

# NEH Application Cover sheet (TA-296614)

## Public Impact Projects at Smaller Organizations

### PROJECT DIRECTOR

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Kyle Sandler  
Education Manager  
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USA

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**Field of expertise:** U.S. History

### INSTITUTION

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Canterbury Shaker Village Inc.  
Canterbury, NH 03224-2728

### APPLICATION INFORMATION

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**Title:** *Comprehensive Reevaluation and Update of Canterbury Shaker Village's Interpretive Programming*

**Grant period:** From 2024-03-01 to 2025-02-28

**Project field(s):** U.S. History; Religion, Other

**Description of project:** Canterbury Shaker Village (CSV) will create a new and more comprehensive, humanities-based program of historic site interpretation, one linking Shaker tenets and history to contemporary human rights and social justice issues. CSV proposes a 12-month project to (1) undertake and complete internal and external reviews of current site interpretation and related materials; (2) create an implementation plan for a more coherent and integrated interpretive program, one that includes a comprehensive training program for tour guides, volunteers, and staff; and (3) design a more visitor-responsive site map and create visitor materials linking CSV to the Town of Canterbury's Center Historic District.

### BUDGET

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<b>Outright request</b>	24,000.00	<b>Cost sharing</b>	0.00
<b>Matching request</b>	0.00	<b>Total budget</b>	24,000.00
<b>Total NEH request</b>	24,000.00		

### GRANT ADMINISTRATOR

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Leslie Nolan  
288 Shaker Road  
Canterbury, NH 03224-2728  
USA

**E-mail:** lnolan@shakers.org  
**Phone:** 603.783.9511 x201  
**Fax:** Leslie Nolan

**Narrative**  
**Summary**

Canterbury Shaker Village (CSV) will create a new and more comprehensive, humanities-based program of historic site interpretation, one linking Shaker tenets and history to contemporary human rights and social justice issues. CSV proposes a 12-month project to (1) undertake and complete internal and external reviews of current site interpretation and related materials; (2) create an implementation plan for a more coherent and integrated interpretive program, one that includes a comprehensive training program for tour guides, volunteers, and staff; and (3) design a more visitor-responsive site map and create visitor materials linking CSV to the Town of Canterbury's Center Historic District.

Driving CSV's pursuit of this project is the uneven and outdated state of its site's interpretation, visitors' calls for more Shaker stories, and the realization that these Shaker stories do not end at CSV's physical boundaries. Current interpretive material and activities are based on a decades-old historic site model, with only intermittent and irregular use of artifacts and documents in the tour experience. The traditional emphasis on Shaker crafts has simplified and, for some, obscured the Shakers' legacy of anti-violence and pacifism, gender and racial equality, labor equity and communalism, "cradle-to-grave" care of members, and sustainability and mindful consumption of material goods. Spaces open to visitors are filled with outdated or incomplete installations, the result of specific donor requests and a previous director's decision to convert historic domestic spaces into modern galleries of Shaker craft. Staff shortages in curatorial services and education that extended over a decade limited the development of any new interpretive content incorporating artifacts, the site, and stories. When new content was created, it took the form of "scripts" written by volunteers or paid researchers without concomitant tour guide or staff training and consideration of standing programming. Existing interpretive content is focused on older, less diverse audiences. CSV is dedicated to building new programming designed to engage audiences of all backgrounds, ages, and abilities.

Since 2022 visitor evaluations have consistently called for "more stories" about the Shakers (collectively and individually) and "more spaces" to be open in which to tell these stories. Visitors and professional staff note the Shakers' historical and cultural legacy is not adequately explored in CSV's current interpretation. In addition, visitors and Canterbury residents alike point out that the Shakers who built and lived in the "Shaker Village" of East Canterbury for 200 years had an impact on the town's residents and vice versa, evident in the built environment. A Public Impact Projects grant will allow CSV to reimagine the site's interpretive programming for new audiences, including under-represented and underserved communities, and strengthen CSV's ability to provide quality humanities-grounded interpretation.

**Audience**

CSV annually engages 30,000 in-person visitors. Visitor numbers have been slowly rising over the past two years and the easing of pandemic-related restrictions. Early 2023 season (mid-May through October) numbers are promising, and the October 2022 hiring of an Education Manager has already resulted in the return of public, private, and homeschool groups to the site. In 2022, approximately 40% of visitors came from states outside of New England and another 40% from

other nations. The remainder (20%) came from New England. CSV reaches the public through guided and self-guided tours, special talks and lectures, programs of music and dance, school programs and adult classes, Artists in Residence programs, and internships and volunteer programs. CSV does not consistently track audience demographics. However, CSV is taking steps to increase the diversity of its audience and improve data collection. CSV's new strategic direction, adopted in the 2022-24 strategic plan, includes deeper community outreach, expanded exhibitions and arts programming, and new education and outreach programs designed to serve diverse communities. This new strategic direction includes the goal of examining diversity, equity, and inclusion at multiple levels and in the museum's public presentation and storytelling. Importantly, the site is open to visitors between sunrise and sunset; admission fees are charged *only* for guided tours within the buildings and for special exhibitions and programs. To encourage younger visitorship, visitors under the age of 25 and younger are admitted free.

CSV currently introduces the site to visitors through two maps, a short introductory film (developed with support from New Hampshire Humanities and introduced in 2022), self-guided tours, and three guided tours through eight of the 25 historic buildings on the site. One map is based on extant Village buildings, and the other is a walking trail map through the historical landscape the Shakers created. To be introduced in the summer of 2023 is a smartphone tour incorporating historical content and digitized historical images of the sites' extant buildings. Visitors are permitted to walk the grounds without purchasing a guided tour, so this tour is intended to entice visitors to support the Museum and to enhance their experience of the site, either by providing a paid self-guided option or as a component of the paid guided tours. Also currently in production is a short film on the last child fostered by the Shakers between 1929 and 1937. This film (developed with support from New Hampshire Humanities) will also become part of the visitors' experience.

The museum's website offers a collection portal for historical photographs (the result of a 2004 Institute for Museum and Library Services digitization grant) and *The Blinn Report*, a monthly collections-based blog established in February 2023. CSV's social media presence (Facebook and Instagram) is growing. For example, CSV's Facebook page is experiencing a 61% increase from the same period last year, and the website's traffic also reflects this increase. Though CSV staff understand the necessity of digital outreach, digital programming is not the focus of this project but is planned as collections digitization is undertaken over the next 3-5 years.

Humanities-based inquiry forms the basis of CSV's interpretation of Shakerism and the Canterbury Shakers. Tour scripts and exhibitions have been developed based within the disciplines and practices of history (including religious and women's history), archaeology and cultural anthropology, visual and design history, and literature. Nevertheless, these scripts have been piecemeal creations, the result of directors', volunteers', or staff members' initiatives. Little thought seems to have been given to the impact of a new tour on existing tours, resulting in duplicating some visitors' experiences. Tour guides have strayed from the main points of each tour; more recently hired guides, due to the pandemic, have not been adequately trained. Understanding the current limitations of CSV interpretive material, a Public Impact Projects

grant will have an outsized impact on CSV's audience and make it possible to provide new, consistent, and more relevant interpretive programming for an increasingly diverse audience.

### **Activities and Outcomes**

Grant funding will enable CSV to complete a comprehensive reevaluation and update of all aspects of CSV's current site interpretation. Led by Education Manager Kyle Sandler, a team of CSV employees (including Executive Director Leslie Nolan, Collections Manager/Archivist Rénee Fox, and Curator of Collections Shirley Wajda), and two external experts - Sarah Margolis-Pineo, an expert in Shaker history and historic site/museum interpretation, and Sam Papps, Canterbury town clerk and community historian - will review the current site interpretation, undertake necessary research, surveys, and outreach, and create the new site interpretation. Sandler will provide the following materials: tour scripts, visitors' comments, and tour guide materials. Wajda will provide overviews of each building's original purpose(s) and furnishings, reports of buildings' conditions and accessibility, and status updates of the collections. (CSV is currently awaiting word of its IMLS grant application to undertake a 3-year project of inventorying and cataloging the 40,000+ artifact collection, which did not have a curator from 2009 to 2023.) Fox will provide overviews of the major areas of the 60,000+ items in the CSV archive.

This necessary work is both question-based and evidence-based. For two hundred years (1792-1992), the Shakers of Canterbury strove to live their beliefs in anti-violence and pacifism, gender and racial equality, labor equity and communalism, "cradle-to-grave" care of members, and sustainability and mindful consumption of material goods. Even those individuals who visited or left the community have stories, adding to the sometimes-conflicting relationship between the Shakers, their neighbors, the state of New Hampshire, and the nation. With the goal of introducing and integrating Shaker tenets into how CSV, as a historic site and museum, employs the built environment and material culture, the team needs to consider the multivalent nature of objects. It is one thing for an object to illustrate an idea; quite another to understand the object as evidence of an idea or ideas.

Shaker museums are relatively few in number and still somewhat new; in the late twentieth century, the remaining Shakers and the collectors of Shaker material culture largely shaped the field. CSV wishes to pivot from this long-standing narrative by emphasizing how, in the Canterbury Shakers' everyday lives, they employed and evinced their beliefs and principles: anti-violence and pacifism, gender and racial equality, labor equity and communalism, "cradle-to-grave" care of members, and sustainability and mindful consumption of material goods. Rather than take only a decorative arts or crafts approach to furniture, for example, the team may consider Shaker practices of labor, for it was more in processes than in objects that the Shakers devoted their attention to ensuring equity. "I almost expect to be remembered as a chair, or a table," Sabbathday Lake Sister Mildred Barker observed of the tendency to romanticize or stereotype the Shakers through the things collectors prized. This project proposes to remember Sister Mildred and the Shakers for their living principles.

The goals of CSV's project are to (1) undertake and complete internal and external reviews of current interpretive materials; (2) create an implementation plan for a more coherent and integrated site interpretation, one that includes a comprehensive training program for tour guides, volunteers, and staff; and (3) design a more visitor-responsive site map and create

visitor materials linking CSV to the Town of Canterbury's Center Historic District. This project will achieve the following outcomes :

1) Create the goals and parameters of a new site interpretation plan, to be tested and refined over three years: The simple question of "What should CSV visitors learn?" is the one that will initially guide CSV's new site interpretation plan. But the question will become, "What human rights ideas and issues will CSV and visitors together engage in?" By interrogating the Shakers' tenets of anti-violence and pacifism, gender and racial equality, labor equity and communalism, "cradle-to-grave" care of members, and sustainability and mindful consumption of material goods to the site's artifacts, documents, buildings, and landscapes, this project will produce a multi-sensory, historically rich experience for visitors, a "space" for civil and civic discourse.

2) Organize an annual guide training program: Currently, CSV's tour guides are narrators rather than facilitators. CSV offers only individual training of new tour guides, and this training is based on following other guides and reading outdated tour scripts. A new guide training program, in which participants learn to engage the material culture and the built and cultural landscape as they facilitate conversation and learning, would work to ensure more knowledge, consistency, and accuracy. This new program will be based partially on the Winterthur Museum model, in which guides are required to take a 3- to 4-week-long training course, but other individuals may enroll for a fee for the lectures and workshops. Sandler and Wajda have already prepared for guides a "History Myth-Busting FAQ" in which general assumptions about the past ("people were shorter back then, right?") are discussed, based on humanities-based and scientific research. Sandler has successfully presented an online "Shakers 101" course offered through another museum during the pandemic; this will be reshaped to fit the Canterbury Shakers' story and the application of Shaker beliefs to contemporary life. Wajda and Fox will develop workshops based on Shaker material and visual culture and textual records to deepen guides' knowledge and integrate how objects "work," as evidenced in the Shakers' story.

3) Revise the site map: The current site map is confusing because there is no overarching narrative linking the physical environment to the Canterbury Shakers and their way of life. The site "contains" 200 years of Shaker history (1792-1992), but this history is delivered in piecemeal and inconsistent ways. Visitors leave with tidbits about Shaker communalism, celibacy, and everyday life and crafts but little knowledge of or engagement with Shaker beliefs in social justice and the applicable "usable past" the Shakers provide. Attending to how this site map may better tell the story of Canterbury's 200-year history will also help conceptualize the overall interpretive program. In addition, through an enhanced and more historically informed map, those visitors to the site that do not pay admission fees for tours will be better able to understand and enjoy this National Historic Site.

4) Create visitor material to link Canterbury's two historic districts: Canterbury contains two historic districts: the Center Historic District and the Shaker Historic Overlay District. The Center Historic District, which includes buildings from the 18th, 19th, and 20th centuries, maintains the feel and style of a rural New England village. The Shaker Village retains much of its original 18th- and 19th-century architecture and landscape. Both areas are linked as sites of religious, social, cultural, agricultural, and business activities. This project will undertake and complete research to link the two districts, either through a smartphone tour app or print. Ultimately, this activity will help CSV and the town of Canterbury increase mutually-beneficial tourism and increase visitation and engagement from the local community

## **Relationship to the Humanities**

As previously described, CSV contains one of the largest and most comprehensive collections of Shaker materials in the United States. However, the collection has not yet been fully engaged. This project will greatly aid in propelling CSV's research goals and opening up the museum's collections for new avenues of research and visitor experience.

CSV's 100,000+-item archive and museum collection is of local, state, regional, and national significance concerning American history, art, culture, and religion. The museum collection includes 40,000 three-dimensional objects of Shaker life and culture from the late 18th century through 1992 and contains both Shaker-made and Shaker-used objects. Focus on Shaker-made objects in exhibitions and publications has resulted in a better comprehension of the number of such objects. The museum collection includes 10,000 Shaker-made artifacts of domestic life or handicrafts, such as furniture (1,500 items), woodenware and baskets (1,700 items), textiles (3,500 items), metals (1,700 items), and ceramics/glass (1,600 items), in addition to Shaker-purchased and -used personal and domestic objects. The museum collection also contains architectural and construction objects, agricultural and farming tools and equipment, transportation vehicles and equipment, manufacturing tools and equipment, and archaeological artifacts. Current records make it difficult to arrive at the number of objects in the collection; however, CSV is conducting a full inventory in Fall 2023.

The better-documented archive consists of materials generated, received, or purchased by the Canterbury Shakers over their 200-year history. The archive contains 60,000 items, including 10,000 photographs and photographic negatives, phonograph records and audio and visual recordings of the last Shakers in Canterbury, the 1,500-volume Dwelling House library and textbooks used in the School House, 186 watercolor drawings of native plants by Sister Cora Helena Sarle, and 35,000 manuscript items, including site maps and plans, buildings and financial records, diaries, journals, and letters, and various Shaker-made and related ephemera. A recent addition to the CSV archive is the Roger Lee Hall Collection of Shaker Music, which includes materials related to Roger Hall's lifelong research and performances of Shaker music: recordings, research notes, correspondence, compilations, articles, and photographs.

This project will employ experts, internal and external, in humanities scholarship that will significantly improve the public access to and understanding of CSV's collection. CSV will better tell the story of the Village's 200-year history and help conceptualize the overall interpretive program with a revised site map and materials linking the Village to the larger community of Canterbury. CSV will strengthen its ability to communicate the Shakers' significance in American history and culture by designing a new guide training program. Finally, CSV will enhance the interpretive capacity of the institution and develop new public humanities exhibitions to guide visitors through thoughtful humanities-focused conversations based on Shaker notions still relevant in today's world, such as social justice, pacifism, equality of the sexes and races, and living simply.

## **Organizational Profile**

URL: <https://www.shakers.org/>

### **1. Relevant facts and statistics**

#### **a. Year founded**

- i. The Canterbury Shaker community was established in 1792; by the 1850s, more than 300 people lived and worked in over 100 buildings on 3,000 acres.
- ii. The last living Shakers founded Canterbury Shaker Village (CSV) as a museum in 1969 to preserve their 200-year legacy. CSV received 501(c)(3) status in 1990. CSV was designated a National Historic Landmark in 1992 for its architectural integrity and significance.

#### **b. Mission statement**

- i. Canterbury Shaker Village *preserves and interprets the legacy of the Shakers, providing a place for learning, reflection, and renewal of the human spirit.*
- ii. The core mission statement, developed in partnership between the Board of Trustees and staff, was approved by the Board of Trustees in 1997 and most recently revised in 2022.

#### **c. Annual budget**

- i. The 2023-24 operating budget is \$1,334,600

#### **d. Number of staff members (full-time and part-time)**

- i. 6 full-time staff members; 3 part-time staff members; 16 seasonal staff members (tour guides)

#### **e. Number of volunteers and general description of volunteer responsibilities**

- i. 20 regular volunteers.
- ii. One skilled curatorial volunteer also supports the museum's Curator of Collections and Collections Manager with routine collections care and artifact cleaning as appropriate.
- iii. 6 Master Gardeners
- iv. 18 Land Stewards

#### **f. Hours of public operation**

- i. CSV is open for tours from May-October each year
  1. Guided Tours: Tuesday-Sunday at 11 AM and 1 PM (May-June); Monday-Sunday at 11 AM, 12 Noon, 1 PM, and 2:30 PM (July-October); private and group tours at other times and extending into November and December
  2. Village Store & Special Exhibitions: Tuesday-Sunday, 10 AM - 4 PM (May-June); Monday-Sunday, 10 AM -5 PM (July-October)
- ii. CSV's grounds & trails are open year-round, every day, from dawn to dusk, at no charge. All are welcome to walk the trails and explore the beautiful grounds.

### **2. Audience data**

- a. **The population of the geographic region you serve and the geographic boundary of that region (such as the size of the radius you serve around your location, or naming the states of your tri-state area)**

- i. CSV is located in the town of Canterbury in central New Hampshire (Merrimack County). Canterbury has a population of 2,389. Merrimack County has a population of 153,808.
  - ii. CSV is a 20-minute drive outside of Concord, NH, and a 1 hour and 20-minute drive from Boston, MA.
- b. Average annual attendance**
  - i. 30,000 annual visitors
- c. Racial and ethnic demographics of your audience, and if different, of the region where you are located**
  - i. In 2022, approximately 40% of visitors came from states outside of New England and another 40% from other nations. The remainder (20%) came from New England.
  - ii. The racial and ethnic demographics of CSV's audience reflect those of the nearby urban areas, which are majority white. However, CSV is working to engage more diverse audiences and visitors through increased public programming, outreach, and educational programs.
- d. Economic demographics of your audience, and if different, of the region where you are located**
  - i. The economic demographics of CSV's audience reflect those of Canterbury and the nearby urban areas, which are majority middle-class. However, CSV is working to increase accessibility by offering more school tours and programming and making admission free for all youth and people age 25 and under.
- e. Additional information about the unique qualities of your audience and the region you wish to share (i.e., your region being home to the largest Islamic community in the Midwest, or your institution offering programs for LGBTQ+ youth)**
  - i. The Shakers were a peaceful, celibate religious movement and a communitarian society that believed in the equality of the sexes and races. The Shakers represent one of the most important religious experiments in US history. As a celibate society, the Canterbury Shakers did not create future generations to carry their memory and share their stories. Instead, CSV is the custodian of this legacy; it is our responsibility to share their history widely and well. Today, CSV's visitors are people seeking to learn about this religious minority and equality-driven social movement.
- f. Cost to participants, if any, such as fees for admission, event registration, or special tours.**
  - i. Admittance to the grounds is always free.
  - ii. Visitors aged 25 and under are free, except for school tours.
  - iii. School Tours - \$15 per student, \$18 per adult
  - iv. Group Tours - \$20 (minimum of 12 guests)
  - v. Guided Tours - \$25
  - vi. Private Tours - \$50 (offered by appointment)



## **Workplan**

Grant funding will enable Canterbury Shaker Village (CSV) to complete a comprehensive reevaluation and update of all aspects of CSV's current interpretive programming. This work will be accomplished by the project team described in the Biographies attachment (see key below). CSV proposes the following timetable for its 12-month project:

- **March 1, 2024: Project start date and preparation**
  - Contracts signed with consultants (Nolan)
  - Materials describing CSV's current site interpretation and problems sent to consultants (Sandler, Wajda, Fox)
  - Schedule of six consultant meetings established (Sandler)
  - Schedule of other meetings throughout the grant period established (Sandler)
- **April 2024: Project methodology and process**
  - Host initial meeting with consultants and project team (Sandler)
  - Review materials and set parameters, methods, subjects, and goals, using Shaker tenets outlined in the grant as discrete points of engagement to be refined over the course of the project (Project Team)
- **May 2024-February 2025: Develop the tour guide training program**
  - Assess current tour guide efficacy and visitor survey responses
  - Meet with current tour guides to assess areas of competence and areas of improvement (Sandler, Margolis-Pineo)
  - Working with Shaker tenets outlined in the grant, review and select from collections relevant Shaker and historical materials with which to create a tour guide training manual (Wajda, Fox, Margolis-Pineo)
  - Develop and teach public engagement strategies based on best practices recommended by AAM and AASLH (Project Team)
  - Create an annotated historical timeline of Canterbury Shakers 1792-1992 (Wajda)
  - Develop reading materials and annotated bibliography for tour guides' use (Sandler, Fox)
  - Review and adapt the "Shakers 101" course to tour guides' needs (Sandler)
  - Create workshops on Shaker everyday life and material culture fitted to Shaker tenets and specific buildings on site (Fox and Wajda)
  - Create a workshop on visitor engagement strategies and tactics (Sandler and Margolis-Pineo)
  - Be ready to offer and evaluate the first tour guide training program in March 2025
- **August 2024-February 2025: With relevant stakeholders, plan the multi-year rollout of new installations and exhibitions**
  - Working from Shaker tenets, assess buildings for the most accessible and historically accurate interiors and exteriors to link Shaker ideals and practices to the built environment and material culture (Project Team)

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- Assess relevant artifacts and documents for these new installations (Project Team)
- Create text and image panels, sound media, and related interpretive/teaching materials(Sander, Wajda, Fox, Margolis-Pineo)
- Test installations with volunteers and tour guides (Sandler)
- Engage the Town of Canterbury (including the Historical Society) in creating a tour linking the Town's two historic districts (Papps, Sandler)
- October 2024-December 2024: Develop visitor materials linking Canterbury's two historic districts
  - Gather and survey materials from the Canterbury Historical Society (Papps)
  - Review Canterbury Historical Society materials (Project Team)
  - Organize and conduct meetings with Canterbury residents for initial input on visitor information for Canterbury's two historic districts (Sandler, Papps, Wajda)
  - Decide on media and create content for information and/or tour, available on respective websites or as printed material available in public places (Project Team)
  - Test content (Sandler, Papps, Wajda)
  - Finalize content (Project Team)
- November 2024-February 2025: Revise site map
  - Review the new site interpretation plan to determine how best to represent the site's change over time and the Shakers' primary beliefs in the printed map and accompanying text (Project Team)
  - Engage graphic designer (Nolan)
  - Test map with volunteers (Sandler)
  - Securing funding and printer (Nolan)
- February 28, 2025: Project end date
  - Complete project evaluation and reporting (Project Team/Sandler)

### Project Team Key:

1. Renée Fox - *Collections Manager, Canterbury Shaker Village*
2. Sarah Margolis-Pineo - *Curator and Collections Specialist*
3. Leslie Nolan - *Executive Director, Canterbury Shaker Village*
4. Sam Papps - *Canterbury Town Clerk and Community Historian*
5. Kyle Sandler - *Education Manager, Canterbury Shaker Village (Project Director)*
6. Shirley Wajda, P.h.D. - *Curator of Collections, Canterbury Shaker Village*

**Biographies of key personnel, scholars, and consultants**

Renée Fox - Collections Manager, Canterbury Shaker Village

Renée Fox will support the project team as an advisor on the subject matter and expert on the museum's collection, library, and archives. Fox holds a BA in Language and Literature from Wilson College. She pursued graduate work at the University of Connecticut and the College of William and Mary, where she trained in editing at the Institute of Early American History and Culture and worked as an editorial apprentice at Eighteenth-Century Life. Fox has worked with CSV's collections for over 30 years and oversees the care, preservation, and management of the museum library and archives, reading room and reference services, patron requests for publication or photographic reproduction, and processes and accessions donations.

Sarah Margolis-Pineo - Curator and Collections Specialist

Sarah Margolis-Pineo will serve as a Project Consultant. Margolis-Pineo's expertise in both Shaker history and collections and especially in public interpretation and exhibition design, will be instrumental in achieving the richly immersive environments of historic artifacts, documents, images, and sounds and contemporary museum interventions through which visitors will experience and learn about the Canterbury Shakers. Margolis-Pineo is a curator and collections specialist of American craft and design. Most recently, Margolis-Pineo was curator of Hancock Shaker Village (Pittsfield, MA), where she oversaw the stewardship of the museum's collection of 19 historic buildings and over 22,000 works of Shaker furniture, gift drawings, domestic objects, tools, and textiles. At Hancock, she curated exhibitions of Shaker material culture as well as contemporary art and design. She also developed symposia, events, and an artist residency program engaging the history and legacy of the Shakers. Previously, Margolis-Pineo has held positions in the curatorial departments of American Folk Art Museum (New York), Frye Art Museum (Seattle), Museum of Contemporary Craft (Portland, OR), and Cranbrook Art Museum (Bloomfield Hills, MI). She holds an MA in Exhibition Studies from San Francisco Art Institute and a BA in Art History from Vassar College.

Leslie Nolan - Executive Director, Canterbury Shaker Village

Leslie Nolan will have oversight of the project and its budget and will be engaged with the project team throughout the project period. Nolan will also be responsible for engaging and updating the Board of Directors, donors, and other stakeholders as needed. Nolan has served as CSV's Executive Director since 2020. Previously, she was Executive Director at the Wilton Historical Society and the Center for Contemporary Printmaking. Nolan held curatorial, research, and advisory roles at the Museum of the City of New York, Whitney Museum of American Art, Katonah Museum of Art, Bruce Museum, and Pfizer Corp. Gallery. She holds an MA in Art History from Columbia University and a B.S. in Art Education from Western Carolina University.

Sam Papps - Canterbury Town Clerk and Community Historian

Sam Papps will serve as a Project Consultant. Papps will review all CSV tour and interpretation materials and consult during the process of creating the site's new interpretation. He will also supply the necessary knowledge with which to create materials linking Canterbury's Center Historic District

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and CSV. Papps, a lifelong resident of Canterbury, NH, earned a BA in History from Plymouth State University. Papps worked in the Spinelli Archives and Special Collections, cataloging digital collections of University materials pertaining to the Webster Family of Holderness while attending Plymouth State University. Papps has served as Canterbury Historical Society Archivist since September 2014. Since 2019 he has also served as Canterbury's Town Clerk and Tax Collector. Additionally, he serves as Cemetery Trustee for the Town of Canterbury. Papps has published two books chronicling the history of Canterbury families and was a member of the committee to publish the 20th-century Canterbury town history, *Staying Small in a Century of Growth*, by Kathryn Grover.

Kyle Sandler - Education Manager, Canterbury Shaker Village (Project Director)

Kyle Sandler will serve as Project Director for this application and its associated activities. Sandler will contribute his expertise in the subject matter, museum interpretation, and educational strategies to the project, as well as be responsible for managing the deliverables, implementation, budget, and reporting. Sandler will provide the following materials: tour scripts, visitors' comments, and tour guide materials. Sandler earned an MA in Liberal Studies from Dartmouth College and a BA in History from Roger Williams University. A trained historian, Sandler possesses nearly a decade of research on the Shakers, especially in New Hampshire, has published scholarly articles on Shaker topics, and has taught courses in Shaker history and culture at Dartmouth College and online through the Enfield Shaker Museum. Sandler has served as CSV's Education Manager since 2022. Previously, he was a museum interpreter and Education Coordinator for the Enfield Shaker Museum in Enfield, New Hampshire.

Shirley Wajda, P.h.D. - Curator of Collections, Canterbury Shaker Village

Shirley Wajda will contribute her expertise in the subject matter, collections, exhibition development, and audience development, as well as support project deliverables. Wajda will provide overviews of each building's original purpose(s) and furnishings, reports of buildings' conditions and accessibility, and status updates of the collections. Wajda holds a Ph.D. in American Civilization from the University of Pennsylvania and is a humanities scholar, museum professional, award-winning educator, and editor with over 30 years of experience at museums, universities, and state humanities councils. Her areas of expertise include American material, visual, and popular culture, United States history, American women's history, museum studies, collections curatorship and management, exhibition research and creation, project team and staff management, and museum management. Prior to joining CSV in September 2022, Wajda was the Executive Director of the Enfield Shaker Museum.

**RESEARCH & RELATED BUDGET - Budget Period 1**

OMB Number: 4040-0001  
Expiration Date: 11/30/2025

UEI:

Enter name of Organization:

Budget Type:  Project  Subaward/Consortium

Budget Period: 1 Start Date:  End Date:

**A. Senior/Key Person**

Prefix	First	Middle	Last	Suffix	Base Salary (\$)	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
						Cal.	Acad.	Sum.			
	Kyle		Sandler		(b) (6)	12.00			(b) (6)	(b) (6)	6,889.77
Project Role: <input type="text" value="PD/PI"/>											
Dr.	Shirley		Wajda		(b) (6)	12.00			(b) (6)	(b) (6)	3,768.19
Project Role: <input type="text" value="Curator of Collections"/>											
	Renee		Fox		(b) (6)	12.00			(b) (6)	(b) (6)	2,410.39
Project Role: <input type="text" value="Collections Manager"/>											

Additional Senior Key Persons:     Total Funds requested for all Senior Key Persons in the attached file

Total Senior/Key Person

**B. Other Personnel**

Number of Personnel	Project Role	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
		Cal.	Acad.	Sum.			
<input type="text"/>	Post Doctoral Associates	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Graduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Undergraduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Secretarial/Clerical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	Other: Executive Director	12.00			(b) (6)	(b) (6)	621.10
1	Other: Accounting Manager	12.00			(b) (6)	(b) (6)	310.55
<input type="text" value="2"/>	<b>Total Number Other Personnel</b>						<input type="text" value="931.65"/>
<b>Total Salary, Wages and Fringe Benefits (A+B)</b>							<input type="text" value="14,000.00"/>

### C. Equipment Description

List items and dollar amount for each item exceeding \$5,000

Equipment item	Funds Requested (\$)
<input type="text"/>	<input type="text"/>
Additional Equipment: <input type="text"/>	<input type="text"/>
<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>
<input type="button" value="View Attachment"/>	
<b>Total funds requested for all equipment listed in the attached file</b>	<input type="text"/>
<b>Total Equipment</b>	<input type="text"/>

### D. Travel

	Funds Requested (\$)
1. Domestic Travel Costs ( Incl. Canada, Mexico and U.S. Possessions)	<input type="text"/>
2. Foreign Travel Costs	<input type="text"/>
<b>Total Travel Cost</b>	<input type="text"/>

### E. Participant/Trainee Support Costs

	Funds Requested (\$)
1. Tuition/Fees/Health Insurance	<input type="text"/>
2. Stipends	<input type="text"/>
3. Travel	<input type="text"/>
4. Subsistence	<input type="text"/>
5. Other <input type="text"/>	<input type="text"/>
<input type="text"/> Number of Participants/Trainees	<input type="text"/>
<b>Total Participant/Trainee Support Costs</b>	<input type="text"/>

**F. Other Direct Costs**

**Funds Requested (\$)**

1. Materials and Supplies	
2. Publication Costs	
3. Consultant Services	10,000.00
4. ADP/Computer Services	
5. Subawards/Consortium/Contractual Costs	
6. Equipment or Facility Rental/User Fees	
7. Alterations and Renovations	
8. <input type="text"/>	
9. <input type="text"/>	
10. <input type="text"/>	
11. <input type="text"/>	
12. <input type="text"/>	
13. <input type="text"/>	
14. <input type="text"/>	
15. <input type="text"/>	
16. <input type="text"/>	
17. <input type="text"/>	
<b>Total Other Direct Costs</b>	10,000.00

**G. Direct Costs**

**Funds Requested (\$)**

**Total Direct Costs (A thru F)** 24,000.00

**H. Indirect Costs**

Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	Funds Requested (\$)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Total Indirect Costs</b>			<input type="text"/>

Cognizant Federal Agency  
(Agency Name, POC Name, and  
POC Phone Number)

**I. Total Direct and Indirect Costs**

**Funds Requested (\$)**

**Total Direct and Indirect Institutional Costs (G + H)** 24,000.00

**J. Fee**

**Funds Requested (\$)**

**K. Total Costs and Fee**

**Funds Requested (\$)**

**Total Costs and Fee (I + J)** 24,000.00

**L. Budget Justification**

(Only attach one file.)

Add Attachment

Delete Attachment

View Attachment

## RESEARCH & RELATED BUDGET - Cumulative Budget

		Totals (\$)
<b>Section A, Senior/Key Person</b>		13,068.35
<b>Section B, Other Personnel</b>		931.65
Total Number Other Personnel	2	
<b>Total Salary, Wages and Fringe Benefits (A+B)</b>		14,000.00
<b>Section C, Equipment</b>		
<b>Section D, Travel</b>		
1. Domestic		
2. Foreign		
<b>Section E, Participant/Trainee Support Costs</b>		
1. Tuition/Fees/Health Insurance		
2. Stipends		
3. Travel		
4. Subsistence		
5. Other		
6. Number of Participants/Trainees		
<b>Section F, Other Direct Costs</b>		10,000.00
1. Materials and Supplies		
2. Publication Costs		
3. Consultant Services	10,000.00	
4. ADP/Computer Services		
5. Subawards/Consortium/Contractual Costs		
6. Equipment or Facility Rental/User Fees		
7. Alterations and Renovations		
8. Other 1		
9. Other 2		
10. Other 3		
11. Other 4		
12. Other 5		
13. Other 6		
14. Other 7		
15. Other 8		
16. Other 9		
17. Other 10		



**Section G, Direct Costs (A thru F)**

24,000.00
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**Section H, Indirect Costs**

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**Section I, Total Direct and Indirect Costs (G + H)**

24,000.00
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**Section J, Fee**

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**Section K, Total Costs and Fee (I + J)**

24,000.00
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## **Budget Justification**

### **A. Senior/Key Person(s)**

Kyle Sandler - *Education Manager, Canterbury Shaker Village*

- Sandler will serve as Project Director for this application and its associated activities. Sandler will contribute his expertise in the subject matter, museum interpretation, and educational strategies to the project, as well as be responsible for managing the deliverables, implementation, budget, and reporting.
- Sandler is a part-time (32 hours per week) staff member. Sandler is budgeted to work on this project for four hours per week for 52 weeks at (b) (6) hr. plus (b) (6) FICA = \$6,889.77.

Shirley Wajda, P.h.D. - *Curator of Collections, Canterbury Shaker Village*

- Wajda will contribute her expertise in the subject matter, collections, exhibition development, and audience development, as well as support project deliverables.
- Wajda is a full-time staff member. Wajda is budgeted to work on this project for two hours per week for 52 weeks at (b) (6) hr. plus (b) (6) FICA = \$3,768.19.

Renée Fox - *Collections Manager, Canterbury Shaker Village*

- Fox will support the project team as an advisor on the subject matter and expert on the museum's collection, library, and archives.
- Fox is a full-time staff member. Fox is budgeted to work on this project for two hours per week for 52 weeks at (b) (6) hr. plus (b) (6) FICA = \$2,410.39.

### **B. Other Personnel**

Leslie Nolan - *Executive Director, Canterbury Shaker Village*

- Leslie Nolan will have oversight of the project and its budget and will be engaged with the project team throughout the project period. Nolan will also be responsible for engaging and updating the Board of Directors, donors, and other stakeholders as needed.
- Nolan is a full-time staff member. Nolan is budgeted for 12 hours over the length of the project at (b) (6) hr. plus (b) (6) FICA = \$621.10

Jacque Lynch - *Accounting Manager, Canterbury Shaker Village*

- Jacquie Lynch will oversee the management of grant funds, accounting, and financial reporting.
- Lynch is a part-time staff member. Lynch is budgeted for 6 hours over the length of the project at (b) (6) hr. plus (b) (6) FICA = \$310.55.

### **F. Other Direct Costs**

#### **3. Consultant Services:**

*NEH Public Impact Projects at Smaller Organizations (20230628-TA)*

*Sarah Margolis-Pineo - Curator and Collections Specialist*

- Margolis-Pineo will serve as a Project Consultant. Margolis-Pineo's expertise in both Shaker history and collections and especially in public interpretation and exhibition design will be instrumental in achieving the richly immersive environments of historical artifacts, documents, images, and sounds and contemporary museum interventions.
- Margolis-Pineo has agreed to be paid a flat rate of \$5,000 for her services during the project period. Margolis-Pineo expects to provide at least 75 hours of consulting services during the project.

*Sam Papps - Canterbury Town Clerk and Community Historian*

- Papps will serve as a Project Consultant. Papps will review all CSV tour and interpretation materials and consult during the process of creating the site's new interpretation. He will also supply the necessary primary documents and historical knowledge with which to create materials linking Canterbury's Center Historic District and CSV.
- Papps has agreed to be paid a flat rate of \$5,000 for his services during the project period. Papps expects to provide at least 75 hours of consulting services during the project.