



Inspire! Grants for Small Museums

Sample Application IGSM-256184-OMS-24
Project Category: Lifelong Learning
Project Type: Large Project (\$25,001-\$75,000)

Museum of Craft and Design

Amount awarded by IMLS:	\$75,000
Amount of cost share:	\$329,050

The Museum of Craft and Design will create a traveling textile exhibition “RugLife” and accompanying educational programming. The exhibit will explore the history of rugmaking, and feature works by 14 contemporary artists from nine countries. Staff will commission three tactile pieces and an audio tour to accompany the exhibit. Building upon two previous IMLS projects, the museum will offer its signature MakeArt programming to include eight multilingual projects, over 100 hands-on programs, and over 4,000 free MakeArt Kits. The museum will also create a replicable model of its MakeArt programming to share with participating museums. The exhibit and hands-on art experiences will engage Bay Area residents of diverse backgrounds, income levels, and abilities while encouraging creativity and connection.

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion
- Performance Measurement Plan

When preparing an application for the next deadline, be sure to follow the instructions in the most recent Notice of Funding Opportunity for the grant program to which you are applying.

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SUMMARY: The Museum of Craft and Design (MCD) requests \$75,000 in support of *RugLife* + MCD MakeArt Ambassador. *RugLife*, the first textile exhibition of its scope to be presented on the west coast of the United States, will profile the work of 14 contemporary artists using the humble rug as a medium for exploration of issues that define our culture. Accompanying *RugLife* will be the development and presentation of inclusive MakeArt educational programming developed for on-site visitors and off-site audiences at libraries, schools, and other community settings. *RugLife* will be presented at MCD 12/13/24 - 4/14/25 and will travel to the Weatherspoon Museum of Art, the Weisman Museum of Art, and the Pratt Manhattan Gallery through Spring 2026. An IMLS grant will also support the development of a curriculum, framework, and evaluation plan for the museum's signature MakeArt programming for use at the museums presenting *RugLife* following its presentation at MCD. This program, **MCD MakeArt Ambassador**, will serve as a replicable model for engaging with local artists and providing inclusive access to creativity for a diverse audience.

BACKGROUND: This grant project will build on the work of two prior IMLS Inspire! grants in support of its MakeArt Program. The museum's 2021-22 Inspire! grant, "MCD Mobile MakeArt Kit Distribution," helped take the MCD Mobile MakeArt pilot, launched during the COVID-19 pandemic, and solidify it into a permanent, core program at the museum, serving thousands of children and families a year through the wide distribution of multilingual, hands-on MakeArt Kits and the presentation of MakeArt Activations (in-person activities) in partnership with community organizations such as Title 1 schools, libraries, parks, and more. The 2023-24 Inspire! grant (ongoing), "MakeArt Accessible," is expanding the reach of MakeArt by increasing access for individuals with disabilities, both on-site and in the community, through the development of Audio and Touch Tours, the commissioning of touchable haptic works and accessible MakeArt projects, staff training, after-hours events exclusively for the blind and vision impaired community, and the development of an Accessibility Roadmap for the museum under the guidance of a disability consultant and Disability community partners. A 2024-25 Inspire! grant will take the innovative and inclusive MCD approach to exhibitions and programming beyond the San Francisco Bay Area. Through the vehicle of the *RugLife* exhibition, **MCD MakeArt Ambassador** will provide a measurable methodology for other museums to work with local artists and provide engaging experiences for diverse audiences with varying abilities to connect more deeply with museum exhibitions.

PROJECT JUSTIFICATION Audience Need: The development and presentation of the *RugLife* exhibition and related programming will have a positive impact on the museum's annual audience. Not only is this the museum's first exhibition centered on the rug, *RugLife* will be one of the first of its scope to be shown in the United States. In fact, two widely circulated art magazines, *Selvedge* and *Cover*, are each dedicating an entire issue to *RugLife*, profiling the artists, curators, and works included in the exhibition. In contrast to the majority of contemporary rug exhibitions which typically highlight a solo artist or rugs from one particular culture or region, the guest curator, c²-curatorsquared, has selected a diverse roster of artists and designers from throughout the United States, Western Europe, Eastern Europe, the Middle East, and Asia working across a variety of media including yarn, cardboard, repurposed carpet, even hair combs. With a focus on the rich history of rug making, which varies incredibly from region to region, *RugLife* will examine this decorative object turned art object in its contemporary form, as it is manipulated, reinterpreted, and even made new, exploring timely and important themes such as religion, technology, environment, justice, identity, and housing. For example, African American artist Sonya Clark presents a piece from her "*The Comb Series*." Made from black plastic combs, Clark's rugs evoke questions about the legacy of hair culture, race politics, and antiquated notions of "good hair" and "bad hair." [Supportingdoc1] Additionally, the use of the rug, a recognizable object of daily use across cultures and social stratifications, leverages a familiar object and levels the playing field to help all audiences (from children to adults, from casual museum visitors to devotees of art and culture) gain a deep appreciation for the artists' process, central to the museum's mission and values. The rug is also an incredibly approachable lens through which to develop hands-on MakeArt programming, key to the museum's vision to make creativity accessible to everyone. MCD MakeArt programming responds to an ongoing, persistent need for creativity in our communities, an essential component of health and well-being. This is of particular importance to the thousands of school-age children MCD reaches annually, as the decline of school-based art programming (Engebretsen, 2013), which has only been exacerbated by COVID-19, continues to be felt, particularly in disadvantaged communities. For the past three years MCD has been partnering with libraries, community organizations, and Title 1 elementary and middle schools in San Francisco to provide free, multilingual MakeArt Kits and Activations. [Supportingdoc2] The work is fulfilling an important need as many local schools do not have dedicated art teachers on staff. Shared the school librarian at a Title 1 Bret Harte Elementary School, "*We don't have a visual arts teacher at our school, so it is up to classroom teachers to bring visual art to their classrooms and not all*

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teachers have the time or skill to teach visual art in the classroom.” [Supportingdoc3, pages 3-4] Ample research supports the vital impact that participation in the arts has on children: early and ongoing exposure to the arts can lead to improved academics such as literacy and essential skills including persistence, collaboration, creative thinking, motivation, problem solving, and confidence. (Kisida & Bowen, 2019; Catterall, Hampden-Thompson, & Dumais, 2012). For adults, participation in the arts can lead to increases in self-esteem, psychological health, and social engagement (Moss et al., 2016). The NEA’s report on its 2017 Survey of Public Participation in the Arts (Carter, 2019) reinforces how vital these experiences are: participation in the arts satisfies a desire to feel creative, connect with others, and learn/experience something new. The arts are also known to combat stress and trauma, enhancing positive emotions, building social connections, and supporting nonverbal communication.

MCD MakeArt reaches a multigenerational and diverse audience. Free MakeArt Kits are broadly distributed (over 10,000 in 2022; 7,272 in 2023 to date) and MakeArt Activations are presented at the museum and for free in community locations throughout San Francisco (reaching over 28,000 participants in 2022; over 44,000 in 2023 to date), with distribution events and partnerships focusing on disadvantaged San Francisco neighborhoods including Bayview-Hunters Point and the Tenderloin where median household income for participants is well below the state and city-wide averages. [Supportingdoc4] Surveys results are consistently strong: last year 97% of participants felt MakeArt helped them be creative, 95% agreed it helped them connect with someone else, 91% felt that MakeArt helped them learn something new about craft and design, and 94% would seek out another MakeArt event/project; 100% of community partner staff strongly agreed MakeArt is very beneficial to the population with whom they work. Staff from the IRC Afghan Coalition of Fremont shared: *“We work with a highly traumatized group of young kids who have high levels of anxiety and depression because of their migration circumstances. Art is such a powerful therapeutic tool to restore a child's sense of self confidence, inner peace, and creativity! Our program aims to support the academic, professional and socio-emotional development of refugee/asylee youth. MakeArt provides a chance for these kids to relax, have fun and connect with kids with similar backgrounds.”* In addition to making creativity accessible to a socio-economically and culturally diverse audience, this project responds to a call for increased access for people with disabilities. For people with disabilities, a typical visit to a museum has the potential to make them feel excluded. For instance, the traditional museum experience of objects behind glass does not offer much to a person who is blind or partially-sighted. In the United States experts estimate more than 21 million people experience vision problems, and these numbers are expected to grow (Saaddine, Narayan, & Vinicor, 2003). According to the National Institutes of Health, 48 million Americans (~20%) have hearing loss in at least one ear (Lin, Niparko, Ferrucci, 2011). Creating an accessible museum experience is essential for all individuals, including people with disabilities, to enjoy and benefit from a museum visit or participate in MakeArt programming. Due to the tactile nature of the exhibited works, *RugLife* will provide a wonderful opportunity to build on this work and create rich programming for visitors and participants with disabilities. Textiles are commonly utilized by arts organizations serving individuals with developmental disabilities and vision impairments. In 2021, with NEA funding, MCD partnered with San Francisco-based Creativity Explored, a nationally recognized leader in the field of art and disability, to develop and present *Mode Brut*, a textile exhibition and fashion runway featuring the works of adult artists with developmental disabilities and San Francisco-based artist groups and fashion houses. Rug making techniques like hook rugs are satisfyingly repetitive. A MakeArt Kit from the 2023 exhibition *Fight and Flight: Crafting a Bay Area Life*, “Crochet Jam,” invites participants to use fabric and unconventional materials to “finger crochet” personal and communal works inspired by Ramekon O’Arwister’s piece *Mending #37*. This project was well-received during an MCD Access After Hours event for the blind/vision impaired [Supportingdoc5]; O’Arwister is a regularly contributing artist for MakeArt programming.

Artist Need: *RugLife* will provide honoraria and a platform for a distinctive group of fourteen exhibition artists and ~eight additional local artists who will be hired to co-author MakeArt curriculum and present programming; a majority of these artists come from backgrounds typically underrepresented in museum exhibitions- BIPOC, female, and individuals with disabilities. San Francisco has become an increasingly expensive city for artists to be able to make a living, and this only increased in the era of COVID-19. In fact, this challenge was the focus of a 2023, NEA-funded MCD original exhibition, *Fight and Flight: Crafting a Bay Area Life*, which featured local African American, Latinx, LGBTQIA+, and AAPI artists and encouraged critical thinking about equity and representation in the arts. In addition to the 23 artists exhibited, MCD hired 6 local artists to co-author its MakeArt Activations/Kits and present programming. Artists were surveyed about the impact of their participation and 86% reported an increase in exposure and/or new opportunities. One artist’s work was

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invited to show at the Euphat Museum at de Anza College after the curator visited MCD. Shared an artist, “*I was grateful to receive positive feedback and even some press publicity about my work in the show.*” [Supportingdoc3, pages 1-2]

Organizational Need: *RugLife* presents an opportunity to formalize MCD’s MakeArt educational and community engagement approach into a replicable model for other museums. Thanks in part to two prior IMLS grants, the museum has significantly broadened its reach and impact over the years through the distribution of MCD MakeArt Kits, the presentation of MakeArt Activations on- and off-site, the hiring of local artists, and the nurturing of community partnerships with libraries, Title 1 schools, Disability organizations, nonprofit cultural institutions, and others. In the past year, MakeArt staff have begun to prototype a new arm of the MakeArt model- MCD MakeArt Ambassador. This program reaches new Bay Area audiences and serves ongoing, valued partners in a greater capacity. Community groups, schools, libraries, and cultural organizations are able to request free MakeArt Kits/Activations to present to their own communities. Options range from pre-assembled ready-to-go Kits; to pre-packed Activations with necessary materials, tools, signage, and instructions; to bulk supplies, inserts, and packaging for Kit assembly. MCD Programs staff ensure partners have everything needed to guarantee the high standard of quality that MakeArt is known for, including free passes to the museum and follow-up evaluations. MCD MakeArt Ambassador is increasing organizational capacity as the museum is able to reach more people without the need for MCD educators to be onsite, who are at capacity presenting over 160 in-person programs annually and growing. Already this year MCD has facilitated 19 MakeArt Ambassador events across San Francisco. *RugLife* is the first MCD original exhibition to travel to three+ institutions. MCD MakeArt Ambassador will increase the value of the Traveling Exhibition Package and raise the museum’s national profile, hopefully seeding increased borrowing of future exhibitions, an earned revenue stream for the museum.

Other Museums: *RugLife* will be presented at three additional museums across the US, with the potential of more venues being added to the tour. Confirmed venues include the Weatherspoon Museum of Art at the University of North Carolina Greensboro (5/24/24 - 8/9/25), the Weisman Museum of Art at the University of Minnesota in Minneapolis (10/3/25 - 1/4/26), and the Pratt Manhattan Gallery at the Pratt Institute in New York City (Feb-May 2026). [Supportingdoc6] While these museums welcome all audiences and host K-12 school tours, there is an opportunity for increased programming for children and hands-on engagement, particularly for a multi-age audience beyond university students. Further, these museums are not specifically focused on craft and design; MakeArt Ambassador programming will reach these museum’s audiences with ~eight, multilingual, craft and design focused projects designed with artists of diverse backgrounds and abilities. It will also equip them with tools to work with local artists and craft future inclusive, engaging programming.

Target Audience & Beneficiaries include ~27,000 multigenerational Bay Area residents of diverse backgrounds, income levels, and abilities who will visit *RugLife*, participate in MakeArt programs, or engage virtually with the exhibition via the webpage and Audio Tours (~6,500 gallery visitors and on-site MakeArt participants, ~14,500 participants of off-site MakeArt programming, ~6,000 virtual exhibition visitors). This includes a substantial percentage (83%, or ~22,500 individuals) attending the exhibition for free, participating in over 80 free, off-site programs, or engaging with the museum’s exhibition free virtual content. A diverse, international group of 14 artists will participate in the exhibition: the majority are female, BIPOC, and hail from Turkey, Bosnia, Kuwait, the Netherlands, Ukraine, Lebanon, Poland, Iran, and the United States, including an Indigenous Alaskan artist. The museum will also hire a diverse group of ~eight, majority BIPOC local artists to create and present programming, several with whom MCD regularly works. This project will target the audiences of the travel venues who will borrow *RugLife* and will receive the MCD MakeArt Ambassador programming and guides. The Weatherspoon Museum, where *RugLife* will travel to first during the one-year grant performance period, serves over 35,000 visitors annually, including UNCG students, faculty and staff; the Triad communities; and visitors from across the state, region, and nation; plus an additional 24,000 art history students.

IMLS Goal and Strategic Plan Alignment: This project supports Objective 1 of IMLS Inspire! Grants, building the capacity of the museum to develop and present cross-disciplinary learning experiences across audiences of diverse socio-economic/cultural backgrounds and abilities at MCD and other museums borrowing *RugLife*. This project also advances several pillars and goals of the museum’s strategic plan. The *RugLife* exhibition/programming and MCD MakeArt Ambassador, both groundbreaking endeavors for MCD, represent the innovation and experimentation outlined in the strategic plan, intended to maximize visitor and community engagement. By enhancing MCD’s Traveling Exhibition Program for *RugLife* to include MCD MakeArt Ambassador, a replicable, measurable, museum engagement model for use

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at other museums, the museum will grow its national presence and leverage a new opportunity to add a potential earned revenue stream. Lastly, this project advances action steps in the museum's Social Justice Blueprint, an addendum to the Strategic Plan, which drives the museum's work in advancing equity and includes action items such as promoting local, BIPOC artists, providing artist honoraria based on the W.A.G.E. (Working Artists in the Greater Economy) calculator, and expanding exhibitions to include more artists of color and those from the Disability community.

PROJECT WORK PLAN Beginning in September 2024, Curatorial staff will organize the shipping of works; Programs staff will commission the production of three haptic pieces for use in the museum and off-site and begin working with local artists to craft MakeArt curricula for use in Kits/Activations. Once projects are finalized, supplies will be purchased, instructions will be translated into Mandarin, Spanish, and Arabic, and Kits/Activation materials will be organized and packaged by groups of volunteers, overseen by Programs staff. In October Curatorial staff will finalize exhibition didactics, object labels, and other didactic materials, and begin exhibition design. In November *Selvedge* and *Cover* magazine publications will be produced and distributed to MCD, the materials list for installation will be finalized, and displays will be fabricated. In early December the exhibition will be installed and the exhibition will open on December 15, with professional exhibition photos on December 17 and the Audio Tour drafted by an outside consultant shortly after. In January 2025 Curatorial staff will arrange shipping logistics for the Weatherspoon Museum and construction of custom travel crates will begin. Also in January the Audio tour will be recorded and published online. Beginning in February 2024 Programs staff will begin drafting the MakeArt Ambassador materials, including an intake form for travel venues to input audience size/needs, program and audience evaluation tools, MakeArt Activation/Kit Instructions for use at travel venues, facilitation guides to record participant counts and observations, and event signage. The exhibition will run through April 21, 2025 with daily MakeArt activations presented in the MakeArt Gallery, over 4,000 Kits being distributed from the museum and out in the community, and over 105 MakeArt events presented throughout the exhibition: four Pay-What-You-Can Wednesdays, two free admission days, ~10 gallery tours, a Curator Walk-through, a Speaker Series event, two hands-on MakeArt Lab workshops, the museum's signature nightlife program MAKE, the museum's signature family event MakeArt Family Day, two free MakeArt Access After Hours events for the blind and vision impaired, ~30 free MakeArt Kit Distributions, ~40 free MakeArt Events presented at off-site locations with community partners, and ~12 MakeArt Ambassador events. Marketing/promotion of *RugLife* will occur ongoing through social media posts, the museum's website, enewsletter, and via partner networks. In April Programs staff will meet virtually with Weatherspoon Museum staff to review the intake form and provide guidance, and Weatherspoon will select projects for inclusion with the exhibition. In late April *RugLife* will be deinstalled, and the exhibition, along with the program materials/supplies, will be shipped to Weatherspoon for installation and presentation from 5/25/25-8/9/25. Programs staff will check-in virtually with Weatherspoon staff midway through the presentation, in early July. Evaluation of MCD's audience, community partners, and artists will take place throughout and at the close of *RugLife*. Evaluation of Weatherspoon's implementation and impact on its audience will take place in August and will inform tweaks to the model for inclusion in the package for Weisman in August. After the grant term, *RugLife* and the MCD MakeArt Ambassador model will continue to be shared, implemented, and evaluated at Weisman Museum and Pratt Manhattan Gallery.

Project Staff/Consultants/Partners: This project will be co-led by MCD's Curatorial Director Ariel Zaccheo and MCD's Programs Manager and Accessibility Coordinator, Marie Deininger. Zaccheo will work with the guest curators to design the exhibition space, manage shipping of artworks, oversee artwork installation and the development of the Audio Tour, conduct tours and other events, and oversee artist/visitor evaluation. Deininger will oversee all of the development and implementation of educational programming connected to the exhibition, including hiring and working with local artists to create MakeArt curriculum, nurturing relationships with organizational partners, overseeing volunteers to prepare and package materials and Kits, presenting events, conducting evaluation of artists, participants, and partners, and drafting the MakeArt Ambassador program materials. c²-curatorsquared, a curatorial partnership between Ginger Gregg Duggan and Judith Hoos Fox, will serve as guest curators. They will work closely with Zaccheo to select artists, visit studios, galleries and collectors, and make selections for the checklist. They will conceive, research, and write introductory wall text, supporting gallery texts, and object labels. Additionally, they will seek additional venues for the exhibition's tour, organize and contribute writing in the production of the two magazine publications, oversee and offer input on the installation of artworks, and participate in programming. MCD will contract with Cheryl Green of StoryMinders to develop an At-a-glance and Descriptive Audio Tour for the blind and vision impaired. [Supportingdoc7 for example of prior work]

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Project Resources: Resources required for this project include MCD staff time and grant funds to support a portion of: staffing costs; art materials and supplies; exhibition supplies, special displays, and fixtures; the production and shipping of magazine issues for the Museum Store; graphic and collateral; crating; the guest curator fee; artist honoraria; audio tour development; graphic design; photography/videography; shipping; translation; insurance; PR/marketing costs; and education program costs. This grant will also make use of teams of volunteers who will help package materials and assemble Kits. Lastly, MCD MakeArt Ambassador will leverage MCD's existing educational framework [Supportingdoc8], refined over the last decade, and the MakeArt Ambassador materials developed for use with MCD's partners [Supportingdoc9.]

Risks: One potential risk for the Travel Exhibition Program is that selected works on long-term loan from galleries may sell during the tour, resulting in the renegotiation of loans. Staff is mitigating this risk by working closely with the galleries on "laddered" loan forms that renew at each new venue. Another risk is potential loss during travel or wear and tear to works on loan due to multiple travel venues, which staff will mitigate through the construction of sturdy, custom travel crates as well as comprehensive condition reporting and installation instructions. Finally a risk in managing a Travel Exhibition are the shifting dynamics with the travel venues. Two venues have dropped out due to unforeseen circumstances, taking the number of travel sites down from five originally to three currently. This risk is mitigated by inserting language in the loan contract regarding cancellation clauses. For MCD MakeArt Ambassador, there is the risk that the MakeArt curriculum will not be relevant to the audiences at the travel venues. This risk will be mitigated by close communication between MCD Programs staff and travel venue staff. MCD already has a process in place to learn about the audience to be served by MakeArt Ambassador in order to develop/provide appropriate programming for partners and this approach will be used to gain insight about the needs of the audiences at travel venues. Another risk is inherent to launching any new program and ensuring that it is easy to understand/implement and adds value to the travel venues and their presentation of *RugLife*. Similarly, as this project will represent the MCD MakeArt approach and brand reaching farther out in the world without MCD directly overseeing implementation, it will be important to ensure that the integrity of the MakeArt projects and their relationship to *RugLife* are retained. Staff has built in time to gather feedback from the first travel venue and incorporate any updates as necessary for subsequent venues so that implementation is successful and reflects the mission, vision, and values of MCD and the learning goals for *RugLife*.

Evaluation: MCD will track visitation and deploy a survey to assess the reach, impact, and accessibility of *RugLife* for museum visitors. For MakeArt programming, staff will tally Kits distributed and the number of program participants. On a monthly basis staff will survey participants and organizational partners to gain insight into changes in knowledge and attitude and assess the accessibility of programming. Artists will be surveyed following collaboration to measure the impact of being on exhibition and/or working with MCD to create/present MakeArt programming. Regular departmental and museum wide meetings will keep grant activities on track. MCD will provide evaluation tools for travel venues and has built in checkpoints to ensure MCD MakeArt Ambassador is meeting organizational/audience needs.

PROJECT RESULTS The overarching goal of this project reflects the primary vision of MCD: to make creativity accessible to everyone. *RugLife*'s presentation at MCD and its related programming will reach a broad audience of over 27,000 individuals from across San Francisco, the majority of whom (83%) will participate for free. Through targeted partnerships in high needs neighborhoods and with disability advocacy organizations, *RugLife* and its programming will reach a racially and socio-economically diverse population and be inclusive of individuals of varying abilities. Beyond MCD's audience, ***RugLife* + MCD MakeArt Ambassador** will reach the audiences of travel venues, promoting access to creativity among their service populations. Specific to changes in attitude, knowledge and behavior, *RugLife* and its related programming will help audiences learn about the artists' processes, encourage contemplation of the themes represented, and inspire audiences to seek out other opportunities for hands-on art experiences in the future. This project will also provide a platform and raise awareness, as well as financial compensation, for ~22 diverse artists, and will enhance MCD's Traveling Exhibition Package, raising the museum's national profile, seeding potential borrowing of future exhibitions, and providing a replicable, measurable methodology for other museums to work with local artists and provide engaging experiences for diverse audiences to be creative and connect more deeply with museum exhibitions. This grant will invest in the development of several tangible products, including ~8 multilingual MakeArt projects, three haptic works, an Audio Tour, and the formalization of the MCD MakeArt Ambassador model, which will serve the museum far into the future.

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Schedule of Completion	Sept 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	June 2025	July 2025	Aug 2025
RugLife Exhibiton Development & Presentation @ MCD												
Organize shipping of works												
Finalize exhibition didactics, object labels, and other didactic materials												
Begin exhibition design												
Finalize materials list for installation; commission fabrication of displays												
Install/deinstall exhibition												
Exhibition open to public 12/15/24 - 04/21/25												
Professional exhibition photos take place; Audio Tour is drafted												
Record/publish Audio Tour												
Survey exhibition visitors												
Survey exhibition artists												
MakeArt Programming Development & Implementation @ MCD												
Commission three haptic pieces												
Select local artists and begin co-authoring MakeArt projects												
Purchase supplies early November												
Contract translation services												
Volunteers pack and prepare MakeArt materials late November												
Present daily MakeArt Activations in the gallery												
Distribute Kits from museum, offsite, and via MakeArt Ambassador partners												
Present MakeArt events												
Survey participants, partners and artists												
Marketing and PR for program												
MakeArt Ambassador Program Development & Implementation												
Programs staff begin drafting MakeArt Ambassador materials												
MCD Programs and Weatherspoon staff meet virtually; MakeArt projects are selected												
Volunteers pack and prepare MakeArt Ambassador materials												
Programs staff and Weatherspoon staff check-in virtually												
Survey Weatherspoon staff and collect survey data from Weatherspoon audience												
Update MakeArt Ambassador materials for Weisman Museum												
Traveling Exhibition Development & Presentation @ Weatherspoon Museum												
Arrange shipping logistics for the Weatherspoon Museum												
Construction of custom travel crates begins												
RugLife and MakeArt Ambassador materials shipped to Weatherspoon												
Exhibition open to public at Weatherspoon 05/24/25 - 08/09/25												

Performance Measurement Plan	
Effectiveness:	At the end of each month beginning in December 2024 when <i>RugLife</i> opens, using the visitor database and website analytics, Curatorial staff will compare the number of in-person and virtual exhibition visitors against the grant goals.
	At the end of each month beginning in January 2025, Curatorial staff will review the exhibition survey and user analytics for the website to track how many people utilized Audio Tours.
	At the end of each month, Programs staff will compare the tally of MakeArt participants and Kits distributed against the grant goals.
	At quarterly meetings with department heads, Curatorial staff will report on the progress of exhibition development, installation, presentation, and visitation at MCD, as well as the commissioning of the Audio Tour. Curatorial staff will also report on the progress of the development of the <i>RugLife</i> Traveling Exhibition Packages for the travel venues.
	At quarterly meetings with department heads, Programs staff will report on the number of MakeArt participants, projects developed, Kits distributed, and events held the prior quarter.
	At quarterly meetings with department heads, Programs staff will report on development of the haptic pieces for use on-site and off-site and the development of the MakeArt Ambassador materials for other museums.
	At quarterly meetings with department heads, the Marketing and Communications Director will report on promotion of <i>RugLife</i> and related programming.
Efficiency:	At quarterly meetings, the Business Manager will present a budget evaluation, ensuring grant expenditures are on track and commensurate with the anticipated audience served and percentage of completion of the project activities.
Quality:	On a monthly basis, the Marketing and Communications Director will distribute an email blast to ticket holders and members to encourage responses to the visitor survey, also accessed via QR code from the exhibition and on exhibition webpages. Surveys will assess progress against exhibition goals and gather qualitative data about the accessibility of the exhibition.
	On a monthly basis, Programs staff will collect survey data from MakeArt participants and organizational partners, assessing the impact of MakeArt programming against exhibition and MakeArt goals and gather qualitative data about the accessibility of the programming.
	Upon completion of a co-authored MakeArt project, Programs staff will collect survey data from artists assessing the quality and impact of their experience co-authoring MakeArt Kits with MCD against grant goals.
	At the close of <i>RugLife</i> , Curatorial staff will collect survey data from artists assessing the quality and impact of their experience on exhibition at MCD against grant goals.

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	<p>Midway through the presentation of <i>RugLife</i> at Weatherspoon, in early July, MCD Programs and Weatherspoon staff will meet virtually to check-in about implementation of MakeArt Ambassador .</p>
	<p>Throughout the presentation of <i>RugLife</i> at Weatherspoon, Programs staff will survey the Weatherspoon Museum about the facility of presenting/developing MakeArt Ambassador programming with their audience and make course corrections as necessary.</p>
	<p>In August 2025, MCD Programs staff will retrieve MakeArt Ambassador survey data collected from surveys deployed among Weatherspoon Museum’s audience.</p>
<p>Timeliness:</p>	<p>At quarterly meetings with MCD department heads, staff will review grant materials, including the grant budget, Performance Measurement Plan, Project Work Plan and Results from the application narrative, and the Schedule of Completion to ensure targets are being met and to provide any necessary course correction.</p>