

Design for Everyone: Increasing Access to Collections

1. Statement of Need

How does the project fulfill Museums for America goals to strengthen the ability of the museum to serve its public more effectively by supporting high priority activities that advance the institution's mission and strategic goal?

How does the project relate to the mission statement and strategic plan as outlined in the strategic plan summary?

While available statistics vary, most major museums display less than ten percent of their collections at any given time; this statistic is also true for the Goldstein Museum of Design (GMD). Visitors and researchers expect collection images and related information to be available electronically for items on display and in storage. The goal of this project is to amplify access to the collection through electronic images and information, directly supporting the GMD mission, to “Advance the understanding and appreciation of design through education, exhibition, research and preservation,” and providing a solid infrastructure for the 2006-2009 Strategic Plan plan’s access goal, to “Enhance awareness and use of the collection and exhibitions.”

This IMLS Museums for America funded project would expand upon the ongoing success of a major educational repositioning begun in 2003 with the launching of an initiative to enhance object-based learning and foster greater access to the collection. This initiative actively encouraged faculty, students and researchers to study the collection’s 26,200 objects. Usage statistics reveal a steady increase in collection study – approximately 20% annually over 5 years, with 223 class sessions and over 7,100 students served. With the implementation of a searchable, image-supporting database, a dramatic increase in access to the collection for the University, community, and national users is anticipated. This greatly-enhanced electronic access would increase educational use of the collection, stimulate research of collection objects, better support museum outreach programs, and mitigate the limitations of gallery space for collection exhibitions.

How will the project serve as an investment in institutional capacity?

Although use of collection objects for education and research has increased, access is limited by the interview process each researcher or faculty member must complete with GMD staff to learn what collection objects meet that person’s needs. Furthermore, GMD staff must interpret these needs and select objects for viewing, since for security and preservation reasons, non-staff is not allowed to “shelf-read” in storage areas. The multiplier effect of the proposed project on institutional capacity is incalculable, since theoretically anyone with computer access is a potential audience member. This increased capacity also would enable GMD to engage in expanded partnerships with researchers and educators to develop design curricula and computer-enabled tools using collection images as resources for learning and design. By enabling the user to search and discover the collection prior to walking through the doors they can ask informed and in-depth questions of the collection staff.

How did the institution arrive at its strategic plan, including planning process and participants in that process?

GMD’s most recent strategic plan was developed through a series of meetings, facilitated exercises, planning events and a retreat attended by staff, advisors, Friends of the Goldstein (Friends) board members, and interested parties the summer of the inaugural year of the College of Design (CDes) in 2006. Other input included a membership survey, informal interviews with colleagues, and information on comparable museums/galleries. Integration of GMD into the new college was identified as the most important issue. Other issues included: access, outreach, support, and advancement. After the retreat, the staff revised the mission statement and the director, with the collected input, wrote the Strategic Plan. It was approved by the CDes deans in 2006.

Who is the intended audience and how will the project serve this audience, including area demographics. How does this intended audience fit within the institutional strategic plan?

GMD is located on the Twin Cities campus of the University of Minnesota, with one of the largest student populations in the United States. As part of a land grant university, GMD draws its audiences from a campus of

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over 68,000 students, faculty, and staff. In addition, Minnesota is a design-vibrant state of approximately 4.9 million people, and the Twin Cities is a metropolitan community of 2.6 million people. This audience of students, faculty, researchers, and designers visits temporary exhibitions in the museum's gallery, but also has access (via the GMD research center) to the collection. Web access will increase knowledge of and use of the collection by scholars nationally and internationally, but the primary audience will be area residents who will research the collection online to identify objects to view in person. This will include faculty and students at a dozen Twin Cities-area colleges and universities in addition to the U of M, teachers at primary and secondary schools, and program providers who serve adult learners. In addition, potential donors will have access to images and information about collecting areas and recognize GMD as an appropriate site for both in-kind donations and monetary gifts. The major activities and objectives of the project fit squarely with GMD's core value related to audience service, to "...provide innovative and high quality service to students, visitors, scholars, donors, and volunteers."

2. Project Design

Project activities and overall goals

The goal of this project is to increase access to and expand the use of GMD's collection by making digital images and information about the collection available online for research and study by the University community and beyond and to serve as a source of inspiration and historical reference for designers and artists. The project will dramatically increase access to our collection by using technology to disseminate both visual and written information about collection objects. A successful project will transform the way our audiences, staff, and volunteers interface with the collection daily, improving the quality and efficiency of service as well as the quantity of users that can be served. The project has two main components:

A. Create digital images of the 26,200-object collection

The personal collection of Harriet and Vetta Goldstein, professors in the design department from 1910 to the late 1940s, formed the foundation for GMD. The 18,000 apparel objects include American and European clothing, shoes, and accessories from the eighteenth through twentieth centuries as well as clothing from Asia, Africa, Central America and the Middle East and European folk dress. The 6,000 flat textiles from around the world include bed covers, table covers, wall hangings, textile fragments, and samples and represent a wide variety of surface design, dyeing/printing, and weaving techniques. The 2,000 decorative arts objects include twentieth century European and American chairs, pottery, Ojibwe and Korean basketry, Scandinavian glass, and Chinese ceramics. Graphic design objects include 200 graphic design journals, including *Émigré*, *Fuse*, *Portfolio*, and others. Collection objects are included in GMD exhibitions, lent to other museums for exhibition, studied in the research center, and shown to college classes, community groups, and scholars.

Although the GMD collection has been catalogued with basic descriptive and structural metadata, it has never been adequately or systematically documented with images. This has limited the use and understanding of objects by faculty, students and even within the museum staff and has proven to be a significant barrier to the GMD's goal of promoting wider and deeper access to its collection. Until now, photography of collection objects has been driven by projects requiring publication-quality images, whether film-based or digital. Images generally are used for publicity or publication purposes for a specific exhibit, so the breadth of available images is narrow.

Because contracting by the hour with professional photographers to produce over 26,000 images would be cost-prohibitive, GMD will digitize the collection in-house and concentrate on creating high-resolution images of sufficient quality to be used both on the web and for print reproduction. We will purchase a digital camera to photograph the collection and estimate that it will take almost four years to complete the photography. We are applying to IMLS for phase one, or the first two years of this project.

In preparation for this project, GMD conducted a pilot project with the CDes staff photographer to produce digital

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images of about 300 objects in a variety of mediums. This pilot resulted in an understanding of the scope of the proposed project and assisted in identifying equipment and space needs. Additionally, it provided an opportunity to resolve some of the technical obstacles to the photography phase. The second phase of the pilot will be to incorporate these images and metadata about the objects into the University of Minnesota's Digital Content Library (DCL) and track usage. We will use some of these same images to populate our website as well as a Facebook account to promote greater access to and awareness of GMD and CDes. As current and prospective students look to on-line resources for a better understanding of the college and community, this project becomes essential both as a method of access to the collection and as an agent for recruiting students and new faculty and researchers to CDes.

B. Replace current collections database in order to better integrate and manage images and provide web access to images and collection information

Digital images of the collection will be integrated into a new collections database that contains both descriptive and structural information about each object, so that the images and object data are linked and searchable. Additionally, the system will provide a path for growth and support of future initiatives. The existing database is non-relational, non-web based, only available to researchers physically on site, and lacking in functionality that it serves as a resource only for the most determined users. Upgrading our current system is not possible due to age of software, but fortunately, many commercially-available systems provide and support functionality to integrate and manage digital images, publish digital data to the web, and provide a robust technology infrastructure that facilitates any future digital initiatives the museum decides to undertake.

GMD staff members evaluated multiple commercially-available systems and have chosen to replace the current system with *Re:discovery Proficio*. *Re:discovery Software, Inc.*, established in 1988, is accredited by the Canadian Heritage Information Network (CHIN) as a collections management system that successfully meets the needs of museums. *Re:discovery* holds the collections management software contract for the Department of the Interior, providing collections management software throughout the National Park Service and other DOI agencies. *Re:discovery Software, Inc.* also holds an IT Schedule 70 contract with the General Service Administration and is a Microsoft Certified Partner.

Re:discovery Proficio will serve as a central repository for the information about the collection not currently available in digital format. Information about the collection generated for exhibitions, books and research projects will be available digitally and can be linked to records and images of objects. This will provide audiences with a deeper understanding of the collection. A new collections management database with digital images will transform how GMD does business on a daily basis. With *Re:discovery Proficio*, collections management and exhibition planning processes will be streamlined through more accurate tracking of objects and their history, and use of and access to the collection for students, faculty, and the public will be expanded.

Web access to the collection will be available from three sources: GMD's website; University of Minnesota Digital Content Library Program (DCL); and the University Library's IMAGES website. All three provide access to a wide range of digitized content (images, audio, and video) and are already in use by faculty, students, and the public searching for images and data. The DCL is the portal of choice for most University faculty and students when researching departmental collections and archives. Content that is not copyrighted in the DCL is opened to the world to download, thumbnail images and cataloging data is open to the world at all times. In addition the IMAGES project database will reach another sector of researchers accustomed to University library resources. This ready access will increase the use of GMD's collection for lectures on design, art, architecture and other disciplines. The GMD website will differ in that all collection records, with or without images, will be available for public access. The primary goal, however, is to ensure that the authentic object remains the center of attention by facilitating the use of actual objects in teaching and learning.

DCL is a collaborative program of collection building between CDes and the College of Liberal Arts. It currently

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houses images of 150,000 learning objects and enables users to search across disciplines, collections, and content type and is accessible to the entire University community and the world. The program has expanded in recent years to serve coordinate campuses and other colleges and collections outside of the founding two, CDes and CLA. The University Library's IMAGES repository contains metadata about image collections from across the University of Minnesota and is accessible to all within and outside of the University system. IMAGES metadata is also shared with the world via the *Open Archives Initiative* protocol. Both DCL and IMAGES will benefit from the project by having the GMD's collection available on their sites and by making collection information and images accessible to an unlimited audience. This will help their organizations meet their mandate to provide University students and faculty with digital access to information resources. GMD met with key staff throughout CDes to assess the need and potential use of web-based images of the collection. All were enthusiastic supporters of this project and advised participation in both DCL and IMAGES. Letters of support are included in the attachments as well as a more complete description of DCL and IMAGES. In addition, students who use the research center or contact staff by email for assistance frequently ask about the availability of digital images as a starting point for their research.

Project management, process for corrections and adjustments throughout the project

We allocated considerable planning time prior to implementation of the first phase of this project because the web moves quickly and considerable lead-time exists between now and the implementation. The planning time will allow us to make any needed adjustments to our plan. Photography work will be reviewed weekly by the assistant curator and registrar. They will work with the photographer to make adjustments required to maintain both quality and productivity. The assistant curator and registrar will set priorities for what objects will be digitized.

Evaluation processes

CDes staff and students will be recruited to test the preliminary launch of digitized material and assess its usability through a hands-on exercise and a follow-up survey. Users will be asked about their navigation experience and encouraged to identify successful and unsuccessful features. Survey responses will be recorded and recurring themes noted; alterations to the interface will be made contingent on the appropriateness and feasibility of requests. GMD will continue to evaluate the development of its digitized collection against other digitized museum collections to stay abreast of current and future trends in online resources. For example, research from the AAM Media and Technology Committee will be periodically reviewed for new developments.

Plans to reach the intended audience(s)

GMD is fortunate to be part of a large University community with thousands of people who are savvy users of online resources. Online sites such as GMD's Facebook account, website, and the CDes website will provide direct links to the digitized collection. Connections with the DCL and IMAGE systems will put collection resources in the path of thousands of others. Announcements of the digitized collection will be made by GMD staff to design classes and others, flyers will be posted around the Twin Cities campus at least twice a year, and GMD's newsletter will track progress with regular updates.

Scholarly or community involvement in content planning or execution

Because GMD has a history of working with design classes and community groups in object-based learning, staff members have a strong understanding of current areas of interest within the collection. For example, students of nineteenth and twentieth century apparel history indicate that GMD should first photograph and digitize representative garments from a variety of historical periods rather than chronologically by accession numbers. While usage tendencies are not immutable, they are helpful in assisting with prioritizing content. As education and outreach needs evolve, shifts in interests will be noted and provide input to the process.

3. Project Resources: Time, Personnel, Budget

We determined that it would require a photographer an estimated 1,000 days, or four years, to image over 26,000 collection objects. This takes into consideration holidays, vacation, and sick leave. The digitization time-analysis

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divides the collection into four categories defined by types of objects. Each group type is multiplied by the estimated average number of works that could be photographed and processed in one day. Time estimates are determined based on the pilot digitization project. The plan factors in time for arranging the object, setting the lights, taking the photograph, naming the file, color-correcting, and storing the image, and also includes attending weekly meetings for quality checks and logistics.

OBJECT TYPE	NUMBER OF OBJECTS	NUMBER PER DAY	TOTAL NUMBER OF DAYS
Small Flat	4,612	45	102
Large Flat	713	15	59
Small 3D	8617	25	345
Large 3D	7412	15	494
	21, 354 (reflects objects with multiple parts that may be photographed together)		1000 days or approx. 4 years

To meet the goals of launching images on the web during year two and offering a comprehensive overview of the collection, the assistant curator and registrar will establish a schedule of photography to be completed in phase one (years one and two). The schedule will focus on creating a cross-section of images based on type of objects, time periods, and individual designers. GMD will seek additional funding for the portion of the photographer's and preparator's salary not covered by IMLS grant funds, as well as for phase two of the project. However if additional funding is not secured the scope of the project may be limited to the funds granted which will represent approximately ¼ of the collection images available on the web. As additional funding is secured we will continue to photograph the remainder of the collection and add to the database and web as images are generated.

We will acquire and install *Re:discovery Proficio* concurrent with the digitizing portion of the project. This is possible because shooting digital images of the collection will have limited impact on the organization. However, because implementation of the new database will cause considerable disruption to normal staff activities, we will split the implementation into two phases.

During **year one**, we will migrate data from our current system to *Re:discovery Proficio*, configure the new system, install it, and train staff. For the remainder of the year, we will phase the system into daily use and adjust to unavoidable workflow changes. Images produced during the first year will be input and linked to data in the database but not yet published to the web. This part of the system implementation will require two to three months.

During **year two**, we will configure, install and implement *Re:discovery* for Internet, the web component of the system. This will allow us to publish images and data to the web and to share this information with DCL and IMAGES, thus providing greater access to the collection. This phasing will also allow the imaging portion of the project the time to produce, input, and link enough images to support web publication. Implementation of this part will be considerably less disruptive because fewer areas are affected. Images will be added to the database as available.

The assistant curator, registrar, and a half-time graduate assistant will be involved in all aspects of both replacing the collections database and creating digital images of the collection. The registrar will have primary oversight for the project and work closely with the assistant curator to set priorities for objects to be photographed and to monitor quality and progress. The database will be installed by CDes's IT staff and database trouble-shooting will fall to the technical staff at Re:discovery as part of start up and the annual maintenance contract. Any revisions outside of the norm will be contracted to Re:discovery on a project-by-project basis.

The registrar has begun to transfer, unify, and reclassify data in anticipation of migration to a new collections database. The majority of this work will be done prior to the purchase and migration to Re: discovery. Problems, such as no data or partial data, provenance, size, or medium, will require more research to correct, and can be done even after the migration to the new database. Under the supervision of the assistant curator, student workers will research and make corrections for incomplete or missing data on an ongoing basis. Ongoing curatorial oversight will also be

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required for quality reviews of images. This time is indicated in the budget.

Copyright Issues Because nearly all of the collection objects fit under the current legal category of “industrial design” rather than “art,” roughly 99% of GMD objects to be published to the web do not fall under current copyright laws and therefore do not present a copyright issue. The remaining 1% of items, such as studio craft, graphic design, and design drawings, would likely fall under copyright law. Student workers will be assigned to research and obtain permission to display images of these objects.

The most efficient and economical way to digitize the collection is to employ a single photographer who has basic training in art handling and rely on a preparator for object retrieval, dressing of dress forms and working with the photographer as needed. A single photographer will reduce inconsistencies and considerably lower administrative overhead, including training, logistics, and supervision. A job description for each position is included in the attachments.

Although the transition to *Re:discovery Proficio* will temporarily disrupt ongoing GMD activities, the addition of the photographer and preparator will mitigate this considerably. Productivity may be temporarily reduced, but this project has been designated as high-priority because it is essential to meeting our strategic goals and is a significant investment in building institutional capacity.

The **budget**, detailed later, includes staff, equipment, the *Re:discovery Proficio* system, associated training and maintenance, the *Re:discovery Proficio* web module, photography, data migration, and maintenance and other associated costs. GMD is fortunate that the University Central Computing Operations will provide ongoing storage and server maintenance. While this comes with a fee, it means that the museum need not purchase servers and upgrades, hire personnel to tend the technical aspects of the database servers and software, or provide storage space.

Key staff and consultants involved in the project, their qualifications, commitment to project activities and how they will balance project responsibilities with other ongoing duties

REGISTRAR: The registrar will have primary oversight of the project and will work closely with the assistant curator to set priorities for objects to be photographed and monitor quality and progress. She will supervise the work of the photographer and preparator. The registrar will also work closely with the technical staff of *Re:discovery* and the CDes IT staff to facilitate a smooth transition in the conversion of databases. Some of the registrar’s daily work load will be transferred to the half-time graduate assistant and undergraduate assistant.

ASSISTANT CURATOR: The assistant curator will set the priorities and schedule of objects to be photographed and monitor quality of images and progress. She will work with the registrar to set standards for object classification and format of metadata. The assistant curator will work with the graduate assistant, undergraduate assistants and interns to research missing data such as object descriptions, life dates, provenience, size and medium. Once the graduate and undergraduate assistants and the interns are trained, the assistant curator will have a primarily supervisory role. Some of the assistant curator’s daily work load will be transferred to the half-time graduate assistant.

PREPARATOR: This person will be an experienced art handler who will work under the supervision of the registrar. He/she will be responsible for object retrieval, preparing objects for photography, assisting the object movement and location in the database, and assisting with data entry and records updating as needed. The photographer with art handling and placement of objects for photography, tracking objects photographed, tracking preparator, along with the registrar, will supervise the image capture and convert the current database to *Re: discovery Proficio*, integrate the digital images into the database, and publish images and metadata to the web. Assigning this preparator these project-specific duties will enable permanent GMD staff to continue to perform the majority of their core day-to-day duties.

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PHOTOGRAPHER: GMD will hire a production photographer to take the digital photographs of flat work and three-dimensional objects. Art handling will be provided by the preparator and GMD staff. Job descriptions and qualifications are provided in the attachments.

PROJECT TEAM: Weekly checks of digitized material will be conducted by the registrar and assistant curator to assure that quality standards are maintained. In addition, quarterly and yearly evaluations of the digitization project schedule and progress will be conducted. The team will work with the photographer to make adjustments required to maintain both quality and productivity. *Re:discovery Proficio* will provide training, and two GMD staff members will be selected to learn the training routine, becoming resident experts who will provide training to new hires and refresher courses when needed.

TECHNOLOGY: The *Re:Discovery* collection management system requires installation of a desktop client on each computer that will be used for managing the *Re:discovery Proficio*. The installation of software is part of CDes IT's standard desktop support service. Beyond the server hardware and administration provided by OIT's CCO group, the *Re:Discovery* system requires that MS SQL (relational database), IIS (web server), and ASP.Net (development platform) be installed and configured. CDes IT staff is capable and willing to provide these services. CDes IT staff is also responsible for supporting the network storage service that is recommended that GMD use for its web-accessible images. Finally, CDes IT staff can assist with integrating the web search engine with the Goldstein's existing web site.

What is the budget allocation to accomplish project activities including both the applicant's contribution and how will the application will meet the required 1:1 cost share?

GMD will commit \$150,025 to this project primarily through the contribution of staff salaries plus fringe and benefits. Additional funding will be sought from corporate foundations, one of which has been preliminarily approached and has indicated support for this project due to the access it will provide to designers and educators.

4. Impact

Information about any intended products (written reports, plans, publications, etc.) that will result from this project

In order to build awareness, the project will be previewed on the website with a selection of photographs. When the database goes live on DCL and IMAGES, the new resource will be announced through GMD, CDes, and University communications. The impact of this project on teaching and learning will be evaluated and the results used to inform future strategic planning. GMD's staff will present the process and results of this project at professional conferences, specifically exploring the value of collaborative access through multiple avenues. Articles related to collaboration and integration into existing resources will also be written as case studies for other institutions planning or contemplating such endeavors. Sharing of this information will allow the Goldstein to give back to the museum community.

Measurable results and the process to evaluate and report on those results

Hits to the GMD link to DCL and IMAGES will be recorded and tracked. Students, scholars, and members of the public who visit the research center will be asked to complete a brief survey about their experience with the online access. Instructors will be asked to describe the impact of online access on their teaching and students' learning.

The long-term impact of this project after the IMLS funding ends

This project will promote interdisciplinary research, stimulate donations, and increase access to the collection for faculty, students and designers while maintaining preservation standards. The long-term impact will include enhanced and independent student engagement with objects, increased faculty exploration of object-based learning, facilitated access for designers for inspiration, and increased scholarly research on collection objects. Innovative projects may include working with the design faculty on new models for design education and working with the computer science department on the research and development of software for new processes for enhanced design practice.

BUDGET FORM: Section B, Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	\$72,000.00	\$70,659.00	\$142,659.00
2. Fringe Benefits	\$9,555.00	\$20,384.00	\$29,939.00
3. Consultant Fees	\$0.00	\$0.00	\$0.00
4. Travel	\$0.00	\$0.00	0
5. Supplies and Materials	\$29,335.00	\$0.00	\$29,335.00
6. Services	\$13,615.00	\$11,250.00	\$24,865.00
7. Student Support	\$0.00	\$0.00	\$0.00
8. Other Costs	\$495.00	\$0.00	495
TOTAL DIRECT COSTS (1-8)	\$125,000.00	\$102,293.00	\$227,293.00
9. Indirect Costs	\$25,000.00	\$47,733.00	\$72,733.00
TOTAL COSTS (Direct and Indirect)	\$150,000.00	\$150,026.00	\$300,026.00

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	\$150,000.00
2. Cost Sharing:	
a. Applicant's Contribution	\$150,026.00
b. Kind Contribution	\$0.00
c. Other Federal Agencies*	\$0.00
d. TOTAL COST SHARING	\$150,026.00
3. TOTAL PROJECT FUNDING (1+2d)	\$300,026.00
Percentage of total project costs requested from IMLS	50 %

*If funding has been requested from another federal agency, indicate the agency's name:

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Schedule of Completion

PROJECT/TASKS	START	FINISH	2009 Aug	Sept	Oct	Nov	Dec	2010 Jan	Feb	Mar	Apr	May	Jun	July
Digitize Collection														
Hire staff	Aug-09	Sep-09	■	■										
Train new staff	Oct-09	Oct-09			■									
Purchase equip and set up photo studio	Aug-09	Aug-09	■											
Photograph objects	Oct-09	Oct-13			■	■	■	■	■	■	■	■	■	■
Weekly QC meetings	Aug-09	Oct-13			■	■	■	■	■	■	■	■	■	■
Store photos on system	Oct-09	Oct-13	■	■	■	■	■	■	■	■	■	■	■	■
Install Re:discovery Proficio														
Review plan	Aug-09	Aug-09	■											
Negotiate and sign	Aug-09	Aug-09	■											
Spec/map data	Sep-09	Sep-09		■										
Migrate data/clean up	Sep-09	Oct-09		■	■									
Install	Oct-09	Oct-09			■									
Ongoing data clean-up	Oct-09	Aug-11			■	■	■	■	■	■	■	■	■	■
User Training	Oct-09	Oct-09			■									
GO LIVE	Nov-09	Nov-09				■								
Install Re:discovery for Internet														
Implementation plan	Jun-10	Aug-10											■	■
Spec/map data	Aug-10	Oct-10											■	■
Install/train staff	Sep-10	Oct-10											■	■
Program	Sep-10	Nov-10											■	■
Merge data to DCL	Sep-10	Dec-10											■	■
Merge data to IMAGES	Sep-10	Dec-10											■	■
Internal Evaluation ONE	Dec-10	Feb-11											■	■
Useability and Focus Group testing - ONE	Jan-11	Mar-11											■	■
Implement changes from eval. and focus testing 1	Mar-11	May-11											■	■
Internal Evaluation TWO	Mar-11	May-11											■	■
Useability and Focus Group testing - TWO	May-11	Jun-11											■	■
Implement changes from eval. and focus testing 2	Jun-11	Jul-11											■	■
GO LIVE	Jul-11	Aug-11											■	■
User training and outreach	Aug-11												■	■
Phase One Complete		Aug-11											■	■

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Schedule of Completion

PROJECT/TASKS	START	FINISH	2010 Aug	Sept	Oct	Nov	Dec	2011 Jan	Feb	Mar	Apr	May	Jun	July
Digitize Collection														
Hire staff	complete													
Train new staff	complete													
Purchase equip and set up photo studio	complete													
Photograph objects	Oct-09	Oct-13												
Weekly QC meetings	Aug-09	Oct-13												
Store photos on system	Oct-09	Oct-13												
Install Re:discovery Proficio														
Review plan	complete													
Negotiate and sign	complete													
Spec/map data	complete													
Migrate/clean data	complete													
Install	complete													
Ongoing data clean-up	Oct-09	Aug-11												
User Training	complete													
GO LIVE	complete													
Install Re:discovery for Internet														
Implementation plan	Jun-10	Aug-10												
Spec/map data	Aug-10	Oct-10												
Install/train staff	Sep-10	Oct-10												
Program	Sep-10	Nov-10												
Merge data to DCL	Sep-10	Dec-10												
Merge data to IMAGES	Sep-10	Dec-10												
Internal Evaluation ONE	Dec-10	Feb-11												
Useability and Focus Group testing - ONE	Jan-11	Mar-11												
Implement changes from eval. and focus testing	Mar-11	May-11												
Internal Evaluation TWO	May-08	Jun-11												
Useability and Focus Group testing - TWO	May-11	Jun-11												
Implement changes from eval. and focus testing	Jul-11	Aug-11												
GO LIVE	Aug-11	Aug-11												
Ongoing user training and outreach	Aug-11	Aug-11												
Phase One Complete		Aug-11												