

Darcy-Tell Morales

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Learning, Community Engagement, and Youth Development Executive

Fractional leadership and consulting for cultural institutions and youth-serving nonprofits

Former Chief of Learning and Community Engagement, Museum of Fine Arts, Boston. Senior leadership roles at the Metropolitan Museum of Art, the YWCA of the City of New York, and the Harlem Educational Activities Fund. Harvard EdM. 20+ years of experience in nonprofits.

How I can help

I work with organizations to turn their mission into programs people actually show up for, and build real pathways for the young people and the communities they serve. I work with:

- Museums, arts centers, and cultural organizations
- Youth-serving, education, and workforce nonprofits
- Funders and partners supporting youth and community programs

What I offer

1. **Program and Audience Strategy Review** (4-8 weeks) An honest look at what is working, what is not, and where to grow. I use audience data, evaluation, and staff and community input to recommend what to keep, change, or launch, and I deliver a roadmap your board and team can act on.
2. **New Program, Space, or Initiative Launch** (3-6 months) Hands-on leadership from concept to opening day, including goals, budget, cross-functional teams, partners, and a plan for ongoing operations.
3. **Youth and Teen Pathways Design** Program models, partnerships, and internship and career pathways for teens and young adults, including youth who are not on a traditional college track. Built with participant voice at the center.
4. **Team and Leadership Development** Build the structures, management practices, and shared direction that help multi-service teams thrive.

Ways to work together

- **Project-based:** a defined scope, timeline, and deliverable
- **Advisory:** ongoing strategic guidance for your executive team or board
- **Fractional:** an embedded, part-time executive (such as Chief Program, Learning, or Community Engagement Officer) for organizations that need senior leadership without a full-time hire

Track record

- **203,000+** audience reached in FY25 at the MFA, about 20% of total museum audience, through 2,736 programs and engagements
- **\$5M+** operating budget, **\$2M+** earned revenue, and a team of **60+** staff led
- **100,000+** visitors in the first six months of the Met's 81st Street Studio, launched from concept through opening
- **50+** youth organizations engaged for single night events, reaching about 3,000 teens per event iteration
- **600+** high school girls served annually through the YWCA girls initiatives portfolio

Let's talk!

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