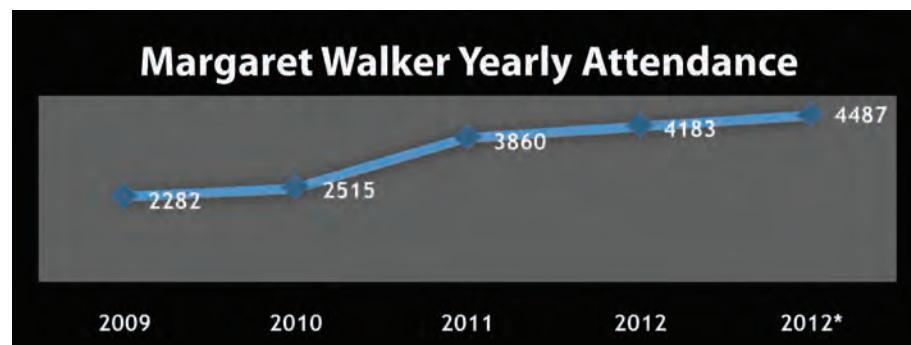
Fundamentally, the Margaret Walker Center must be also able to sustain its collections and its operations. Paper-based manuscript collections, when properly curated and stored, can last for an indefinite amount of time, especially compared to the relatively short life and high maintenance of digital collections, but they must meet two primary conditions: 1. be kept dry and 2. be kept free from fire. With exposed plumbing and wiring, the archival vaults in Ayer Hall meet neither of those conditions, and Ayer Hall faces other fundamental issues environmentally that have been previously enumerated here. Only a new facility with a sustained, proper environment for an archive can fully meet these needs.

In addition, the sustainability of the Margaret Walker Center must be met financially. There is a need in the State and across the country for trained archivists and public historians. The University could move into this academic area, which is not represented at any of the colleges and universities in Jackson, thus, adding students and their tuition to the University.

Not only that, but former Center Director, Dr. Alferdteen Harrison, had the foresight to create an endowment for the Margaret Walker Center thanks to a challenge grant from the National Endowment for the Humanities. Today, that endowment forms approximately 7.5% of the Jackson State University endowment. The current goal for the Presidential administration of Dr. Carolyn Meyers

is to grow the University endowment to \$100 million, which, if reached, would put the Margaret Walker Center's share at \$7.5 million.

But, in a more immediate and tangible way, by assuring the increased public accessibility, the Margaret Walker Center will increase its economic impact on Jackson State and the city of Jackson. Using a simple formula developed by the Jackson Convention and Visitors Bureau, the economic impact of the Center with only 2,282 visitors was \$198,078 in 2010. With attendance increased to 3,860 in 2011, the total economic impact on the city of Jackson rose to \$335,048. With coordinated public relations campaigns and the development of other projects like the Mississippi Civil Rights Museum, the Margaret Walker Center projects a 2012 attendance of more than 4,500 and is committed to continuously increasing that impact, which only adds to its sustainability and viability.



Collecting and Collections

The continued efforts to preserve historic collections already held in an archive are an important part of the work done by the staff, but the staff should also pursue new collections that meet the mission of the archive and still need to be professionally curated and preserved. In Mississippi, this need has been felt acutely in the past year as significant civil rights related collections have been lost to natural disasters that could have been avoided if those collections had been in a proper archive.

The Margaret Walker Center has an opportunity to pursue civil rights related collections across the state that are in dire need of preservation, but there are collections concerning the broader African-American experience in Mississippi that also need similar care. To pursue these collections, the Margaret Walker Center must have the environmentally-sound space to do so.

Also, the JSU archives continue to grow exponentially as the repository of all official University documents. While some of the less-historically significant University records could be located in the vaults of Ayer Hall and the Library, the historic archival collections that come to the new facility for the Margaret Walker Center will mean that there will be a continuing need for sound archival space.

Concept for the Museum

The Margaret Walker Center is committed to providing museum space that engages our community in a productive and active way. We must provide for programming and exhibits that will heighten our contact with the community, and we must look to them for guidance in our programming. Instead of only providing museum space that we believe is good for our community, we must ask our community what they need and want in a museum.

That is the primary reason that we conducted community meetings and gathered online surveys. The feedback we received was enormously helpful. Of respondents, 66% indicated that they would come to the Margaret Walker Center on a monthly basis if there were corresponding programming and events going on. Of all the suggestions, only one spoke of the need for a traditional museum and archive. All of the rest stated that they would like to see more interactive and community-based efforts.

With these things in mind, the concept for the museum consists of just one permanent exhibit that uses the life of Margaret Walker as a lens to explore African-American history from the Civil War to the present and to shed light on the other collections in the Margaret Walker Center that inform this history.



Margaret Walker on the Jackson State campus in 1952, seated second from the right beside Langston Hughes. Also pictured are (back row) Arna Bontemps, Melvin B. Tolson, Jacob Reddix, Owen Dodson, Robert Hayden, (front row) Sterling A. Brown and possibly Zora Neale Hurston.

The rest of the museum space in the new facility for the Margaret Walker Center will be fluid and allow for temporary and travelling exhibits, showcases for student and faculty art, classrooms for community and academic audiences, and other creative uses. The ability to be fluid in this way means that visitors will have an increased incentive to return to the Margaret Walker Center. Rather than being a static museum filled with permanent exhibits, the Margaret Walker Center will be a vibrant advocate for creative and engaging exhibition space.

Key Interpretive Goals

For Margaret Walker, the memories of her maternal grandmother and great-grandmother formed the basis for her great Civil War-era novel, *Jubilee*, which provides the starting point for the Museum and its interpretive goals. Having met Langston Hughes at the age of 13, Margaret Walker lived a life immersed in the

world of African-American art, history, and culture over the course of the 20th Century. Thus, the permanent exhibit has the potential to shed light on a vast array of topics related to the African-American experience, ranging from the Civil War and Reconstruction to the Harlem Renaissance, the modern civil rights movement, and beyond.

The idea is to allow Margaret Walker's story tell a broader story about the African-American and American experience.

Potential Exhibitions

The potential exhibitions for the Margaret Walker Center: Museum and Archive of the African-American Experience are vast. First and foremost, the Center will seek to lift up projects from the community at and around Jackson State. We want this museum to support the people we serve. This commitment could mean everything from student and faculty exhibits to community art projects.

As the Margaret Walker Center receives new collections, it plans exhibits and unveiling ceremonies to highlight these collections. With the ability to exponentially grow the Center's archival holdings, the opportunity for temporary exhibits about these collections will grow correspondingly.

Of course, there are other sources for travelling exhibits like the Smithsonian and other sister institutions. With the basic environmental and security needs met by a new facility, the Margaret Walker Center can more aggressively pursue these exhibitions.



An interior hallway at Reginald F. Lewis Museum of Maryland African-American History & Culture



An interior hallway at Reginald F. Lewis Museum of Maryland African-American History & Culture

conceptual design, renderings, and
cost projections



Conceptual Design Statement

In developing a concept for the proposed Margaret Walker Center, we chose to use the hands of Dr. Margaret Walker Alexander as a tribute to black women as a whole. Over the centuries, these beautiful hands have produced great works of literature, song, dance, art, stage, and film. They have nurtured generations, endured shackles, raised families, fed the hungry, cared for the sick, been raised in defiance of unjust laws, educated students, picked cotton, wove baskets, and offered wise counsel. As W.E.B. Du Bois put it, “But what of black women? I most sincerely doubt if any race of women could have brought its fineness up through so devilish a fire.”

Hands are the main structures for manipulating the environment, much in the way that architecture alters the landscape or the Margaret Walker Center can change the lives of its patrons. As light is only able to transmit through the four spaces between the fingers of the hand, so it is with this proposed building: four prominent areas that receive and/or give light. The first light space located on the façade of the building on John R. Lynch Street is a series of floor-to-ceiling glass walls that enclose studios offered to visiting artists. The openness encourages passers-by to participate in activities taking place within. The second light envelopes a 150-seat auditorium and the changing gallery. Not only does it allow natural diffused light into the gallery, it acts as a billboard highlighting current and future events for the 14,000 vehicles traveling along University Boulevard every day. The third light is located on the upper part of the double-height reading room. This light prominently features a visual interpretation of Margaret Walker’s poem *For My People*, used as a screen tint allowing natural light into the reading room. The fourth light wraps around four non-traditional classrooms overlooking a courtyard. These classrooms can be utilized by professors from all disciplines to stimulate learning in various environments.

Additionally, the building has a gallery highlighting the life and times of Margaret Walker with a gallery offering an in-depth exploration of the novel *Jubilee*, a “Writer’s Connection” gallery that examines the links between Walker and other writers of the 20th Century, and a gallery to engage the young children who visit the Margaret Walker Center. Administrative offices, a rooftop observation area, and requisite building support complete the proposed facility.

Instructional and Studio Space

The total area allocated to instructional and studio space is approximately 8,730 square feet. An auditorium will provide seating for 154 people and can be used for lectures, community meetings, and video presentations. There are five studio spaces provided for visiting artists. Each studio is 733 square feet and can be used for a variety of functions by visiting artists such as dance, music, and photography among other potential educational and outreach programs. There are also five classrooms located on the first floor. One is a classic classroom adjacent to the studios, and the other four consist of a tiered classroom, hive classroom, writing lab, and roundtable classroom. The design of different classroom types will be used by professors from all majors not only to introduce students to archives and research methods but also to engage students in any discipline who have different learning styles in different learning environments. As with other spaces, the classrooms will be available to the community for various uses and will look onto a courtyard open to the public.

Gallery and Exhibition Space

Museum and exhibit spaces for the Margaret Walker Center will total 7,490 square feet. The Margaret Walker Gallery, at 1,335 square feet, will highlight her life and accomplishments, while educating visitors about significant events happening in black America during her lifetime, which spanned most of the 20th Century. Within the Walker Gallery will be a room dedicated to her novel *Jubilee*, allowing visitors an in-depth view of the real life characters and historical events portrayed in the novel. An adjacent room in the gallery will highlight Walker's connection to famous black writers of her time from Langston Hughes and Richard Wright to Sonia Sanchez and Nikki Giovanni. A 565 square-foot space would be dedicated to a children's area in order to engage younger school groups and the children of families visiting the Center. The changing gallery is intentionally the largest gallery space at 3,275 square feet. Easily reconfigurable, it will be ideal for traveling exhibits as well as exhibitions by visiting artists, students, and community members. A large changing gallery can also encourage community members to return to the Center for multiple visits to see new installations. Adjacent to the changing gallery will sit a 1,084 square-foot pre-function area to be used as a reception space for patrons to mingle during exhibit openings. A light well in the center of the space will provide natural lighting for the pre-function area. The curator will have a storage area of 1,231 square feet, and recessed wall display cases will be located in the corridor throughout the building to put more art and artifacts on public display and to provide further opportunities for community and student exhibitions—another example of an engaged learning environment.



An interior hallway and exhibit cases in the proposed Margaret Walker Center



Office spaces in the proposed Margaret Walker Center

Renderings (See Appendix C: Renderings and Blueprints)







Archival and Research Space

Archival space will account for 13,749 square feet. Researchers must pass by a security desk upon entrance or exit of the reading room and ready reference area, which will total 1,774 square feet and can accommodate 23 researchers at a time. Personal belongings can be stored in lockers at the security desk. The “back of house” operations for the archives will consist of 10,341 square feet of vault space, which more than doubles the current capacity of the entire university. There are also spaces for receiving, processing, isolation, equipment, and cold storage, totaling 1,689 square feet. A world-class, state of the art archive to house all of Jackson State’s historic collections is necessitated by both environmental needs and space concerns on campus, but it can also become a focal point for researchers and students not just at JSU but from around the world.

Administrative and Office Space

Administrative and office space will account for 3,891 square feet for ten full-time employees and for each visiting artist studio. The majority of offices will be located on the second floor, where a small conference room, board room, work room, staff lounge, and an outdoor rooftop deck can be accessed. The rooftop element allows for further community engagement as a space for receptions and other events. The light well that runs through the pre-function area on the first floor will also run this part of the building, allowing natural light into staff offices and creating a more dynamic environment.

Operation and Support Space

Operation and support space will total 11,349 square feet and include the secondary areas of the building not part of instructional, exhibition, archival, and administrative spaces. These include a small catering kitchen for events, building storage, restrooms, mechanical and electrical rooms, and communication spaces. The catering kitchen in particular allows for receptions and other events to take place for the community and the University.

Projected Costs

Due to the environmental and security requirements for exhibit and archival spaces, the standard industry rate for construction of a building like this is a bit higher than it would be for simple office spaces. At approximately \$400 per square foot for this proposed project of 45,209 square feet, the total construction costs will be approximately \$18,083,600. In addition to construction will be exhibit design and fabrication cost for the permanent exhibit on Margaret Walker and for the changing gallery spaces. Exhibit design is particularly expensive, and the midline rate for the permanent exhibit is approximately \$500 per square foot or a total of \$667,500. The changing gallery spaces will be much less—closer to \$85 per square foot or a total of \$523,175, bringing the total exhibit design cost to \$1,190,675. Thus, the total estimated project costs for construction and exhibits will be \$19,274,275.

market analysis

City of Jackson

This section of the study provides a cultural asset market analysis of the City of Jackson, the adjacent communities, the entire Jackson-MSA surrounding the proposed site of the new Margaret Walker Center. (Full demographic tables are provided in Appendix D). Based on the geographic nature of Central Mississippi as the largest urban area in the state, this proposed new museum and archive for Jackson State will be near the center of the City of Jackson's market cluster of comparable cultural entities.

The primary target market cluster will be the City of Jackson, and the secondary market cluster will be the Jackson-MSA. The adjacent target market cluster will consist of the neighborhoods (census tracts) surrounding Jackson State University as well as the day-time population of Jackson State University (students + employees). Each of these market clusters will be compared to the State of Mississippi.

Accompanying the demographic information in this section will be an analysis of complementary cultural institutions in the primary and secondary market clusters and their current economic impact on the City of Jackson. Finally, a look at planned development of cultural institutions in the City will be discussed as it pertains to the overall growth and sustainability of cultural institutions in the area. The information contained in this section will supply the Margaret Walker Center with information to readily shape its future ambitions while distinguishing itself from complementary institutions and providing a unique experience for visitors to the Center and the City of Jackson.

The city of Jackson had, per the 2000 U.S. Census, a population of 184,256, while the Jackson-MSA had a population of 497,197. In 2010, the population in the City of Jackson declined to 177,019, but the Jackson-MSA population increased to 539,057. The Jackson-MSA is projected

to increase to 589,902 by 2020, while the City of Jackson will potentially rebound from a decade of population decline with a 2015 estimated population of 175,083 if current rates persist. The City of Jackson saw an increase of roughly 1,500 residents in 2011, marking an annual growth rate of little more than 1% juxtaposed with the Jackson-MSA, which has been growing at an average rate of 9% over the past 20 years. Both the Jackson-MSA and the City are trending toward the state average population growth rate of 5%, but population growth for the Jackson-MSA does currently remain higher than the state average of 5.8%, adding roughly 5,000 new residents per year.

The State of Mississippi has one of the slower population growth rates in the country with a 4% population change between 2010 and 2011, with a 2010 population of 2,970,072 and a projected population of 3,092,410 by 2030. Thus, the Jackson-MSA is the fastest growing population area in the State while outpacing all other target market clusters pertinent to the Margaret Walker Center. The outpaced growth broadens the scope of the secondary market cluster for the proposed museum and archive and provides an opportunity to attract a broader and more diverse visitor base.

The current 2012 enrollment at Jackson State University is 8,700 students with an overall school population of more than 10,000, including faculty and staff. Under the current efforts of the Jackson State University President, Dr. Carolyn Meyers, Jackson State plans to grow the university student body to approximately 15,000 by 2015. The added presence of approximately 6,300 students greatly increases a major portion of the JSU and adjacent target market cluster as approximately 35% of current visitors to the Center are students.

Additionally, the population in the adjacent census tracts alone has slightly decreased because of major parkway construction and housing unit removals

via eminent domain, but the slight decreases in population will be offset by the proposed student body growth and by plans to further develop the adjacent area by the University. Even with the slight decreases in census tract populations the overall JSU and adjacent target market cluster will experience a day-time population growth well into 30,000 by 2015.

A strong indicator of museum participation is the age of the population in the related market clusters. The median age for the JSU and adjacent market cluster, the primary market cluster, and secondary market cluster are 27.8, 31.2, and 34.9 respectively. Also the age distribution for each market cluster is fairly uniform except for the JSU and adjacent market cluster, which has a large representation of 19 to 34-year-old residents due in large part to the student body population. The large concentration of students is essential to the focus and mission of the Margaret Walker Center as a research center and aids the University's mission as Research-intensive per the Carnegie Classification of Institutions of Higher Education. The age distribution of the market clusters is similar to most metropolitan areas across the United States with younger populations concentrated primarily in the urban core and central cities with more mature populations further from the urban core into the suburbs and fringe cities.

In conjunction with age, income levels are another strong indicator of museum and archive participation. The income summary for each market cluster is uniform in the distributions across the market clusters. The JSU and adjacent market has an expected per capita income lower than all other market clusters because of the high concentration of college students and renter-occupied housing. Because of the large concentration of young and low-income residents in the adjacent community, the Margaret Walker Center can use this opportunity to increase not only foot traffic visitors but com-

munity-based programs by providing for direct and adjacent persons, who are more likely to take advantage of the community education classes, neighborhood workshops, and career enhancement programs offered by the Margaret Walker Center. This will allow the Margaret Walker Center to begin to develop a mix of uses and programming for a diverse group of individuals with unique interests and needs.

The income distribution for the market clusters shows a disparity with few income earners over \$50,000 in the adjacent market cluster, but that is expected because of the concentration of college students. The income distribution for the primary target market and the secondary market are relatively similar for income levels of \$50,000 - \$74,900. The Jackson-MSA and the State of Mississippi have a significantly higher proportion of residents with incomes over \$74,900, with 28% and 21% respectively, while the City of Jackson and the adjacent clusters are 17% and 6% respectively. This indicates a large proportion of higher income earners living outside the adjacent and primary market clusters, but it presents an opportunity to engage the larger secondary market. The higher incomes in the Jackson-MSA do not guarantee increased levels of financial support, but, as with possible visitors, it certainly broadens and signifies a large potential base for a strong fundraising campaign.

As with age, income, and proximity, educational attainment is a one of the strongest indicators of participation levels in the arts and cultural institutions. The primary and secondary market clusters, as with income, will be the leading market clusters when attracting traditional museum goers and archive users. The number of residents who reported that they received at least one degree from a university or college is at 33% and 37% respectively for the primary and secondary market. The adjacent market has the lowest percentage of college graduates, as expected, with only 17%, while the State of Mississippi is in the middle with 27%. In spite of the low percentages of college graduates in the adjacent market cluster, the adjacent cluster presents a huge opportunity to increase membership and participation in community-based education programs because of the large concentration of persons who have some college experience (26%) and those who have not graduated from high school (11%).

Demographic Summary

Figure 1 shows a summary of important demographic variables that relates to potential participation in cultural activities and institutions. Demographic measures such as household income, education, and age are strongly associated with participation in cultural institutions. The same measures are associated with individuals who are more likely to participate in community resource training, to attend community educational programming, and to use spaces for individual organization purposes like neighborhood associations and PTAs.

The data suggest that the Margaret Walker Center has a prime opportunity to use the distinctly different needs and desires of diverse populations. In order to attract the adjacent community members, who are young, low-income college students and are not traditional museum goers, and the traditional museum and archive crowd of college-educated, \$75,000+ income earners to one location, the Center must provide a multitude of services, exhibits, and programs. The higher incomes and educational attainment levels of the secondary target market serve as a steady base for traditional museum and archive experiences. In addition to the secondary market's traditional experiences at a cultural institution, Jackson State University and the Margaret Walker Center must become a prominent hub as a community resource center through its museum spaces, classrooms, and studio spaces in order to meet the JSU and adjacent population's desire for more community-based educational and career-enhancement programming for youths, adults, seniors, and the underserved population.

Figure 1	Market Area Demographic Summary			
	JSU + Adj.	Primary Market	Secondary Market	State of MS
2015 Estimated Population	33,282	175,083	564,817	3,014,409
Median Age	27.8	31.2	34.9	36.0
% Under 18	24%	31%	29%	29%
% 19-34	41%	24%	21%	20%
% 35-65	28%	35%	39%	38%
% 65+	7%	10%	11%	13%
Median Household Income	\$22,464.00	\$41,570.00	\$55,765.00	\$47,031.00
% over \$75,000	6.3%	17.7%	28.1%	21.8%
% with College Degree	17%	33%	37%	27%

An immediate impact could be seen from the implementation of community programming and the provision of studio art spaces and classrooms. Most of the impact will be seen directly with an increased number of visitors throughout the calendar year. Between 2009 and October 2012, the Margaret Walker Center has had a registered attendance of 12,840 persons and approximately 34 free community events averaging over 130 persons per event. Since records have been kept starting in 2009, the Margaret Walker Center's attendance has

increased an average of 40% each year. The Center does not expect such high numbers of visitor growth to continue, but in 2012 the average attendance per month was 523 persons, which was higher than any previous year. Not only have these numbers trended upwards since 2009, but the hiring of a public relations manager, Mr. Brandon Thompson, and the proposed hiring of an Oral Historian by the Fall of 2013 will dramatically magnify the outreach efforts of the Center.

In addition to the increased attendance, the Margaret Walker Center has contributed over \$1,140,000 in economic impact by visitors to the City of Jackson, according to the Jackson Convention and Visitors Bureau since 2009. The 2012 final visitor count for the Center reached over 4,500 persons with an estimated economic impact of \$389,488 in that year alone, or a little over \$32,000 per month. As the visitor numbers continue to increase along with partnerships with other cultural institutions and the Jackson Visitors Convention and Visitors Bureau, the Margaret Walker Center looks to provide a significant economic benefit to the City of Jackson for many years to come.

Future and Current Complementary Cultural Institutions

(See Appendix E for Jackson Cultural Market Summary of Complementary Cultural Institutions)

The proposed development of the Margaret Walker Center will vie for a position amongst other leading cultural institutions in the market area but will not compete directly for visitors. Since cultural institutions develop better participation patterns along with heightened community involvement through cluster synergy with one another, we conclude that the Margaret Walker Center will only be complemented by other museums in the market area and will receive additional visitors because of the unique stories, exhibits, and experiences at the Center, which complement other area-wide institutions. In addition to the uniqueness of the Margaret Walker Center, the complementary nature of museums and archives, and the “free” nature of the Margaret Walker Center, we believe that the Center will not be in direct competition with other cultural institutions for visitors because those who travel to see larger cultural institutions will be interested in the work being done by the Margaret Walker Center.

Two Mississippi Museums: Museum of Mississippi History and Mississippi Civil Rights Museum
mdah.state.ms.us/2museums

In addition to the existing cultural institutions, the State of Mississippi is investing in its cultural and historical identity. Underway currently are two large civic museums, totaling a projected cost of more than \$80 million, mostly in state-issued bonds but with some private investment. The Museum of Mississippi History and the Mississippi Civil Rights Museum are each poised to take a prominent role in the cultural and historical arts scene in Jackson.



Farish Street Historic District.



Farish Street, 1947. August Meier Farish Street Photograph Collection

The development of two large-scale, state-funded projects poses a window of opportunity for Jackson State University and the Margaret Walker Center to capitalize on what is projected to be more than 100,000 visitors per year to the City of Jackson as part of a burgeoning civil rights tourism business. The National Civil Rights Museum in Memphis drew 216,808 visitors in 2009, while the Birmingham Civil Rights Institute had attendance figures of 168,370, making it the 9th most popular tourism attraction in Alabama. The State of Mississippi's investment in this cultural tourism business gives the Margaret Walker Center an opportunity to be a part of the State's efforts to enhance its cultural assets. The benefits in quality of life across the State and Jackson-MSA can be multiplied greatly with the addition of three new state of the art facilities that will complement each other in telling the story of Mississippi and its people.

Farish Street Entertainment District

A \$12 million dollar project undertaken by Watkins Development, LLC, the Farish Street Entertainment District will be part of the revitalization of the Farish Street Historic District, the oldest historically black neighborhood in the City of Jackson, and will include restaurants, live music venues, and other retail spaces. Less than a mile away from the Jackson State campus, the Farish Street Historic District is a central focus of the archival collections at the Margaret Walker Center. With oral histories dating from the 1970s to today about the District, the Center can only benefit by a revitalization of the area since visitors to the Farish Street Entertainment District will be inherently interested in the work of the Margaret Walker Center.

A number of other complementary cultural institutions already exist in the City of Jackson, including:

Smith Robertson Museum and Cultural Center

www.jacksonms.gov/visitors/museums/smithrobertson

At the Smith Robertson Museum and Cultural Center, the City of Jackson celebrates “the work, lifestyle, and artistic contributions of African Americans... evoking a greater understanding of the African-American experience in the Deep South.” Located in the Farish Street Historic District, the Smith Robertson is one of the key cultural partners for the Margaret Walker Center and one whose visitor traffic greatly complements that of the Margaret Walker Center. Like the Center, the Smith Robertson will also benefit from the Farish Street Entertainment District.

International Museum of Muslim Cultures

www.muslimmuseum.org

The International Museum of Muslim Cultures is dedicated to educating the public about the history of Islam and Islamic culture. “Through research and the collection, preservation, exhibition, and interpretation of objects that promote the understanding of Muslim culture, the Museum strives to facilitate multicultural and interfaith tolerance, reducing religious and racial bigotry and advancing religious and civic dialogue.” Located currently in the Mississippi Arts and Entertainment Center in Downtown Jackson and just a few blocks from the Jackson State campus, the International Museum of Muslim Cultures celebrates an important part of the African cultural diaspora, another key element in the work of the Margaret Walker Center.

Jackson Convention Complex

www.jacksonconventioncomplex.com

Opened in 2009, with an estimated cost of \$65,000,000 and 330,000 square feet, the Jackson Convention Complex brings important and large-scale cultural events to Jackson, and the visitors to those events are part of the demographic that the new museum and archive at Jackson State can tap into. With the proposal for a Convention Complex hotel and the development of an Alumni Center at Jackson State, the Margaret Walker Center could bring large academic and cultural conferences to the City like the Association for the Study of African-American Life and History and the Southern Historical Association.

Mississippi Museum of Art

www.msmuseumart.org

Renovations on the Mississippi Museum of Art in Downtown Jackson were completed in 2007, and the resulting facility is the envy of many art museums throughout the nation and the world. “The Museum’s mission to become a symbolic ‘museum without walls’ – an inviting public space that offers relevant and meaningful cultural experiences to both the Jackson community and the state of Mississippi...[and] to engage Mississippians in the visual arts” reflects the

mission of the Margaret Walker Center and its primary goals for this proposed new facility with a focus on the experiences of community members. With what would have been Margaret Walker's 100th birthday approaching in 2015, the Margaret Walker Center is already discussing joint programming with the Mississippi Museum of Art in celebration of the Centennial, which will hopefully be just one of many such efforts. Per the Center's survey, 81% of respondents had been to the Museum of Art in the past year, a significant proportion of the Center's audience.

Mississippi Children's Museum

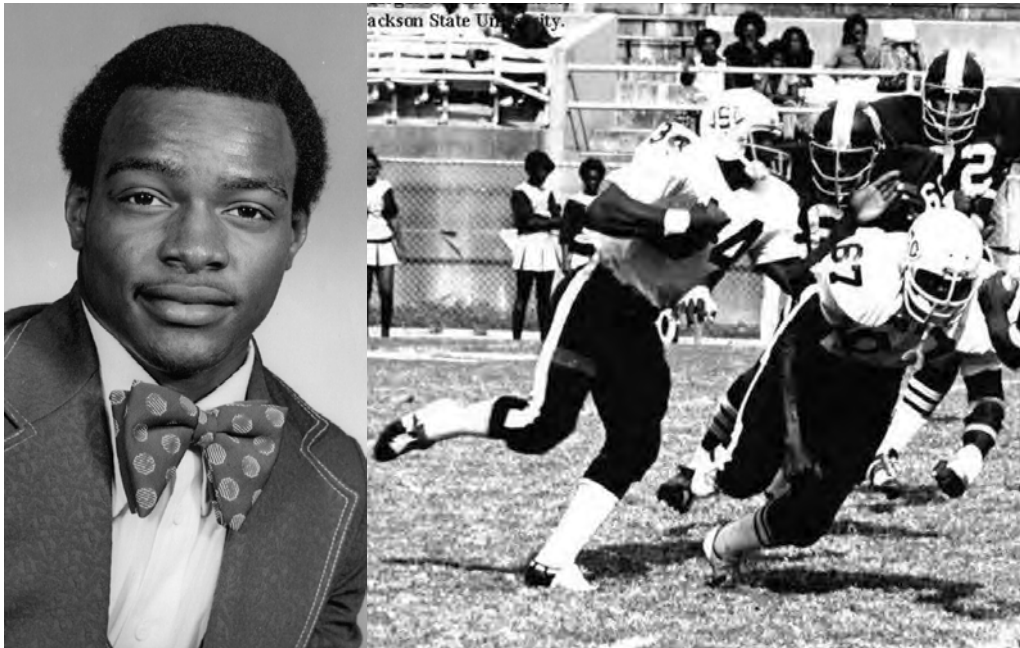
www.mississippichildrensmuseum.com

The Mississippi Children's museum is a 40,000 square-foot facility "designed around five themes of Mississippi heritage, health and nutrition, literacy, cultural arts, and science and technology. Our goal is to provide a unique and exciting educational experience that ignites and inspires a thirst for discovery, knowledge and learning in all children." Part of the design plan for the new archive and museum at Jackson State includes a children's area, which could directly tie into joint programming with the Mississippi Children's Museum.

Mississippi Sports Hall of Fame and Museum

<http://msfame.com/>

The State's Sports Hall of Fame "exists to tell — and preserve — the stories of...Mississippi's greatest athletes and coaches, who are some of the world's greatest athletes and coaches." Included in this list are multiple athletes and coaches from Jackson State University like the renowned NFL Hall of Famer, Walter Payton. Athletic achievement is a significant part of the African-American experience, and the Margaret Walker Center has already engaged some of its most popular public programming in conjunction with the Sports Hall of Fame. Not only that, but it allows the Margaret Walker Center to tap into a younger and mostly male demographic that is less likely to engage the arts and other cultural institutions. The Sports Hall of Fame is even more significant when you consider 81% of the Center's survey respondents had visited it at least once in the past year.



*Walter Payton during his years
as a JSU student.
Margaret Walker Center Archives.*

management and operating
estimates

Projections

As it stands today, the Margaret Walker Center operates on a limited budget with a small staff. Along with the Director, the staff includes a full-time Archivist, a full-time Public Relations and Technology Manager, a full-time Administrative Assistant and Building Administrator, a part-time Receptionist, graduate assistants, and several work-study students.

State support for the Center through Jackson State's Educational and General (E&G) Funds totaled \$275,646 for the 2013 fiscal year. Of that budget, 97.5% goes toward staff salaries and benefits, while only 2.5% or \$6,296 in State funds is appropriated for operational costs such as postage, printing, and binding. It is through fundraising and grant writing that the Center produces an operating budget of approximately \$35,000 per year. Of that money, \$7,296 immediately goes to pay for the salary of the Center's part-time Receptionist, leaving a little less than \$28,000 for programming, archival, exhibition, and other costs.

This proposal for a new museum and archive at Jackson State will drastically increase the operating needs of the Margaret Walker Center. In particular, the staffing will potentially double with the addition of a full-time assistant director, a full-time oral historian, a full-time education coordinator, a full-time grant writer, and a full-time receptionist. Depending on the salary levels, the E&G needs would be closer to \$500,000 annually for staffing, and the goal would be to see that money appropriated through state funds.

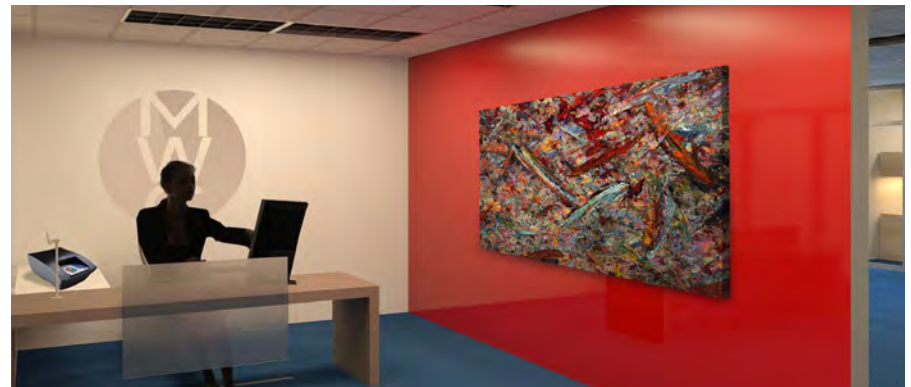
Obviously, the operational needs for programming would greatly increase as well. Depending on the size and scale of temporary exhibits and on the frequency and nature of community programming, the budget could swell dramatically. The good news is that Center's leadership under the past Director, Dr. Alferdteen Harrison, foresaw such a situation and worked to endow the Margaret Walker Center.

Today, the Center's Endowment stands at more than \$750,000 and continues to grow. The goal is to reach \$1 million and at that time begin to use 3.5-5% of the interest for additional operating costs. Initially that would be \$35,000-\$50,000 per year, but, as noted previously, the Endowment makes up approximately 7.5% of the Jackson State University Endowment. As it moves towards the ultimate goal of \$100 million in the next decade, the Center's share would be \$7.5 million. At 3.5%, that would bring the Center's potential operating budget to \$262,500 per year.

With those figures, the total management and operating estimates for the Margaret Walker Center over a five to ten year period would range from about \$550,000 to \$1 million, and all of that money could be provided through E&G and the Center's Endowment dollars. In addition traditional fundraising and grant writing would continue at the Margaret Walker Center and would significantly augment those funds.



Receptionist desk in the proposed Margaret Walker Center



Office in the proposed Margaret Walker Center

funding analysis

Executive Summary

The report that follows represents the case for support for a new museum and archive at Jackson State. It summarizes both the needs and the opportunities that present themselves at this time and that make it a perfect time for Jackson State University to build this facility. It also describes the potential philanthropic response to this project, the potential response from the Mississippi Legislature to funding requests, and the overall appeal for this proposed museum and archive.

Case for Support

Need for a new archive and museum at JSU:

I. The Margaret Walker Center's primary mission is to promote the "Study of the African-American Experience," particularly through its archival collections. Yet, the archives at Ayer Hall are limited, and, environmentally, the building's issues with temperature and humidity control are not sustainable for an archive. The fact that exposed water piping runs along the ceiling of the Center's manuscript vaults is a grave concern. Thus, environmental degradation in Ayer Hall threatens our historic collections. A 2006 appraisal put the value of the three largest collections then (Margaret Walker, Rod Paige, and Oral Histories) at \$635,302.75. The Center now houses approximately 40 manuscript collections and 2,000 oral histories. No suitable archival space exists on the JSU campus, even in the Library, to house the University's historic collections. These problems merit serious consideration, and only a new building with space designed for archival collections can remedy them.

II. The manuscript vaults on the 1st floor and the oral history vault on the 3rd floor are nearing their capacities. Ayer Hall has limited space to grow the Center's collections, and, as stated, there is no suitable archival space on campus for historic collections. When new collections become available today, JSU and Center staff cannot pursue certain collections because of their scope. The proposed facility would more than double the amount of archival storage on campus to nearly 10,000 square feet and provide the only environmentally secure storage.

III. Ayer Hall is not designed to be a museum. In fact, the only true exhibit space at all is on the 2nd floor and is limited by its shape, size, and structural columns that run through the middle of it. The other exhibit rooms are offices turned into exhibits, and the layout of the building lends itself to office workers, not museum visitors. A new building for the Center's archives should include significant museum space dedicated to significant exhibitions for the benefit of the entire Jackson State community.

IV. Ayer Hall and the central part of the Jackson State campus are not accessible to the public. There is limited parking, and numerous visitors have informed the staff that they have gone home from frustration of trying to find the building.



Storage area and archive at the August Wilson Center in Pittsburgh.



Storage area and archive at the August Wilson Center in Pittsburgh.



Storage area and archive at the August Wilson Center in Pittsburgh.

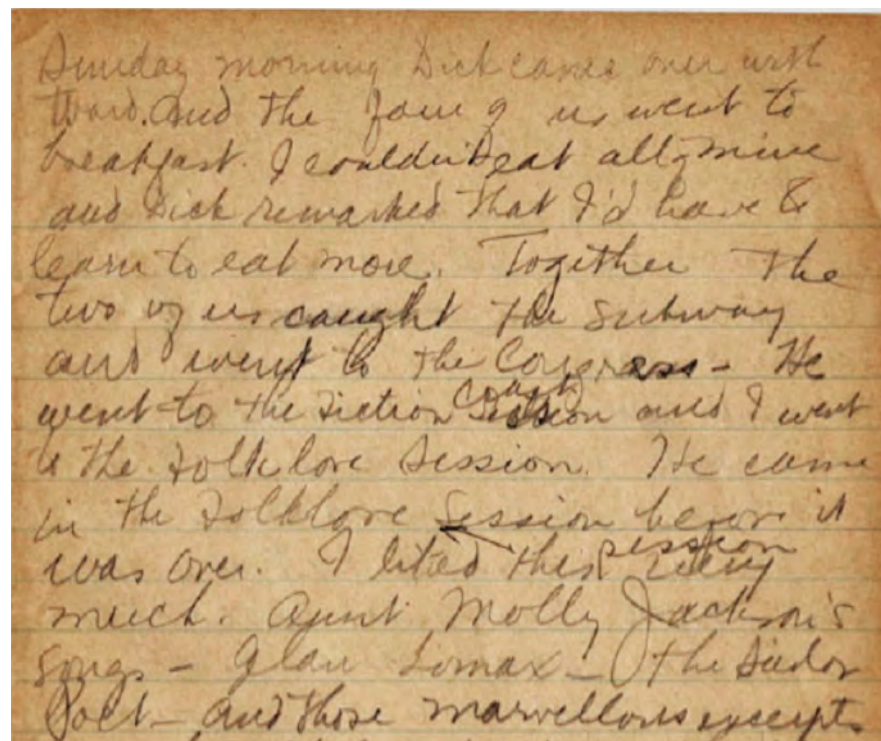
The JSU police department is trying to limit unauthorized access to campus, but that model does not work for a museum and archive open to the public. For our elderly and handicapped visitors, Ayer Hall does not meet the standards of the Americans with Disabilities Act. This must be remedied, and a new building, located off the main campus but on the Lynch Street corridor near a parking lot/garage, would solve the problem.

Opportunities for a new archive and museum at JSU:

I. The proposal for a new archive and museum would be a natural fit for JSU's plans to develop the Lynch Street corridor and the Metro Parkway. It would instantly bring a significant audience to the area who would patronize the other museums, civil rights sites, and businesses. These types of cultural institutions have found a burgeoning tourist market, and, from the Kresge and Ford Foundations to the Hewlett and Mellon Foundations, philanthropic organizations have taken notice. We believe there is a particularly strong opportunity to reach out to these organizations for support, especially in Mississippi, for the type of work that the Margaret Walker Center is proposing to do.

II. The Center and its new location would tie nicely into the development and renewal of Downtown Jackson with the Convention Center Complex, the Standard Life Building, the Hotel King Edward, the Iron Horse Grill, and the Farish Street Entertainment District, the Center would be a logical addition that could capitalize on the audiences visiting these entities. From the report of the Jackson Convention and Visitors Bureau in Appendix E, it is easy to see that these kinds of cultural organizations can have a major impact on the economy of the surrounding community and of the City of Jackson.

III. The Margaret Walker Centennial is in 2015. The Center has started to develop a strategic plan that will lead to a year-long celebration of her 100th birthday, including the establishment of a National Council. This National Council is comprised of people with both influence and affluence on a national-scale who were impacted either directly by Margaret Walker herself or indirectly through her works. The National Council is charged with promoting the Centennial, reasserting Margaret Walker and her works into the American public consciousness, and raising significant funds for the Center. It is also a logical source to tap for the new building through a major fundraising effort that could be called the *This Is My Century Capital Campaign*. The title is a double entendre that recognizes *This Is My Century*, Margaret Walker's collection of poetry published by the University of Georgia Press, and, obviously, the upcoming Centennial of her birth. The truth is that Jackson State has never fully capitalized upon the legacy of Margaret Walker. She deserves to be lifted into the national consciousness, and Jackson State and the Margaret Walker Center can only benefit from that happening.



Journal 15: Written in 1939. Walker recalls travelling to New York, meeting Ralph Ellison, being friends with Langston Hughes, and developing a relationship with Richard Wright.

V. JSU should have an Africana Studies Department. Margaret Walker was at the forefront of the Black Studies movement when she hosted some of the first national, academic conferences on the subject and founded the Institute for the Study of the History, Life, and Culture of Black People in 1968. As a premier HBCU, JSU should make it a priority to resurrect plans previously proposed to establish an Africana Studies Department. That Department should reside in Ayer Hall and occupy the offices of the Center's staff when they move to the new facility.

VI. Signs point to a rebounding economy, and JSU is poised to capitalize upon it through the growth of campus and its student body as well as by the development of the Lynch Street corridor and the Dr. Robert Smith Parkway. JSU and the Margaret Walker Center will be in a position to raise significant public and private funds as they become more readily available and to benefit JSU and the local community through increased tourism and traffic. While the state legislature with its current tenor is unlikely to

support such a large building project, it should be emphasized to legislators that such an endeavor has the potential to ensure the priceless historical collections at JSU and to grow the economic viability of Downtown Jackson and the community surrounding Jackson State. Similarly, although the current political atmosphere has negated federal earmarks, the Congressional delegation from Mississippi should be apprised of this project and the importance of it not only to Jackson State but for the State of Mississippi.

Overall, the moment is ripe for Jackson State to embark upon this proposed archive and museum. There is a clear need for an archive to preserve all historic collections on the campus, and there is an opportunity to bring more visitors, researchers, students, community members, tourists, and other groups to campus just to visit and utilize this new facility. The University has a product to sell in the academic and artistic legacy of Margaret Walker and this proposed Margaret Walker Center. Its success can only contribute to the overall mission of the University, especially as it has been described by the Presidential Administration of Dr. Carolyn Meyers. This project in every way reflects her desire for “One Jackson State.”



implementation schedule

Timeline

1 to 6 months (2013)

- Garner commitment of Dr. Carolyn Meyers, President of Jackson State University, and her Executive Cabinet to the project.
- Establish an Organization to work with the Margaret Walker Center's Staff, Advisory Board, and National Council to implement the project.
- Continue concept and program planning with commission of further sketches for building and exhibit design.
- Research prospective corporate, foundation, and public grant opportunities.
- Solicit donors to support 18 month implementation costs.
- Develop fundraising materials.
- Meet with potential donors identified through Jackson State University's Office of Institutional Advancement and through existing contacts.

6 to 12 months (2014)

- Continue and expand fundraising through the Office of Institutional Advancement.
- Hire a full-time receptionist for the Margaret Walker Center.
- Develop capital campaign strategy.
- Develop additional fundraising materials.
- Cultivate and solicit likely donors and sponsors, securing lead gifts.
- Conduct fundraising events.

12 to 24 months (2014-2015)

- Select and hire an exhibit design team.
- Finalize building and exhibit design as commitments are secured and funds become available.
- Announce and commence capital fundraising campaign.
- Conduct fundraising events.
- Hire additional staff as funds become available.

24 to 42 Months (2015-2017)

- Prepare construction documents.
- Begin building construction.
- Begin Exhibit planning and construction.
- Hire key staff.

42-48 Months (2017-2018)

- Finalize construction and exhibit fabrication.
- Open

appendices

APPENDIX A: Summary of Community and Shareholder Surveys

<http://www.surveymonkey.com/s/FMGJHCH>

www.jsums.edu/margaretwalkercenter/projects/Questionnaire.pdf

Town Hall Meeting and Online Summary Comments

Primary reasons for visiting the Margaret Walker Center:

- Research
- Cultural activities
- Learning about Margaret Walker and her legacy
- Educational programs related to the community
- Learning about art
- Learning about history
- Curiosity about the Center's archival collections

Proposed uses for a new archive and museum at Jackson State:

- Increased access to public space
- Public art galleries
- Community classrooms
- Interactive museum elements
- Research rooms
- Public theatres
- Live music venue
- Learning labs for students
- Bookstore
- Reception hall or auditorium

Possible community programs for a new archive and museum:

- Community and youth engagement activities
- Elementary, middle, and high school programs
- Writing workshops
- Music workshops and programs especially on the Blues
- Poetry workshops/poetry club
- Social history research programs
- Free public educational panels
- Discussions and instruction about African-American history and culture
- Programs about Margaret Walker, her legacy, and the Margaret Walker Center
- World-class art and museum exhibitions
- Family friendly events for children and adults alike
- Space for community activities
- Work space for visiting and community artists
- Exhibit space for visiting and community artists
- Areas or programs that engage youth
- Interactive learning programs.
- Outreach to school libraries

Potential frequency of visits to the new Center:

- Daily: 0%
- Weekly: 19%
- Monthly: 66% (primarily based on scheduled events and/or exhibitions)
- Yearly: 15%

Number of local cultural institutions visited in the past year:

Art Museum = 81%

Sports Hall of Fame = 81%

COFO = 73%

Old Capitol = 54%

Smith Robertson = 42% Children's Museum = 35%

(NOTE: One of the community meetings was held in the COFO Building.)

Average = 3.69 local cultural institutions in the past year

APPENDIX B: NEH Digital Access for Margaret Walker Archives

www.jsums.edu/margaretwalkercenter/digital

About the Digital Collection

Funded by the Ford Foundation and the National Endowment for the Humanities, this project included twenty-three staff members and grant consultants. It resulted in the scanning of more than 130 of Margaret Walker's personal journals, dating from the 1930s to the 1990s and totaling more than 12,000 handwritten pages. Those journals constitute just 10% of the Margaret Walker Papers. Another 40% of the collection, totaling 35,000 images, has also been digitized and made available online.

Benefit to Educators

Integrating technology is key to augmenting 21st Century classrooms. For educators looking for guidance in how best to use the digital resources from the online Personal Papers archive in their classrooms, the Margaret Walker Center website includes a section for teachers, which is located at www.jsums.edu/margaretwalkercenter/digital/educators.shtml. It includes lesson plans, reading and writing prompts, suggestions on how to best use primary sources in a secondary classroom, and a discussion board. Two current high school teachers, Vija L. Lee of Jackson and Maurine Philpot of Hattiesburg, Mississippi, developed these tools.

Benefit to Researchers

At the heart of the Margaret Walker Center's mission is the preservation of materials related to the history and culture of African Americans. Margaret Walker's Personal Papers represent her academic and artistic legacies as a scholar, author, teacher, and activist. With classic works such as her poem *For My People* and the neo-slave narrative *Jubilee*, based on the memories of her maternal grandmother, Walker was a tangible connection between the diverse group of artists who comprised the Harlem Renaissance and modern black writers such as Toni Morrison, Nikki Giovanni, Sonia Sanchez, and James Baldwin.

At Jackson State, Margaret Walker was a long-time faculty member in the English Department, and, in 1968, she founded the Institute for the Study of the History, Life, and Culture of Black People—a museum and archive at JSU that today bears her name: the Margaret Walker Center for the Study of the African-American Experience.

Project Components

Scanning Equipment

The Center purchased three Epson Expression 10,000XL flat-bed scanners, an Epson Perfection V700 Photo flat-bed scanner, four 1 terabyte external hard drives, a high-end multimedia computer, and three Dell Latitude laptop computers. The equipment was used to scan the digitized journals. Center staff used Adobe Photoshop image editing software to create high resolution preservation and web accessible digital files.

Digitization & Storage

Angela D. Stewart, MA, the Margaret Walker Center archivist, spear-headed the work on the Margaret Walker Personal Papers Digital Archives Project. She was responsible for training all personnel in archival standards and the use of CONTENTdm, including consultants and graduate assistants who worked on the grant.

On a daily basis, Stewart oversaw the scanning and uploading of digital images and metadata related to Margaret Walker's journals and managed the workloads of the graduate assistants who worked on the project.

Working in collaboration, Dr. Alisa Mosley, Director of Jackson State University's Center for University Scholars, provided funding for ten graduate assistants. Umesh Reddy Remata and the JSU Office of Computing and Communications provided technical support for the scanning and uploading of materials to the storage server and for the creation of the Digital Archives Project website. KLV-Webwork consulted on the design of the website.

Collection Management and Access

Digitized journals are managed by Margaret Walker Center staff using CONTENTdm—digital collection management software. Educators, students, and the general public may access the journals online using a website browser such as Firefox. The digital collection is maintained on a server that is housed on the campus of Jackson State University. Users may search all the contents of the journals in the CONTENTdm database.

Implications

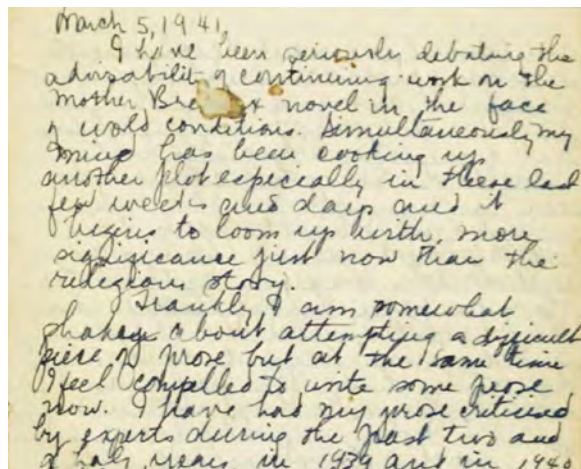
This project opens the door to the treasures of Historically Black Colleges and Universities, fostering the research and teaching of scholars specializing in English Literature, African-American Studies, the American South, American Democracy, cultural pluralism and other related disciplines. By increasing national and international access to the Margaret Walker Personal Papers and the archives of the Margaret Walker Center, the digital collection will promote research and scholarship on the African-American experience.

Evaluation and Assessment

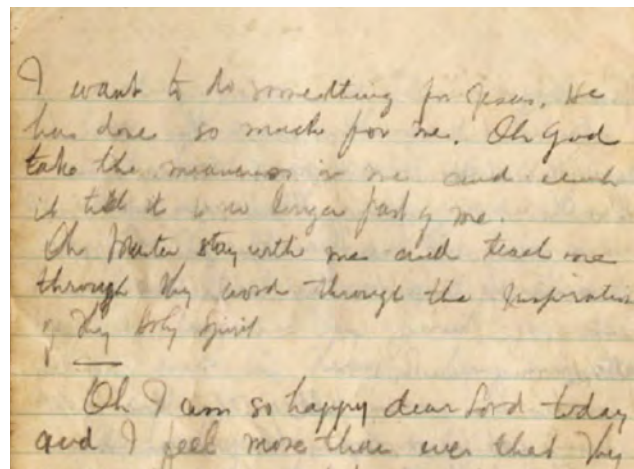
The Margaret Walker Center will evaluate the impact of the project using at least four means: 1). Measuring the amount of traffic on the Digital Archives Project website and on CONTENTdm; 2). Tracking the number of scholarly references to the online collection of the Margaret Walker Personal Papers in peer-reviewed articles and books; 3). Using an online evaluation form that can be submitted for feedback; 4). And monitoring the online discussion board for feedback and suggestions.

Conclusions

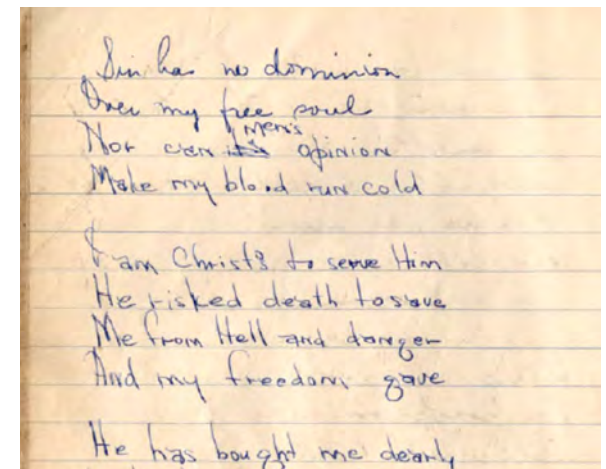
The results of these two major grants starting in 2008—one from the Ford Foundation and the other from the National Endowment for the Humanities—are unequalled, particularly for an archive at a historically black college or university. Now, with this feasibility study and proposed new facility for the Margaret Walker Center, the long-term sustainability of the original paper-based collections and their digital copies can be guaranteed in perpetuity.



Journal 19: In this journal from the Center's collections, Margaret Walker writes primarily about her experiences looking for a teaching job after recently receiving her MA in English from the University of Iowa. Her classic poem *For My People* was submitted as her Thesis.

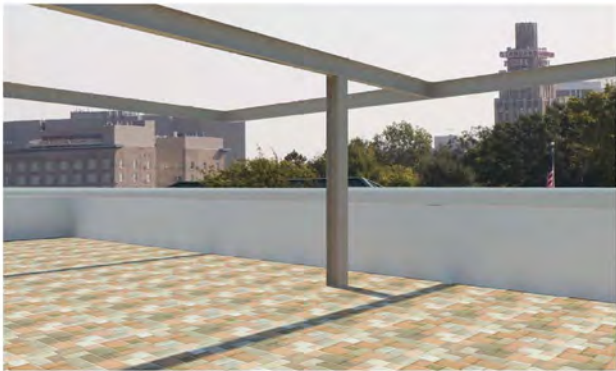
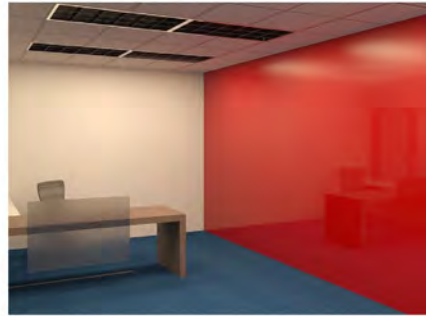
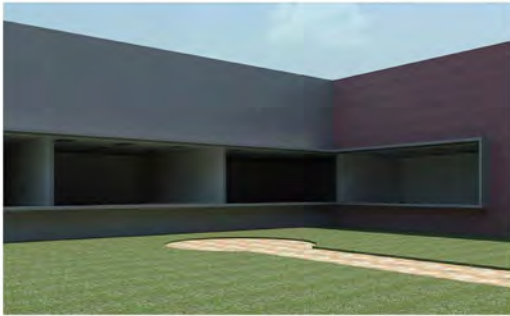


Journal 3: Written in 1934. Walker writes about praying, peace of mind, forgiveness, mercy, devotion to God, patience, grace, strength and gratitude for having God in her life. She also covers preparing for Communion Sunday, asking God's guidance and protection, being passionate about God, and recalling childhood memories and poetry.



Journal 5: Written from January to July 1935 and March to July 1936. Margaret reflects upon her life as a teen and looks to her future. This journal is a collection of her poetry and other poetry Margaret collected over time.

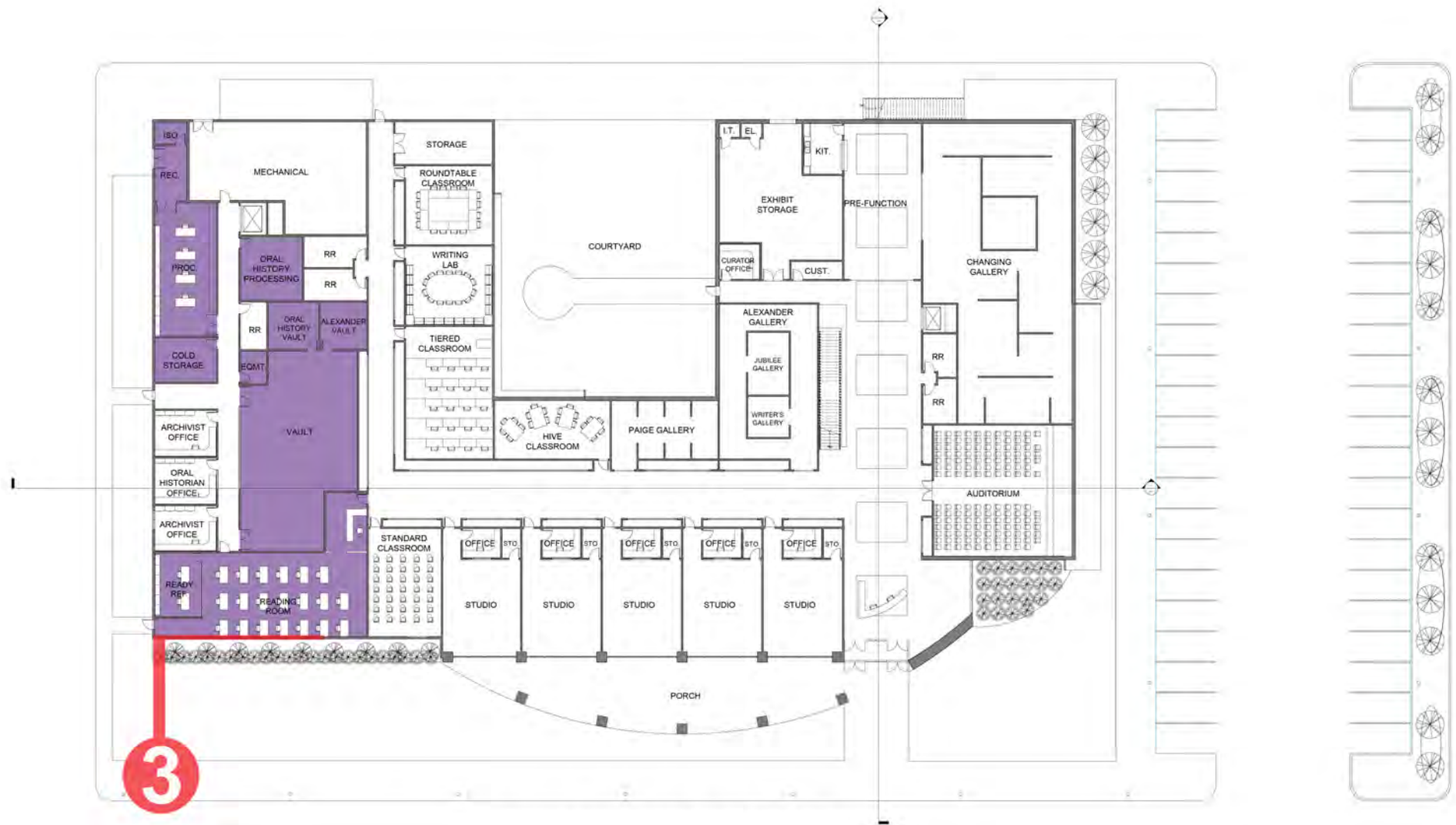
APPENDIX C: Renderings and Blueprints



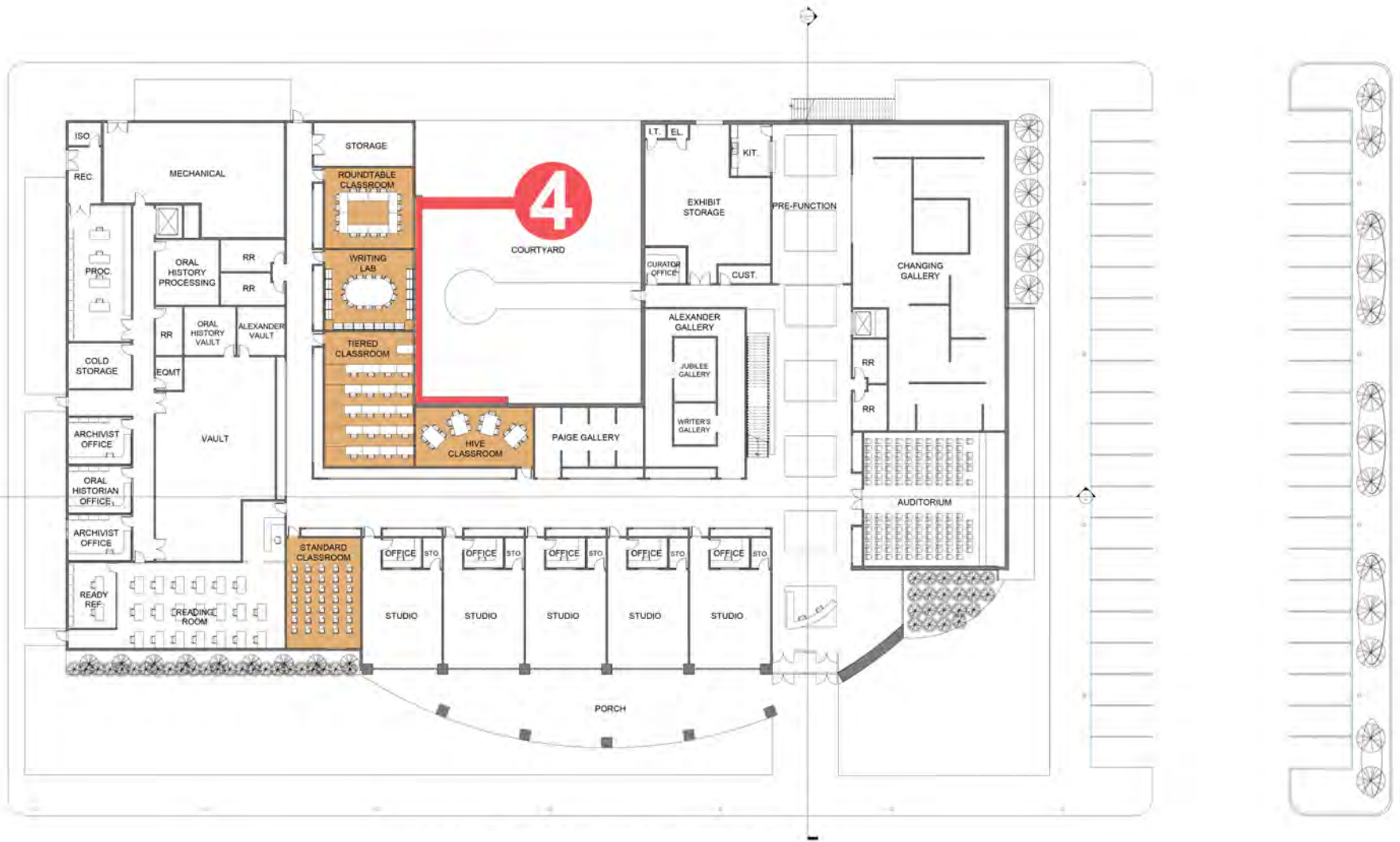




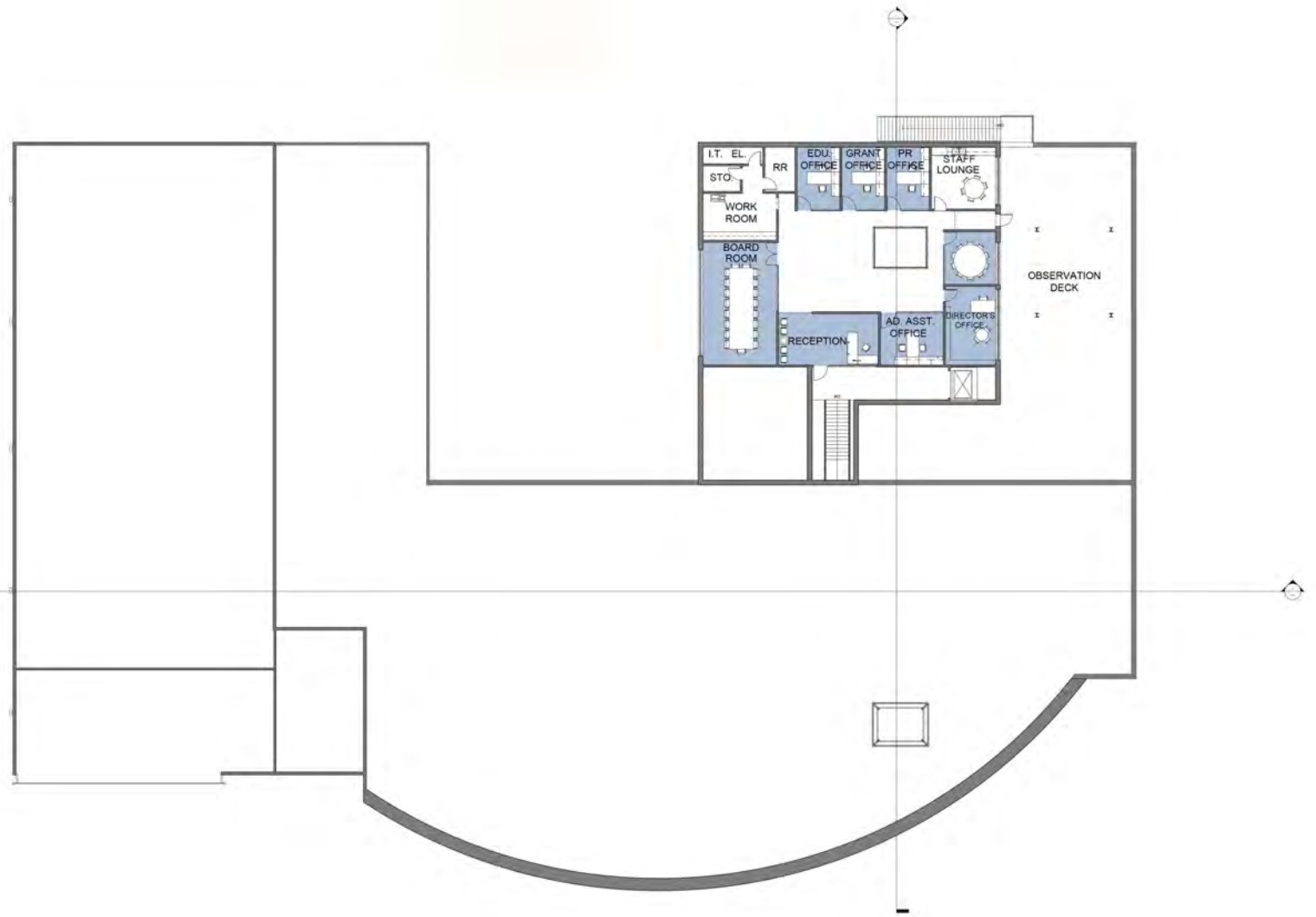
Gallery Space: 1st Floor



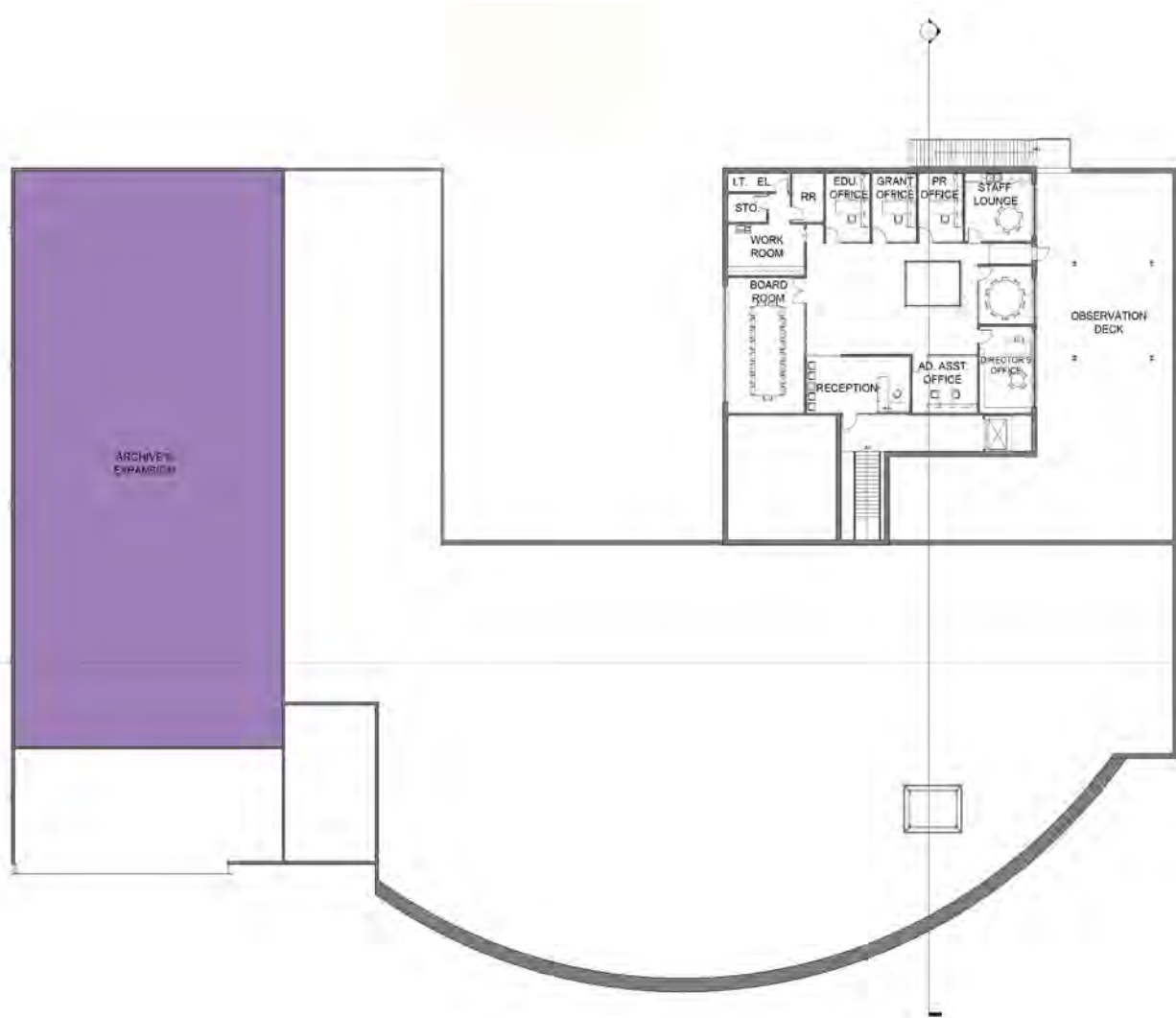
Archive and Vault Space: 1st Floor



Instructional Space: 1st Floor

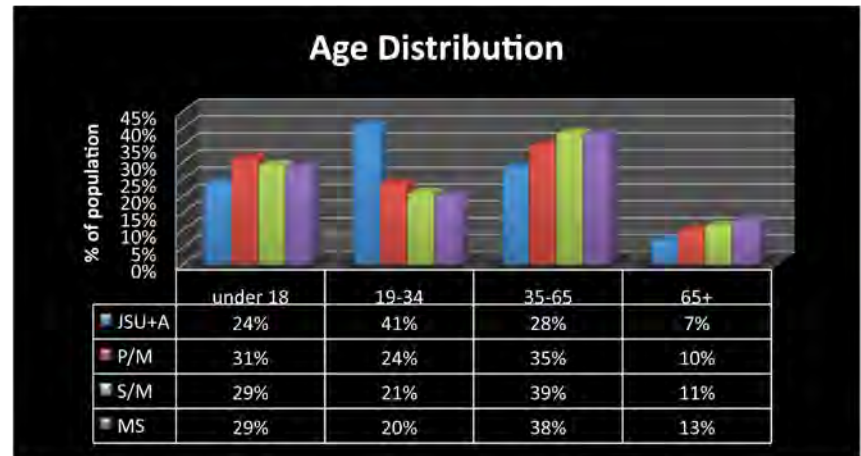
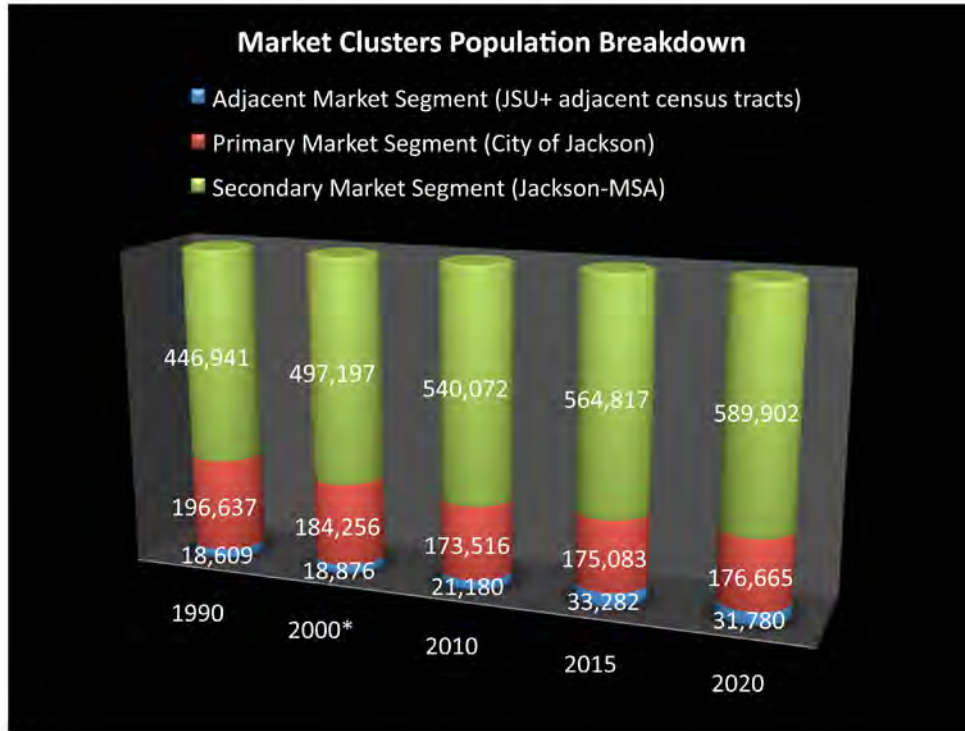


Office Space: 2nd Floor



Archive Space: 2nd Floor

APPENDIX D: Demographic Tables



APPENDIX E: Jackson Cultural Market Summary

Attractions/Museums 2011	Attend 11	\$ Impact 2011
Arts Center of Mississippi	25,000	\$ 2,170,000.00
International Museum of Muslim Cultures	3,200	\$ 277,760.00
Jackson Municipal Art Gallery	16,000	\$ 1,388,800.00
Manship House Museum	Closed	\$
Margaret Walker Alexander Center (JSU)	3,860	\$ 335,048.00
MS Agriculture & Forestry Museum	155,376	\$ 13,486,637.00
MS Children's Museum	225,000	\$ 19,530,000.00
MS Museum of Art	55,903	\$ 4,852,380.00
MS Museum of Natural Science	130,472	\$ 11,324,970.00
MS Sports Hall of Fame	28,496	\$ 2,473,453.00
Old Capitol Museum	26,827	\$ 2,328,584.00
Russell C. Davis Planetarium	31,626	\$ 2,745,137.00
Smith Robertson Museum	6,984	\$ 606,211.00
State Capitol	7,700	\$ 668,360.00
The Oaks House Museum	672	\$ 58,330.00
William F. Winter Archives Bldg	7,800	\$ 677,040.00
Ballet Magnificat	5,246	\$ 455,353.00
Ballet MS	10,000	\$ 868,000.00



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