INSTITUTE *of* Museum and Library SERVICES

Fiscal Year 2008 Appropriations Request to the United States Congress

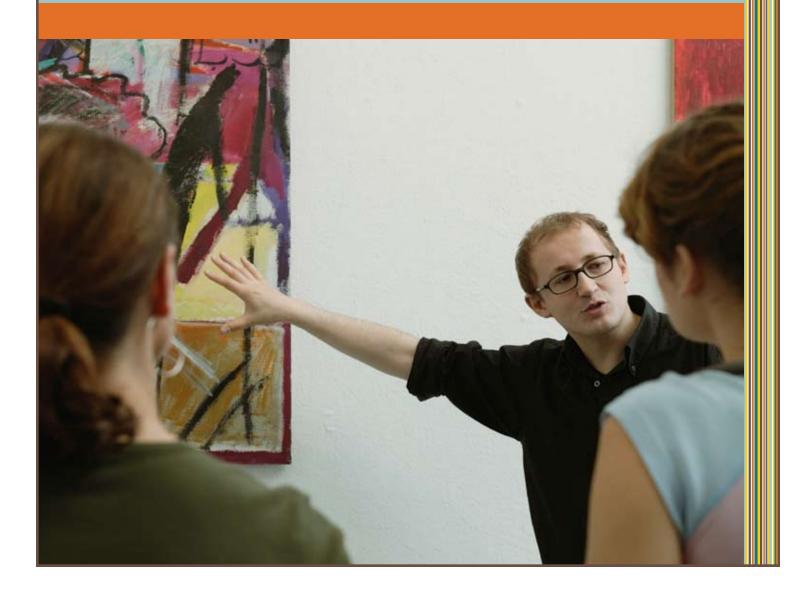*Connecting People to Information and Ideas*

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Introduction: *Connecting People to Information and Ideas*

INTRODUCTION

The Institute of Museum and Library Services (IMLS) helps create strong libraries and museums that connect people to information and ideas. A democratic society in the knowledge age relies on its citizens to learn continually, adapt to change readily, and evaluate information critically. In short, we must be a nation of learners. The country's 122,000 libraries and 17,500 museums play a fundamental role in creating vibrant, energized communities that help us do just that.

As stewards of cultural heritage, museums and libraries have traditionally helped us to experience, explore, discover, and make sense of the world. Today these venerable institutions are using the tools of the knowledge age to connect people to information and ideas like never before. Using new technology; creating strong partnerships with community organizations, business, and educators; and tapping into the latest research about learning make it possible for libraries and museums to offer unprecedented value to the public, fueling knowledge sharing and energizing our economy, creativity, and competitiveness. Respected in their communities, libraries and museums hold the public trust and play important roles in creating an informed and educated citizenry, transmitting the values of our democracy.

Consolidation of Library Statistics and Policy into IMLS

In FY 2008 the Institute intends to expand its leadership role. In recent years the Institute has strategically invested in the nation's libraries and museums to enable them to build the capacity of their facilities, digital infrastructure, staff expertise, and collections so that they can better meet the educational and cultural needs of the nation. In the President's 2008 Budget, the Administration proposes to entrust IMLS with new responsibilities for core library data collection activities and a strengthened policy advisory role.

Specifically, IMLS would take a more active role in information policy analysis and development and would continue to pursue its mission to identify models of best practice for library and museum operations and to analyze and share trends. In FY 2008, IMLS would incorporate the policy advisory role and other activities of the National Commission on Library and Information Sciences and assume responsibility for collecting public library and state library data currently under the auspices of the U.S. Department of Education National Center for Education Statistics. IMLS would also pilot the collection of statistical data from the nation's museums.

IMLS solicited comments from stakeholder communities on its consolidation plan. (See www.imls.gov/news/2006/091306.shtm). Commenters expressed keen interest in seeing that the Institute receives the budget, resources, and legislative authority necessary to fully engage in data collection and policy advisory activities. Overall, commenters felt that combining data collection, policy, and grant making in one agency would result in stronger information policy and federal support for library data collection. The value of the current data collections was repeatedly underscored. The respondents urged the Institute to maintain the highest standards of statistical integrity and expressed support for continuation of the voluntary federal-state cooperative and steering committee systems. Commenters expressed enthusiasm for new product development as well as better marketing of existing products. IMLS will continue collaborative work with NCES, NCLIS, and the Census Bureau to prepare to move information policy responsibilities and the public and state library statistics program to IMLS in anticipation of a completed transition by the beginning of FY 2008.

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During FY 2007 the Institute is reorganizing to develop its internal capacity to efficiently and effectively assume these new roles. The agency has established an Office of Policy, Planning, Research and Communications, which will act in coordination with the Office of Library Services and the Office of Museum Services and with the advice of the National Museum and Library Services Board to realize the agency's policy advisory role. This office will increase the agency's capacity to fulfill its current statutory mandate to analyze trends and share best practices. As an independent federal agency the Institute has an inherent responsibility to advise the President and the Congress on issues that relate to library, museum and information policy. The Museum and Library Services Act authorizes the Director of the Institute to "ensure coordination of the policies and activities of the Institute with the policies and activities of other agencies and offices of the Federal Government having interest in and responsibilities for the improvement of museums and libraries and information services." The National Museum and Library Services Board has the authority to "advise the Director on general policies with respect to the duties, powers, and authority of the Institute relating to museum and library services, including financial assistance awarded under this chapter." During the coming year the Institute will work with OMB and Congress to identify any gaps in statutory authority and make recommendations as necessary.

The Institute is also creating a new Office of Information Resource Management. This office will be led by a Chief Information Officer and will be home for the public and state library data collection activities currently located at the National Center for Education Statistics. A very successful element in the data collection activities has been the role of the U.S. Bureau of Census, which has worked under a cooperative agreement with NCES. The Institute has been working cooperatively with the NCES and the Census Bureau during the past year and anticipates entering into its own cooperative agreement with Census in the coming months in anticipation of implementing a smooth and seamless transition. The Institute would maintain the successful partnership with the Federal State Cooperative System that provides invaluable support to the data collection activities. IMLS would also pilot the collection of statistical data from the nation's museums.

INTRODUCTION

Conservation Initiative: *Connecting to Collections*

In celebration of its 10th anniversary, IMLS is launching a major initiative on behalf of our nation's collections. *Connecting to Collections* will seek a public that understands that caring for collections is an investment in the future; safe conditions for our collections; emergency preparedness plans and trained staff; and a place in the organizational chart for staff with responsibility to care for collections. Through a variety of strategies the Institute will raise public awareness; encourage federal, state and local conservation and emergency planning efforts; and showcase innovation and effective practice.

The initiative includes the following:
- A **national summit** on conservation to be held in June 2007. We expect 325 to 350 participants from small to mid-size institutions to attend in response to our invitation. The Institute will award 200 scholarships for the event.
- **Four regional summits** to focus on region-specific challenges. Both the national and regional summits will feature true conservation experts so that meaningful professional networking can take place.
- **A conservation bookshelf.** The bookshelf will comprise core texts in collections care. It will be made available to all summit participants and, through a streamlined competitive process, be distributed to 1,000 libraries, museums, and archives nationwide.
- **Grants to encourage every state and territory** to undertake collaborative planning activities to address the needs identified in the Health Heritage Index (p. 13).

Selected IMLS Accomplishments

Advancing Knowledge: The IMLS/NEH Digital Partnership
Through this new partnership, IMLS and the National Endowment for the Humanities are joining to help teachers, scholars, museums, and libraries take advantage of developing technology. The resulting digital tools will aid discovery and dissemination of new knowledge about our past and our culture. The partnership's grants will bring together museum, library, archives, and IT professionals with humanities scholars to spur innovative projects.

Partnership for The Big Read
The Big Read is a new national reading program designed to revitalize the role of reading in America. The Institute contributed more than $1 million in the first year of the full-scale national program and cast America's libraries and librarians in a central role to foster community participation.

National Book Festival Pavilion of the States
The annual National Book Festival is sponsored by the Library of Congress and hosted by First Lady Laura Bush. In September 2006, for the fifth consecutive year, IMLS hosted the Festival's Pavilion of the States on the National Mall. Representatives from state libraries and Centers for the Book throughout the country gathered in the nation's capital to promote reading and the literary traditions of the 50 states, the District of Columbia, and the US territories.

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Museums and Libraries Engaging America's Youth
In 2006, as part of its Museums and Libraries Engaging America's Youth initiative, IMLS surveyed approximately 300 institutions that received IMLS grants between 1998 and 2003. All surveyed projects had identified youths in the age range of 9 through19 as a target population. The survey gathered information about needs, trends, goals, and results of these grants. Assisted by a committee of policymakers, researchers, and museum and library practitioners, IMLS is developing case studies of selected grants in this group. The study and cases will better connect what we know about effective practices in youth development, including at-risk youth, to what we know about the impact of museum and library services. In 2007 the Institute will convene a national conference and publish its findings as a springboard for policy development and improved practice.

National Awards for Museum and Library Service
The Institute annually honors museums and libraries that make extraordinary civic, educational, economic, environmental, and social contributions to their communities. These National Awards for Museum and Library Service showcase the vital role of museums and libraries in American society. They are the nation's highest honor for libraries and museums that make their communities better places to live.

WebWise
The annual WebWise conference is a signature initiative of IMLS. Each year it brings together representatives of museums, libraries, archives, systems science, education, and other fields interested in the future of high-quality online content for inquiry and learning. The conference highlights recent research and innovations in digital technology, explores their potential impacts on library and museum services, and promotes effective museum and library practices in the digital environment. It also provides recipients of IMLS technology-based grants the opportunity to showcase exemplary projects.

Coming Up Taller
The Coming Up Taller (CUT) program recognizes outstanding after-school and out-of-school arts and humanities programs. CUT is a partnership among the President's Committee on the Arts and the Humanities, the National Endowment for the Arts, the National Endowment for the Humanities, and the Institute of Museum and Library Services. Collaboratively, the agencies manage the program's review and evaluation process.

Rebuilding Gulf Coast Library Services
IMLS has contributed $500,000 to staff temporary library facilities in Mississippi and Louisiana following Hurricane Katrina. IMLS is part of a coalition that includes the Bill & Melinda Gates Foundation and the Bush-Clinton Katrina Fund. Together, the coalition is working to restore library service to the region.

Designs for Change: Libraries and Productive Aging
As the first baby boomers turn 60, public libraries are preparing to offer creative alternatives to retirement to a generation well known for idealism and activism. A report from Americans for Libraries Council (ALC) and IMLS describes this demographic revolution and offers guidance and examples of model programs to public libraries interested in connecting active older adults to new opportunities for learning, work, and community service.

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Research on the Status of Technology and Digitization in the Nation's Museums and Libraries
This regular study compares current status to baseline data about the kinds of technologies libraries and museums employ and the emerging digitization activities that are beginning to make collections even more widely available. The 2006 findings reveal that using technology to enhance library and museum services for all Americans and digitizing collections to provide them broader access to the nation's rich holdings is prevalent among our cultural institutions. It is increasing dramatically at the small ones. This iteration of the study included museums, public libraries, academic libraries, archives, and state library administrative agencies.

Strengthening Internal Management
Over the last calendar year, IMLS has significantly strengthened financial business processes and improved and expanded internal controls. IMLS will apply strategic human resource management to continue this progress in FY 2007. The agency will increase the IMLS workforce to maintain improvements, meet its growth in responsibilities, and address workforce deficiencies.

Technical Assistance to Help Potential Applicants Prepare Proposals
In 2006 IMLS piloted phone-based conferences to help museums, libraries, and other eligible organizations throughout the country learn more about how IMLS can help advance their institutions' mission and strategic goals. These met with significant approval from IMLS's communities. We will continue to provide these well-received technical assistance conference calls as a low-cost strategy to attract new applicants and strengthen the quality of applications and funded projects.

Outcome Based Planning and Evaluation
IMLS has invested significant resources and continues to play a noteworthy role in the arena of evaluation in museum and library project management. This is evidenced in outcome-based planning and evaluation training and resources provided for all state library agencies, and for our discretionary grant programs. In addition to basic education, in FY 2006 we expanded to intermediate-level training for state library agencies by bringing together members of that community around a common focus, such as the value of public library Summer Reading programs and the value of continued development for library staff. Our goal is to build uniform measurement and thereby substantiate statements of impact. IMLS's commitment to strengthening the projects we fund is also demonstrated by the special 2004 cooperative agreement for an instructor-mediated on-line course. When available in 2007, this educational resource will foster an outcome focus in library and museum project planning.

Coastal America Partnership
IMLS is a member of the Coastal America Partnership, which convenes federal agencies, state and local governments, nongovernmental organizations, and the private sector to collaboratively address national coastal environmental issues. Much of Coastal America's current work focuses on the implementation of the U.S. Ocean Action Plan, signed by President Bush in December 2004. In 2006 IMLS helped to sponsor the *Second National Student Summit on Oceans and Coasts*.

Summary of Appropriations Request

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SUMMARY OF APPROPRIATIONS REQUEST

The President's Budget requests $271,246,000 for Fiscal Year 2008. This amount includes $269,896,000 for programs and administrative costs authorized by the MLSA and $1,350,000 for a grants program authorized by the AAHCA.

Office of Museum Services Grants

The Administration requests $24,777,000 for museum grants. These funds support grants to museums for increasing public access, expanding educational services, reaching families and children, and using technology more effectively in support of these goals (Museums for America, p. 30). In addition, these funds support technical assistance through four types of assessments: institutional, collections management, public dimension, and governance (Museum Assessment Program, p. 31). Grants also provide the museum community with support for a variety of training and personnel development activities for museum staff members across all types of museums (21st Century Museum Professionals, p. 32).

Museum Conservation Programs

The Administration requests $4,615,000 for museum conservation programs. These funds support grants to allow museums to survey collections, perform training, research, treatment, and environmental improvements (Conservation Project Support, p. 32). Grantees may receive additional funds to develop an education component that relates to their conservation project. In addition, these funds support technical assistance in conservation efforts (Conservation Assessment Program, p. 33).

Native American and Native Hawaiian Museum Services

The Administration requests $945,000 for museum grants to Native American tribes and organizations that primarily serve and represent Native Hawaiians (p. 34). All activities outlined under Museum Services Operations Grants and Museum Conservation Programs are eligible uses for these grants.

Museum National Leadership Projects

The Administration requests $8,210,000 for National Leadership Grants (p. 28) to museums. National Leadership Grants encourage innovation in meeting community needs, widespread and creative use of new technologies, greater public access to museum collections, and an extended impact of federal dollars through collaborative projects.

Museum Grants for African American History and Culture

The Administration requests $1,350,000 for Museum Grants for African American History and Culture (p. 34). This program, funded for the first time in FY 2006, has been developed in coordination with the Director and Council of the Smithsonian Institutions Museum for African American History and Culture and addresses the purposes of P.L. 108-184. Grants are intended to build professional capacity in the African American museum community. The program provides opportunities for the staffs of African American museums to gain knowledge and abilities in the areas of management, operations, programming, collections care, and other museum skills identified as high priorities by applicants.

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Office of Library Services State Grants

The Administration requests $171,500,000 for Grants to State Library Agencies (p. 24). Funds are provided to states by formula to carry out five-year plans to support library services in their communities. These plans must set goals and priorities for the state consistent with the purpose of the LSTA, describe activities to meet the goals and priorities, and describe the methods by which progress toward the goals and priorities and the success of activities will be evaluated. States may apportion their funds between two activities, technology and targeted services. States may use funds for electronic linkages among libraries; linkages to educational, social and information services; accessing information through electronic networks; linking different types of libraries; or sharing resources among libraries. They may also direct library and information services to persons having difficulty using a library, underserved urban and rural communities, and children from low income families.

Native American and Native Hawaiian Library Services

The Administration requests $3,717,000 for library grants to Native American tribes and organizations that primarily serve and represent Native Hawaiians (p. 27). The criteria for Grants to State Library Agencies apply to these grants as well.

Library National Leadership Projects

The Administration requests $12,715,000 for National Leadership Grants (p. 28) to libraries. These grants support activities of national significance that enhance the quality of library services nationwide and provide coordination between libraries and museums. Priority is given to projects that focus on research and development for the improvement of libraries, preservation, digitization of library materials, partnerships between libraries and museums, and other activities that enhance the quality of library services nationwide.

In addition, the Administration requests $26,500,000 for the Laura Bush 21st Century Librarian Program (p. 29), which supports efforts to recruit and educate the next generation of librarians and the faculty who will prepare them for careers in library science. The program also supports grants for research related to library education and library staffing needs, curriculum development, and continuing education and training.

Data Collection and Policy Advice

The Administration requests $4,000,000 for these activities (p. 2). Funds will be used by IMLS to conduct and publish analyses of the impact of museum and library services, as directed by the 2003 reauthorization of the Museum and Library Services Act, and to incorporate an expanded policy advice role. Funds will also be used to assume responsibility for surveys of public and state libraries previously conducted by the Department of Education's National Center for Education Statistics. The Budget proposes that the activities of the National Commission on Library and Information Sciences should also be consolidated under IMLS beginning in FY 2008. The Administration believes that this move will strengthen federal library policy efforts and enhance our national research capacity on domestic and international library trends.

Museum and Library Services Administration

The Administration requests $12,917,000 for program administration (p. 35). Funds support personnel compensation and benefits, analysis, research and evaluation, travel, rent, communications, utilities, printing, equipment and supplies, automated data processing, and other services.

SUMMARY OF APPROPRIATIONS REQUEST

Table 1: IMLS Historical Summary of Appropriations FY1998-FY2004

(Budget Authority in Thousands of Dollars)

	1998	1999	2000	2001	2002	2003	2004
Museum and Library Services Act							
Grants to States	134,201	135,367	138,118	148,939	149,014	150,435	157,628
Native American Library Services	2,561	2,908	2,616	2,940	2,941	3,055	3,206
National Leadership: Libraries	5,488	9,565	10,275	11,299	11,081	11,009	11,263
Laura Bush 21st Century Librarian	NA	NA	NA	NA	NA	9,935	19,882
Museums for America	15,610	15,610	15,517	15,483	15,482	15,381	16,342
Museum Assessment Program	450	450	450	449	450	447	447
21st Century Museum Professionals	NA	NA	NA	NA	NA	NA	NA
Conservation Project Support	2,310	2,310	2,310	2,305	2,310	2,792	2,782
Conservation Assessment Program	820	820	820	818	820	815	815
Native American/Hawaiian Museum Services	NA	NA	NA	NA	NA	NA	NA
National Leadership: Museums	2,200	2,200	3,050	3,542	5,167	5,663	6,891
African American History and Culture Act							
Museum Grants for African American History and Culture	NA	NA	NA	NA	NA	NA	NA
Total Programs	163,640	169,230	173,156	185,775	187,265	199,532	219,256
Administration	5,980	4,915	5,651	7,295	7,712	9,202	10,389
TOTAL, IMLS PROGRAMS AND ADMINISTRATION	**169,620**	**174,145**	**178,807**	**193,070**	**194,977**	**208,734**	**229,645**
Congressional Earmarks	0	15,435	11,751	39,251	29,524	35,156	32,595
TOTAL, IMLS	**169,620**	**189,580**	**190,558**	**232,321**	**224,501**	**243,890**	**262,240**

SUMMARY OF APPROPRIATIONS REQUEST

Table 2: IMLS Requested and Enacted Budget History FY2005-FY2008
(Budget Authority in Thousands of Dollars)

	2005 Request	2005 Enact	2006 Request	2006 Enact	2007 Request	2007 Expect[1]	2008 Request
Museum and Library Services Act							
Grants to States	170,455	160,704	170,500	163,746	171,500	163,746	171,500
Native American Library Services	3,675	3,472	3,675	3,638	3,675	3,638	3,717
National Leadership: Libraries	16,500	12,301	14,000	12,375	12,930	12,375	12,715
Laura Bush 21st Century Librarian	23,000	22,816	26,000	23,760	25,000	21,003	26,500
Museums for America	19,700	16,864	18,710	17,152	17,978	16,956	22,165
Museum Assessment Program	450	446	500	442	500	442	500
21st Century Museum Professionals	1,000	992	1,000	982	3,000	1,671	2,141
Conservation Project Support	2,810	2,788	2,810	2,772	3,000	2,772	3,801
Conservation Assessment Program	820	813	820	807	820	807	814
Native American/Hawaiian Museum Services	644	843	850	911	920	919	945
National Leadership: Museums	12,000	7,539	9,458	7,920	8,500	4,788	8,181
Policy, Research, and Statistics	NA	NA	NA	NA	NA	NA	4,000
African American History and Culture Act							
Museum Grants for African American History and Culture	NA	NA	2,000	842	1,500	803	1,350
Total Programs	251,054	229,578	250,323	235,347	249,323	229,920	258,329
Administration	11,186	11,097	11,917	11,797	12,917	11,754	12,917
TOTAL IMLS PROGRAMS AND ADMINISTRATION	**262,240**	**240,675**	**262,240**	**247,144**	**262,240**	**241,674**	**271,246**
Congressional Earmarks	0	39,889	0	0	0	0	0
TOTAL, IMLS	**262,240**	**280,564**	**262,240**	**247,144**	**262,240**	**241,674**	**271,246**

[1]Because the current continuing resolution enacted prior to February 15, 2007 provides funding consistent with FY 2006 actual spending levels, some of the amounts listed for FY 2007 are lower than the amounts appropriated in FY 2006. The full year continuing resolution (HJ Res 20) currently being considered by the Senate would provide FY 2007 funding at FY 2006 enacted levels.

FY 2008 Performance Plan

FY 2008 PERFORMANCE PLAN

The Institute builds the capacity of museums and libraries to serve the public in three strategic ways:

- Sustaining Heritage, Culture and Knowledge
- Enhancing Learning and Innovation
- Building Professional Capacity

A fourth, overarching goal is to attain the highest level of excellence in federal management, operations, and service.

1. Sustaining Heritage, Culture, and Knowledge

Our nation's museums and libraries serve as stewards of our cultural and intellectual heritage. Their collections illustrate, interpret, and embody the great events, ideas, and individuals that contribute to America's history and culture. These irreplaceable resources help us understand, experience, explore, discover, and make sense of the world. Through their collections and the services they build around them, museums and libraries tell our nation's story and ensure that knowledge is passed on to future generations.

The collections in libraries and museums connect people to the full spectrum of human experience, culture, science, history and art. The Institute helps libraries and museums to preserve and manage collections of art, books, other cultural artifacts, animals, plants, and digital resources so that future generations will have a tangible link with their heritage.

Unfortunately, collections are highly vulnerable to loss due to deterioration, theft, and natural and manmade disasters. Virtual resources are susceptible not only to physical destruction, but to loss through technology change.

The Institute helped fund Heritage Preservation's *A Public Trust at Risk: The Heritage Health Index Report*, the first study to document the preservation needs of collections in museums, libraries, and archives. It shows that roughly 190 million objects held by archives, historical societies, libraries, museums, and scientific organizations are in need of conservation treatment; that 65 percent of collecting institutions have collections damaged by storage in environments that expedite deterioration; that 80 percent of institutions have no current plan to protect collections in the face of emergency or calamity; and that 40 percent of collecting institutions allocate no funds in their annual budgets for preservation or conservation.

Goal: Sustaining Heritage, Culture, and Knowledge

Objective 1: Strengthen personnel capacity to manage conservation and preservation efforts in our nation's libraries and museums.

Strategies:
- Expand the availability, efficiency, and effectiveness of strategies and choices for safeguarding collections.
- Build personnel skills for digital asset management, conservation, and preservation.
- Strengthen personnel skills in small to mid-sized institutions for collections management, preservation and conservation planning, and emergency preparedness at the institution level.

FY 2008 PERFORMANCE PLAN

Goal: Sustaining Heritage, Culture, and Knowledge

Objective 2: Address high-priority needs identified by the Heritage Health Index.

Strategies:
- Enable museums, libraries, and archives to carry out collections-wide preservation and conservation planning, to treat identified high-priority problems, and to serve as national models and sources of information.
- Enable museums, libraries, and archives to plan for and implement risk reduction, emergency response, and recovery of collections.
- Support the development and creation of statewide disaster and preservation plans.

Goal: Sustaining Heritage, Culture, and Knowledge

Objective 3: Galvanize attention and promote public-private partnerships to preserve the nation's collections.

Strategies:
- Convene national and regional summits to galvanize awareness of the condition of the nation's collections and the implications of their loss, and to develop plans to address the problem locally and nationally.
- Encourage and form partnerships at the federal, state, and local levels to address conservation and preservation needs.
- Build a program of public awareness activities.

FY 2008 Targets
- IMLS supports independent evaluation of National Leadership Grants for preservation to assess national impact.
- 1,000 small and medium-sized museums and libraries receive the "conservation bookshelf" to support comprehensive care of their collections.
- The Institute hosts regional conferences in two regions addressing high priority needs identified in Health Heritage Index. Over 350 representatives from libraries and museums attend.
- The Institute provides planning grants to 26 states to undertake collaborative activity to address needs identified in Health Heritage Index. (The remaining states receive grants the following year.)
- Through Conservation Project Support, Conservation Assessment Program, and Museums for America, 400 museums pursue high-priority needs for their collections through a variety of strategies including conservation assessments, collections management, conservation treatment, improved environmental controls, improved collections storage, digitizing collections, and developing emergency plans. Many of these museums are also able to leverage additional public and private sources to match federal contribution. In addition, using Museum Professional for the 21st Century grants, participate in conservation-related professional development activities.
- Five grants for African American History and Culture strengthen the skills of personnel to preserve pertinent history and culture materials; approximately 100 individuals will complete relevant professional development.

FY 2008 PERFORMANCE PLAN

- With National Leadership Grants, 15 libraries develop new preservation models, services, or tools (including digital) to expand the efficiency and effectiveness of available strategies and choices for safeguarding collections.
- Ten states complete statewide disaster planning using an IMLS-funded Web-based template and planning tool currently in development.
- 50 museums participate in a technology assistance program that enables them to create institutional technology plans.
- 18 Laura Bush 21st Century Librarian grants address the high-priority need of ensuring the availability of qualified library personnel to meet the needs of the nation in the 21st century. Five of these grants support internships in conservation. Five of these grants create new digital asset management capacity at the master's, doctoral or post-doctoral level; 200 students complete programs funded. Five of these grants build skills among existing library personnel to strengthen digital asset management; 1,000 students complete continuing education for this purpose. Three of these grants support advanced research and demonstration in digital preservation or data curation.
- 25 grants for Native American Library Services provide digitization training and planning for library staff. Ten Native American Enhancement Library Grants support tribal preservation with an additional ten grants for Native American/Native Hawaiian Museum Services preserve heritage materials and traditions, including language, in eligible communities.

2. Enhancing Learning and Innovation

Learning is more important than ever for success in today's global economy. It includes in- and out-of-school learning; learning at all ages; and, in addition to basic mathematics, reading, and science, a new set of twenty-first-century skills that include creative problem solving, ability to work in teams, information literacy, and communication skills in multiple formats. Libraries and museums not only contribute to these necessities, they play an important role in efforts to build strong communities.

Over the past twenty years an explosion of research has shown how people learn, from infancy to old age. We know that children are never too young to learn and we know that lifelong learning extends the duration and quality of life. We also know that a thriving competitive economy depends upon innovation and the opportunity to learn effectively not only in the classroom, but on the job and throughout one's lifetime.

Museums and libraries are core community assets essential to larger efforts to support the development of families, individuals, and communities. They help our communities meet some of their greatest challenges, providing powerful places for civic engagement, contributing to economic development, building workforce participation, improving early literacy and school readiness, helping teens prepare for school and for life, and addressing a wide range of issues from helping our citizens keep current on health and science information to providing new immigrants resources they need to succeed in American society.

Goal: Enhancing Learning and Innovation

Objective 1: Increase the excellence, availability, and use of museum and library programs and services for learning.

Strategies:
- Strengthen local programming and services and widen the adoption of effective practices to address identified national issues.
- Strengthen the ability of libraries and museums to increase their own knowledge and improve programs, and support local replication and adaptation of models that evaluation shows to be effective.
- Disseminate data on effective management and practice to strengthen learning through museum and library services.

Goal: Enhancing Learning and Innovation

Objective 2: Increase the number and variety of partnerships among museums, libraries, and other community entities

Strategies:
- Support collaborations to extend the impact of libraries and museums in meeting their communities' needs.
- Create new partnerships with federal agencies and non-governmental organizations to maximize federal support and serve as a model for good practice in collaboration.
- Support collaborations at the state level.

FY 2008 PERFORMANCE PLAN

Goal: Enhancing Learning and Innovation

Objective 3: Increase the number of museums and libraries that use contemporary technology tools to deliver programs and services

Strategies:
- Help library and museum staff to adopt new technologies, particularly for improving management, operations, and services in small to mid-sized museums.
- Support research and demonstration to develop new tools and services to increase online access to collections.
- Develop models to allow seamless digital searching across library and museum collections.

Goal: Enhancing Learning and Innovation

Objective 4: Strengthen technology competencies across and within all community segments.

Strategies:
- Support research and demonstration to expand tools and services that address contemporary learning needs.
- Develop a digital readiness assessment program to help small to mid-sized libraries and museums establish or strengthen digital collection programs.
- Strengthen knowledge for effective management of Grants to State Library Agencies.

FY 2008 Targets
- 5000 students benefit from participating in summer reading programs at 50 public libraries as documented by outcome-based evaluation results; libraries use findings to improve programs.
- State Library Administrative Agencies (SLAA) provide 4000 subgrants to support local programming and services in public libraries.
- IMLS analyzes four years of data from SLAA annual reports to determine trends and effective practice in use of Grants to States funds at the state and local levels and disseminate findings widely to strengthen state library programs
- 220 Museums for America grants reach every state and museums of all budget sizes and disciplines to strengthen museum infrastructure, programs and services and increase the number of people who use them to meet their learning needs. 50 of these grants will specifically help staff adopt new technologies to reach audiences and operate more efficiently.
- 300 museum educators, librarians, teachers, and school administrators attend an IMLS conference on Engaging America's Youth and learn about the model practices identified in an IMLS study.
- IMLS conducts the third True Needs True Partners survey to document evolving trends and measure results of relationships between museums and schools; disseminates findings in a conference and Web casts.
- 25 National Leadership Planning Grants to libraries and five National Leadership Planning Grants to museums support collaborative planning to extend the impact of libraries and museums by meeting their communities' needs. The collaborative planning grants will enable projects to have a stronger practical and theoretical base before IMLS invests funding in their implementation.

FY 2008 PERFORMANCE PLAN

- 25 National Leadership Grants to libraries and 8 National Leadership Grants to museums implement partnerships that meet identified needs.
- IMLS models good partnering practice by creating three new interagency partnerships to broaden federal support for connecting people to information and ideas.
- IMLS begins a new initiative to emphasize 21st-century information seeking and learning patterns. 50 libraries and 20 museums participate in a digital readiness assessment pilot program to help them establish or strengthen digital library programs.
- Museum Assessment Program consultancies strengthen public service and management of an additional 110 small to mid-sized US museums.
- 12 National Leadership Grants increase online access to collections by developing new tools or services for the field.
- 25 National Leadership Grants expand online access to collections through an IMLS gateway (the IMLS Digital Collections and Content Registry) that provides seamlessly searchable collections.

3. Building Professional Capacity

Training a twenty-first-century library and museum workforce is a top priority for IMLS. Both the library and museum sectors face impending retirements. In addition, the rapidly changing environment of the knowledge society, the possibilities provided by new technologies, the increasing diversity of the population, and the need to demonstrate public value and accountability require an expanding portfolio of skills for library and museum professionals at every level.

Goal: Building Professional Capacity

Objective 1: Strengthen skills and knowledge of museum and library personnel for management, program design, partnership, planning, and leadership.

Strategies:
- Strengthen skills of existing library and museum personnel at all levels.
- Expand the leadership pool of library and museum personnel.
- Increase collaboration and build collaboration skills.
- Develop educational programs to meet the specific needs of Native American, Native Hawaiian, and African-American culture through eligible museums, libraries, and cultural centers.

Goal: Building Professional Capacity

Objective 2: Increase the number of people who undertake formal education and internships in libraries and museums.

Strategies:
- Support recruitment and education at the library and information science master's and doctoral levels.
- Support the recruitment and professional development of museum personnel.
- Support innovative learning programs such as internships and exchanges to increase the availability of skilled museum and library staff.

Goal: Building Professional Capacity

Objective 3: Increase the diversity of staff in the library and museum fields.

Strategies:
- Partner with national museums, federal agencies, and national professional organizations to support recruitment and professional development efforts to increase diversity in museum and library employment.
- Build leadership and skills necessary to address the current and future needs of museums and libraries to reflect and serve the increasing diversity of the nation. Support historically black colleges and universities to develop knowledge and skills to preserve and share African American history and culture through internships.

FY 2008 PERFORMANCE PLAN

FY 2008 Targets

- 15 grants for Continuing Education projects in the Laura Bush 21st Century Librarian Program strengthen skills of 300 currently employed professionals.
- Five grants for Doctoral Education projects in the Laura Bush 21st Century Librarian Program support ten new doctoral candidates.
- 25 21st Century Museum Professionals grants strengthen 3500 museum professionals' museum management skills and knowledge, and expand the museum leadership pool.
- 15 State Library Administrative Agencies provide continuing education for 450 library staff members and measure the effectiveness of their continuing education programs.
- 50 school library media specialists learn to provide effective resources and services for youth.
- The number of Museum Assessment Program participants increases by 55 percent, providing 110 museums (approximately 540 paid and volunteer staff) with improved expertise in museum operations.
- Museum and library staff in 25 communities gain collaboration and community-building skills by participating in partnerships to create The Big Read in their communities. These projects include participation in regional workshops to build target skills.
- Staff of 20 institutions gain expertise to preserve Native culture and to develop educational programs for such culture in museums and cultural centers through the Native American/Native Hawaiian Museum Services program.
- Through an interagency agreement between IMLS and the Museum of African American History and Culture, IMLS supports professional development for new staff at 20 African American museums.
- Ten Museum Grants for African American History and Culture programs train 75 professionals working in this content area, building the leadership and skills necessary to address the current and future needs of these institutions.

4. Attaining Excellence in Federal Management, Operations, and Service

As the Institute accepts increasing responsibilities and as expectations grow for federal agencies to demonstrate accountability, it must continue to strive for excellence in management, operations and service. IMLS will constantly work to meet the standards set by the President's Management Agenda, the needs of museums and libraries and their users, and the expectations that accompany its ever-expanding role.

Goal: Attaining Excellence in Federal Management, Operations, and Service

Objective 1: Achieve the highest level of excellence in federal management, operations, and service.

Strategies:
- Continue to build IMLS staff expertise and provide excellent service to the museum, library, and related communities.
- Make full use of the knowledge and expertise of the members of the National Museum and Library Services Board.
- Maintain and improve the Institute's peer review process for competitive grant programs.
- Maintain and improve the Institute's oversight of Grants to State Library Agencies, through increased online assistance, site visits, and conferences.
- Streamline application and award management through transition to the Grants Management Line of Business; develop human capital to maximize use of these systems and to assist applicants and grantees in their use.
- Continue to improve information technology operations.
- Expand resources and technical assistance that support high-quality planning and evaluation for grantee organizations.
- Evaluate IMLS programs on a regular basis; apply findings to program improvements, and share models to improve practice.

Goal: Attaining Excellence in Federal Management, Operations, and Service

Objective 2: Become the key source of information for and about museum and library service to support strong policy decision making at all levels.

Strategies:
- Assess the effectiveness of programs the statutory mandate set forth in the Museum and Library Services Act.
- Continue the consolidation of information policy and library statistics into IMLS.
- Explore desirability, feasibility, and structures needed for a museum statistics program.
- Gather, analyze, and broadly disseminate data about key museum and library needs, trends, and developments.
- Disseminate models of best practice and analysis of library and museum services.
- Develop resources to strengthen museum and library practice and project management.

FY 2008 PERFORMANCE PLAN

FY 08 Targets

- IMLS provides resources and technical assistance to support at least 75 percent of the year's grantee organizations in outcome-based planning and evaluation.
- IMLS provides technical assistance and information to at least 400 potential applicants through audio conferences.
- Formal independent evaluation of three IMLS grant programs assist IMLS to identify and implement program improvements and to share models to improve practice.
- IMLS continues to improve Information Technology operations to fully meet the requirements of the Federal Information Security Management Act of 2002 (FISMA) and to fully implement security measures.
- IMLS streamlines application and award management by transitioning to the Grants Management Line of Business.
- IMLS State Programs office completes 40 site visits to State Library Administrative Agencies between FY 2006 and FY 2008 to monitor the management of the Grants to States program.
- Staff of 50 State Library Administrative Agencies and eight Territories and Freely Associated States gain knowledge in the effective management of federal grants through the use of online reporting programs
- IMLS completes seamless consolidation of library statistics and information policy programs.
- Responding to strong support from the museum community, IMLS pilots a museum statistics program.
- IMLS enhances its knowledge management capacity and builds new platforms for knowledge sharing to meet its legislative mandate to identify needs and trends in library and museum services and to develop and disseminate models of effective practice.

Detailed Program Descriptions

INSTITUTE *of*
Museum and **Library**
SERVICES

DETAILED PROGRAM DESCRIPTIONS

Grants to States

Fiscal Year	Budget Authority
2005	$160,704,000
2006	$163,746,000
2007	$163,746,000 (expected)
2008	$171,500,000 (requested)

Program Description

The Library Services and Technology Act, a section of the Museum and Library Services Act of 2003, promotes access to information resources provided by all types of libraries. The legislation authorizes IMLS to provide funds to State Library Administrative Agencies (SLAAs) using a population-based formula. State libraries may use the appropriation to support statewide initiatives and services; they also may distribute the funds through subgrant competitions or cooperative agreements to public, academic, research, school, and special libraries in their state.

Each state has an IMLS-approved five-year plan outlining its programs. These programs support the LSTA goals, which are to

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;
- develop library services that provide all users access to information through local, state, regional, national, and international electronic networks;
- provide electronic and other linkages between and among all types of libraries;
- develop public and private partnerships with other agencies and community-based organizations;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line.

Note on State Minimum Allotments

The 2003 Reauthorization approved increasing the base award amount that is distributed to each state from $340,000 to $680,000. The base had not been adjusted in 20 years. Because a strict population formula would not provide smaller states with a useful amount of funding, a minimum state allotment of $340,000 was established in 1971. Once that base is allotted, the remaining appropriated funds are apportioned according to population. When the Museum and Library Services Act was due to be reauthorized in 2003, it was agreed by all the states that the costs of implementing meaningful programs necessitated the doubling of the base to $680,000. To protect the larger states from having to cut programs, it was further agreed that the new minimum would only go into effect if it could be achieved without allotting any state less than it was receiving in 2003. Congress consented to these changes and enacted the new minimum along with a "hold harmless" clause.

DETAILED PROGRAM DESCRIPTIONS

Since the new legislation went into effect, the funding appropriated to the Grants to States program has been insufficient to meet the new minimum without violating the hold-harmless clause. The result is that the increases Congress has provided to the program have not benefited the states in an equitable way. The amount IMLS is requesting for the program in FY 2008 would allow the new minimum to be met and allow the Institute to share any future increases fairly as Congress intended.

Table 3: State Allotments for FY 03-08

State	FY 03	FY 04	FY 05	FY 06	FY 07 (expected)	FY 08 (request)
AL	$2,369,145	$2,507,472	$2,556,671	$2,610,549	$2,602,935	$2,733,624
AK	$631,170	$769,497	$828,563	$887,453	$888,213	$979,202
AZ	$2,807,829	$2,946,156	$3,041,222	$3,150,258	$3,211,248	$3,433,472
AR	$1,565,707	$1,704,034	$1,760,329	$1,820,073	$1,819,735	$1,935,151
CA	$16,222,180	$16,360,507	$16,457,012	$16,557,920	$16,506,165	$16,959,544
CO	$2,378,206	$2,516,533	$2,579,074	$2,642,220	$2,650,214	$2,802,546
CT	$1,905,106	$2,043,433	$2,100,240	$2,154,030	$2,141,681	$2,245,017
DE	$705,162	$843,489	$904,235	$965,243	$967,412	$1,061,106
FL	$7,898,976	$8,037,303	$8,172,813	$8,332,483	$8,429,449	$8,757,754
GA	$4,211,633	$4,349,960	$4,433,740	$4,522,400	$4,590,936	$4,861,320
HA	$903,039	$1,041,366	$1,101,687	$1,157,565	$1,157,492	$1,254,019
ID	$946,563	$1,084,890	$1,150,464	$1,215,563	$1,225,260	$1,334,827
IL	$6,038,973	$6,177,300	$6,214,291	$6,249,722	$6,216,116	$6,409,914
IN	$3,125,606	$3,263,933	$3,317,057	$3,369,822	$3,357,739	$3,499,203
IA	$1,668,229	$1,806,556	$1,858,287	$1,909,822	$1,902,157	$2,011,603
KS	$1,568,332	$1,706,659	$1,759,339	$1,812,456	$1,804,558	$1,914,254
KY	$2,191,121	$2,329,448	$2,384,878	$2,439,668	$2,433,669	$2,558,156
LA	$2,367,398	$2,505,725	$2,554,689	$2,604,141	$2,587,884	$2,594,635
ME	$925,456	$1,063,783	$1,123,275	$1,181,762	$1,177,883	$1,270,128
MD	$2,808,591	$2,946,918	$3,008,965	$3,067,643	$3,062,016	$3,187,614
MA	$3,247,148	$3,385,475	$3,423,733	$3,449,395	$3,413,560	$3,554,427
MI	$4,885,587	$5,023,914	$5,059,705	$5,093,053	$5,052,531	$5,188,050
MN	$2,610,305	$2,748,632	$2,807,289	$2,864,372	$2,856,123	$2,987,288
MS	$1,638,841	$1,777,168	$1,830,121	$1,886,927	$1,882,233	$1,979,656
MO	$2,905,578	$3,043,905	$3,096,707	$3,155,054	$3,150,050	$3,288,971
MT	$751,325	$889,652	$949,157	$1,008,157	$1,007,986	$1,101,811
NE	$1,122,069	$1,260,396	$1,317,786	$1,372,965	$1,370,433	$1,469,620
NV	$1,323,020	$1,461,347	$1,542,939	$1,634,252	$1,659,300	$1,794,339
NH	$916,679	$1,055,006	$1,115,181	$1,173,868	$1,172,791	$1,267,146

State Allotments for FY 03-08 (continued)

State	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
NJ	$4,225,196	$4,363,523	$4,412,959	$4,464,364	$4,434,773	$4,575,815
NM	$1,179,001	$1,317,328	$1,378,496	$1,442,371	$1,445,113	$1,552,795
NY	$9,004,514	$9,142,841	$9,146,819	$9,146,249	$9,074,434	$9,300,872
NC	$4,103,012	$4,241,339	$4,309,258	$4,394,254	$4,419,501	$4,634,733
ND	$626,793	$765,120	$821,842	$878,082	$876,330	$963,936
OH	$5,505,578	$5,643,905	$5,667,969	$5,691,792	$5,643,980	$5,805,323
OK	$1,920,127	$2,058,454	$2,112,874	$2,162,902	$2,158,232	$2,278,241
OR	$1,932,701	$2,071,028	$2,134,437	$2,194,490	$2,199,259	$2,332,515
PA	$5,918,880	$6,057,207	$6,085,045	$6,075,494	$6,034,092	$6,235,163
RI	$823,812	$962,139	$1,020,285	$1,076,537	$1,069,862	$1,156,724
SC	$2,197,585	$2,335,912	$2,398,034	$2,462,858	$2,469,636	$2,609,586
SD	$684,211	$822,538	$880,376	$938,791	$937,650	$1,029,154
TN	$2,961,981	$3,100,308	$3,158,288	$3,220,133	$3,221,670	$3,376,532
TX	$10,190,548	$10,328,875	$10,460,595	$10,597,273	$10,661,984	$11,177,030
UT	$1,387,590	$1,525,917	$1,592,429	$1,658,384	$1,683,421	$1,818,690
VT	$618,871	$757,197	$815,233	$872,315	$870,331	$958,596
VA	$3,638,702	$3,777,029	$3,851,240	$3,913,359	$3,928,187	$4,092,809
WA	$3,084,868	$3,223,195	$3,288,255	$3,354,800	$3,364,690	$3,535,943
WV	$1,154,946	$1,293,273	$1,349,667	$1,394,138	$1,396,003	$1,492,009
WI	$2,800,929	$2,939,256	$2,992,540	$3,010,271	$3,033,754	$3,161,170
WY	$565,552	$703,879	$762,355	$821,234	$820,240	$909,967
DC	$598,204	$736,531	$790,234	$842,132	$838,393	$939,673
Puerto Rico	$2,097,493	$2,235,820	$2,277,522	$2,296,792	$2,318,588	$2,433,886
American Samoa	$71,777	$71,777	$65,977	$65,739	$65,449	$85,749
Northern Marianas	$76,185	$76,184	$75,106	$75,737	$76,310	$97,753
Guam	$114,147	$114,146	$114,513	$114,960	$115,305	$137,454
U.S. Virgin Islands	$96,434	$96,433	$88,799	$88,342	$87,823	$108,426
31(b)(3)(D) Pool[1]	$216,389	$216,389	203,404	$203,371	$203,225	$265,059
TOTAL	**$150,435,000**	**$157,628,000**	**$160,704,000**	**$163,746,000**	**$163,746,000**	**$171,500,000**

[1]Section 9131(b)(3)(D) of the Museum and Library Services Act directs that funds allotted based on the populations of the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau be used to award grants on a competitive basis taking into consideration recommendations from the Pacific Region Educational Laboratory in Hawaii. These three states, along with the U.S. Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Marianas, are eligible to compete for the grants.

Detailed Program Descriptions

DETAILED PROGRAM DESCRIPTIONS

Native American/Native Hawaiian Library Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2005	272	244	$3,472,000
2006	283	240	$3,638,000
2007	NA	NA	$3,638,000 (expected)
2008	NA	NA	$3,717,000 (requested)

Program Description

Native American/Native Hawaiian Library Services Grants support improved access to library services for Native Americans, Alaska Native Villages, and Native Hawaiians. The grants address the information needs of people who typically live in remote areas or in communities where technology resources are scarce. These funds help extend library hours, purchase educational materials, implement literacy programs, provide professional advice to tribal library personnel, provide community service information, and provide Internet connections and other services for individuals in these communities. Project categories are as follows:

- **Basic:** noncompetitive grants to approximately 230 American Indian tribes and Alaska Native Villages to support a core level of library services. Also provides funds for library staff education and training and/or professional consulting services.
- **Enhancement:** competitive awards to enhance library services in Native communities.

IMLS also funds a competitive award for library services to Native Hawaiians to preserve and increase access to and use of Hawaiian languages resources, improve children's reading skills, and help Native Hawaiians acquire literacy, computer, and employment skills.

Detailed Program
Descriptions

DETAILED PROGRAM DESCRIPTIONS

National Leadership Grants

LIBRARY NLG PROGRAM

Fiscal Year	Applications	Awards	Budget Authority
2005	274	35	$12,301,000
2006	174	38	$12,375,000
2007	NA	NA	$12,375,000 (expected)
2008	NA	NA	$12,715,000 (requested)

MUSEUM NLG PROGRAM

Fiscal Year	Applications	Awards	Budget Authority
2005	106	14	$7,539,000
2006	73	12	$7,920,000
2007	NA	NA	$4,788,187 (expected)
2008	NA	NA	$8,181,000 (requested)

Program Description

National Leadership Grants support leading-edge projects to enhance library and museum services nationwide. They enable libraries and museums to address current problems in creative ways, develop and test innovative solutions, and expand the boundaries within which our cultural heritage institutions operate. The results of these projects—whether new tools, research, models, services, practices, or alliances—will help shape tomorrow's libraries and museums. Grants are offered in the following three categories:

- **Library and Museum Community Collaboration grants** help libraries and museums to engage with other educational and community organizations to mutually support the educational, economic, and social needs of learners of all ages. Learning communities can be established without regard to geographic boundaries; they can exist virtually or in a particular place or places.
- **Building Digital Resources** grants support the creation, use, preservation, and presentation of significant digital resources, as well as the development of tools to manage digital assets.
- **Research and Demonstration** grants help libraries and museums increase their impact on learning by supporting research on issues of national concern and demonstration of new solutions to real-world problems. Research projects, both basic and applied, gather and analyze data in order to investigate specific questions and then evaluate and disseminate the results. Demonstration projects test potential solutions to problems in library and museum services

Beginning in FY 2007, IMLS is also offering Collaborative Planning Grants, which are designed to enable project teams from libraries, museums, and other community organizations to work together on the planning of a project in any of the three National Leadership Grant categories.

DETAILED PROGRAM DESCRIPTIONS

Laura Bush 21st Century Librarian Program

Fiscal Year	Applications	Awards	Budget Authority
2005	86	38	$22,816,000
2006	111	35	$23,760,000
2007	NA	NA	$21,002,710 (expected)
2008	NA	NA	$26,500,000 (requested)

Program Description

The purpose of the Laura Bush 21st Century Librarian Program is to build the professional capacity of libraries by improving staff knowledge and skills. The program supports efforts to recruit and educate the next generation of librarians and the faculty who will prepare them for careers in library science. It also supports grants for research related to library education and library staffing needs, curriculum development, and continuing education and training. Since the program's inception in 2003, this program has funded 1,898 master's degree students, 145 doctoral students, 949 pre-professional students, and 3,579 continuing education students.

Program priorities are as follows:

- **Master's Programs:** Recruit and educate the next generation of librarians. In particular, increase the number of students enrolled in nationally accredited graduate library programs preparing for careers in school, public, and academic libraries.
- **Doctoral Programs:** Develop faculty to educate the next generation of library professionals and library leaders. In particular, increase the number of students enrolled in doctoral programs that will prepare them to teach master's students or to assume positions as library managers and administrators.
- **Preprofessional Programs:** Recruit future librarians. In particular, attract promising junior high, high school, or college students to consider careers in librarianship through statewide or regional pilot projects employing recruitment strategies that are cost-effective and measurable.
- **Research:** Provide the library community with information needed to support successful recruitment and education of the next generation of librarians. In particular, through funded research, establish baseline data and evaluate current programs in library education for their capacity to meet the identified needs. Also, support the early career development of new faculty members who are likely to become leaders in library and information science by supporting innovative research by untenured, tenure-track faculty.
- **Programs to Build Institutional Capacity:** Develop or enhance curricula within graduate schools of library and information science.
- **Continuing Education and Training:** Develop or enhance programs of continuing education and training in library and information science for librarians and library staff.

DETAILED PROGRAM DESCRIPTIONS

Museums for America

Fiscal Year	Applications	Awards	Budget Authority
2005	543	169	$16,864,000
2006	448	177	$17,152,000
2007	NA	NA	$16,955,577 (expected)
2008	NA	NA	$22,165,000 (requested)

Program Description

The goal of Museums for America is to strengthen museums as active resources for lifelong learning and as community assets.

This program is designed to flexibly meet the full range of statutory purposes of the Museum Services Act—a section of the Museum and Library Services Act—by providing grants to increase museums' ability to serve the public more effectively.

Museums for America grants can be used for ongoing museum activities, planning, new programs, purchase of equipment or services, or initiatives to upgrade and integrate new technologies. Successful applicants must show evidence of institutional strategic planning and the relationship between the requested funding and the institution's plan. Projects must be investments for the future, not one-time activities with short-term institutional impact.

Grants are made to support the following goals established by the act:

- **To Sustain Cultural Heritage:** Grants fund projects for collections management; scholarly and popular publications; and exhibit planning, design, and implementation.
- **To Support Lifelong Learning:** Grants support the full range of learning opportunities in museums, including exhibition programs, working with schools to develop curriculum and programs, family and adult programs, and Web site content development and implementation.
- **To Be Centers of Community Engagement:** Grants support projects that actively engage museums with their communities, including public programs, visitor experience improvements, and increased access and inclusion.

DETAILED PROGRAM DESCRIPTIONS

Museum Assessment Program

Fiscal Year	Applications	Awards	Budget Authority
2005	177	159	$446,000
2006	1	1[2]	$442,000
2007	1	1	$442,000 (expected)
2008	NA	NA	$500,000 (requested)

Program Description

The purpose of the Museum Assessment Program (MAP) is to provide technical assistance to help institutions assess their strengths and weaknesses and plan for the future. This program is especially targeted to small museums. IMLS estimates that 75 percent of the nation's museums identify themselves as small institutions, with annual budgets less than $250,000. MAP is carried out through a cooperative agreement with the American Association of Museums (AAM). In FY 2006 IMLS made changes to this program to allow greater participation of small museums and streamline administration of the program.

The program offers four types of museum assessments:

- **Institutional:** an overview of the management and operations of the entire museum, helping the museum set priorities, prepare for strategic planning, and operate more efficiently, thereby improving its services to the community and increasing its base of support.
- **Collections Management:** a review of collections use, planning, and policies and procedures in the context of overall museum operations.
- **Public Dimension:** an evaluation of the way in which the museum serves its community and audiences through exhibits, programs, and other services; and how it communicates with its audience through public relations, planning, and evaluation.
- **Governance:** an examination of the roles, responsibilities, and performance of governing authorities and advisory boards. This assessment improves the ability of the museum's governing authority to fulfill its stewardship responsibilities and contribute to the success of the organization.

In all MAP assessments, members of the museum staff and governing authority complete a self-study and receive a site visit by one or more museum professionals who tour the museum and meet with staff, governing officials, and volunteers. The surveyors work with the museum and with MAP staff to produce a report evaluating the museum's operations, making recommendations, and suggesting resources.

[2]Beginning in FY 2006, instead of awarding technical assistance grants directly, the Institute began making a single grant to AAM, which administers the program.

DETAILED PROGRAM DESCRIPTIONS

21st Century Museum Professionals

Fiscal Year	Applications	Awards	Budget Authority
2005	55	4	$992,000
2006	52	9	$982,000
2007	NA	NA	$1,671,157 (expected)
2008	NA	NA	$2,141,000 (requested)

Program Description

Museums play a critical role in the education of the public in the United States by preserving America's rich cultural heritage and helping to transmit it from one generation to the next. Museum professionals need high levels of knowledge and expertise as they help create public value for both local and national communities. The 21st Century Museum Professionals program supports projects that address the preparation of museum professionals for the future by updating and expanding their knowledge and skills.

This program supports a range of activities, including professional training, leadership development for museum staff at all types of museums, as well as training in all areas of museum operations, including, but not limited to, interpretation, collections care, conservation, museum management, and financial management. Funded projects reach broad groups of museum professionals (including paid and unpaid staff), throughout a city, county, state, region, or the nation, and increase their capacity to serve their audiences.

Conservation Project Support

Fiscal Year	Applications	Awards	Budget Authority
2005	194	49	$2,788,000
2006	144	40	$2,772,000
2007	NA	NA	$2,772,000 (expected)
2008	NA	NA	$3,801,000 (requested)

Program Description

The Conservation Project Support program awards matching grants to help museums identify conservation needs and priorities and perform activities to ensure the safekeeping of their collections. Support is provided for all types of collections, including artifacts, living plant and animal collections, and natural history materials.

Conservation Project Support grants help museums develop a logical, institution-wide approach to caring for their living and nonliving collections. Applicants apply for the project that meets the institution's highest conservation needs.

This program also funds impact projects with far-reaching effects that benefit multiple institutions. Such projects may cut across collections categories. Additional funding may be awarded to successful applicants who incorporate an educational component to their project.

DETAILED PROGRAM DESCRIPTIONS

Conservation Assessment Program

Fiscal Year	Applications	Awards	Budget Authority
2005	170	118	$813,000
2006	1	1[3]	$807,000
2007	1	1	$807,000 (expected)
2008	1	1	$814,000 (requested)

Program Description

The Conservation Assessment Program (CAP) assists small museums in laying the groundwork for effective collections management. The program provides professional assistance in analyzing all aspects of care, assessing current practices, and recommending actions to be taken. The assessment combines self-study with a technical on-site review by an appropriately matched consultant from the conservation or architectural profession. The resulting report identifies collections care issues that the museum faces, empowering the individual institutions to prioritize conservation needs and develop long-range plans for preserving its collections.

CAP is carried out through a cooperative agreement with Heritage Preservation. In FY 2006 IMLS made changes to this program to allow greater participation of small museums and streamline administration of the program.

The program complements Conservation Project Support by providing general conservation surveys or assessments to small museums, which frequently are just starting to address conservation issues.

[3]Beginning in FY 2006, instead of awarding technical assistance grants directly, the Institute began making a single grant to Heritage Preservation, which administers the program.

DETAILED PROGRAM DESCRIPTIONS

Native American/Native Hawaiian Museum Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2005	47	45	$843,000
2006	43	23	$911,000
2007	NA	NA	$918,785(expected)
2008	NA	NA	$945,000 (requested)

Program Description

Native American/Native Hawaiian Museum Services grants enable Native American tribes, Alaska Native villages or corporations, and organizations that primarily serve Native Hawaiians to benefit their communities and audiences through strengthened museum services. Grants are awarded competitively to support the following:

- **Programming**, including services and activities that support the educational mission of the museum, including exhibition, interpretation, education resources such as Web sites and curricula, and educational demonstrations and performances.
- **Professional development**, including education or training that builds skills, knowledge, and other professional capacity for individuals who provide museum services activities.
- **Enhancement of museum services**, including support for activities that improve museum services, such as disaster preparedness, strategic planning, improvement of technology and other resources, collections care and management, and hiring of temporary or permanent staff to support museum services.

Museum Grants for African American History and Culture

Fiscal Year	Applications	Awards	Budget Authority
2006	44	8	$842,000
2007	NA	NA	$803,230 (expected)
2008	NA	NA	$1,350,000 (requested)

Program Description

Museum Grants for African American History and Culture are intended to build professional capacity in the African American museum community. The program provides opportunities for the staff of African American museums to gain knowledge and abilities in the areas of management, operations, programming, collections care and other museum skills identified as a high priority by applicants. It provides an opportunity for African American museums to design projects that will enhance institutional capacity and sustainability by utilizing professional training, technical assistance, internships, outside expertise and other tools.

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IMLS Administration

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The President's Management Agenda

The President's Management Agenda (PMA) is a series of government-wide initiatives designed to enable managers to deliver services effectively while measuring agency progress in achieving administrative goals. IMLS has worked over the past year to adapt its administrative goals to better meet the PMA. It has strengthened processes to integrate budget and performance to link funding decisions to results; to manage information technology resources, to use e-government to improve service for IMLS customers and partners; to improve and maintain financial integrity and management and internal controls; and to improve the strategic management of the agency's human capital.

By FY 2008, the Institute plans to complete development of its budget-performance integration, financial management, human capital, and e-government initiatives within the PMA framework.

Budget and Performance Integration

The PMA is a useful tool for IMLS to focus on how best to further its efforts to integrate budget and performance. IMLS will continue to develop the connection between its budget request and desired specific program outcomes.

The Institute seeks funding for programs that work or demonstrate the promise of future effectiveness, and will seek to reform or eliminate programs that do not show results. The administrative allocations are linked to the Strategic Plan to ensure that high-priority activities are funded and will have standard, integrated budgeting, performance, and accounting information systems at the program level that will provide timely feedback to management.

E-Government

IMLS continues to expand its electronic government capabilities consistent with the goals of the PMA. The Institute is committed to leveraging technology to minimize the burden on grantees and increase efficiencies agency-wide. IMLS delivers a number of services electronically. In addition to the IMLS Web site, which provides application guidelines, publications, and other information, IMLS is planning expanded Web-based services and resources. IMLS continues to serve as a partner to other federal agencies in the development of Regulations. gov and the Federal Grants.gov portal. The Institute is set to receive, by FY 2008, 100 percent of its grant applications via Grants.gov. In FY 2008 IMLS will make the transition to a Grants Management Line of Business (GMLoB) consortia lead. The President's 2008 Budget includes support for this important strategy to streamline government.

An important part of the Institute's e-government plan is to incorporate electronic review of applications into the overall process. Electronic peer review has been embraced by IMLS reviewers in recent years and is expected to reduce the workload and travel costs for both reviewers and staff, making feedback to applicants more efficient. IMLS will continue its successful implementation of electronic review, increasing the capacity of reviewers to work electronically.

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In addition to these steps in the application and award management process, IMLS continues to develop electronic tools to assist potential applicants to develop better projects. A self-paced Web-based course in project planning was deployed in May 2003. The Institute has also developed and continues to implement and refine a suite of Web-based tools in outcomes-based evaluation.

The Institute continues to play a leadership role on many government-wide e-gov initiatives. IMLS is a partner on Grants.gov and the Grants Executive Board and actively supports the e-Human Resources, e-Training, and e-Travel initiatives.

Financial Management

Office of Management and Budget (OMB) guidance and the PMA have improved financial management and performance for federal agencies. Through an interagency agreement, IMLS contracted with the Department of Transportation Federal Aviation Administration's Enterprise Service Center for accounting services beginning in FY 2006. This partnership provides IMLS access to timely reporting and accounting management. The Institute continues to evaluate financial management mechanisms and support in order to effectively and efficiently meet the needs and responsibilities of the agency. Electronic means of transferring, recording and reporting financial transactions will continue to be evaluated and implemented. Examples include e-Travel and scanning of invoices and grant payment requests.

Human Capital

Throughout the federal government, there is increasing recognition that human capital is a valuable asset that needs to be managed strategically. Like any federal agency, IMLS must address the critical human factors of succession planning, recruitment, retention, and adapting the skill mix of employees. IMLS uses creative methods to keep human resource and contract service costs to a minimum. The Institute uses a combination of employees and temporary contract services with outside vendors to effectively process data during peak time frames and to support the agency's IT infrastructure. In FY 2008, IMLS will continue to focus on ensuring that its organizational structure meets the needs of its constituents and that IMLS employees have the competencies and skills to ensure that the agency is in alignment with the PMA. As the agency incorporates the functions of NCLIS and NCES, staffing levels will necessarily be increased. Competencies and assignments will be revisited and re-aligned as required.

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FY 2008 Salaries and Expenses Request

The FY 2008 budget request for salaries and expenses will support the costs of the staff, overhead, contracts, and other activities needed to administer and monitor IMLS's programs and to award a proposed $250 million in grants.

Increases in administrative costs are tied to five key areas of change, expansion, and improvement:

1. assumption of federal responsibility for library and museum statistics,
2. library and museum program conservation and preservation initiatives,
3. library and museum digitization initiatives,
4. strengthening financial management and internal controls, and
5. integrated program and financial systems.

In FY 2008, the IMLS request for administrative costs is $12,917,000 or 4.8 percent of the total budget request of $271,246,000. At this level, Administrative costs would continue to be less than 5 percent of the agency's overall Budget as in prior years.   These funds will support financial accountability, network operations, support and maintenance of the agency's IT infrastructure, and necessary corresponding staff increases. The pace of IMLS's work is accelerating and the breadth of its functions is increasing the workload of its staff. A slight increase in the Institute's administrative budget will allow it to manage its growing portfolio of programs while maintaining excellence and efficiency.

The role of libraries and museums in American society has grown increasingly complex. Changes in the environment in which libraries and museums operate—in the technological infrastructure through which they deliver services, in the galleries and programmatic spaces they create, in the economic substrate that finances operations, and in the social landscape that defines the communities that they serve—dictate corresponding changes in the way libraries and museums structure and deliver services. Continuity of operations plans, digitization initiatives, conservation and preservation initiatives require additional program staff to assist libraries and museums navigate new changes and increasingly complex and multifaceted tasks. To ensure that federal grant funds create optimal public value, IMLS must work closely with applicants and grantees to strengthen their strategic planning, program development, and evaluation.

While IMLS strives for a customer-focused operation with straightforward and user-friendly programs and services, the complexity of customer demands has grown considerably. Constituents need technical assistance in program planning and guidance throughout the grant-making process. Staff turnover in museums, libraries, and related organizations is continuous, in part due to the graying of the workforce and in part due to the competitive economies of employment. The diversity of American communities continues to grow, and technology continues a rapid pace of change. As a consequence, continuous training is essential for both constituents and IMLS staff. Potential applicants and grantees call upon IMLS staff expertise in those areas addressed above, and in greater numbers year after year. In order to ensure effective operation and provide service that is consistent with the high expectations of the public, Congress, and the Administration, the Institute must expand the capacity of its workforce to provide leadership in program development and evaluation and to increase its depth of knowledge in core and emerging issues in library and museum management.

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Justification of Operating Costs by Object Class

This request includes funds for staff salaries, benefits, travel, training, rent, advisory and assistance services, communications and utilities expenses, supplies, equipment, and other operating expenses necessary for management of the Institute's activities. The following narrative provides more detail on this request, presented by object classifications.

1100 Personnel Compensation
1200 Personnel Benefits
1300 Benefits for Former Personnel
Amount Requested: $7,750,000

This category provides for salaries and benefits of federal employees, including expected within-grade increases, planned promotions, and performance awards for qualified staff, and reflects the use of lapse savings made possible by delayed hires and turnover. This request supports the pay raise effective in January 2008, and is consistent with administration policy.

Estimates are provided for benefits including the agency's share of contributions for health insurance, life insurance, FERS, CSRS, and FICA, Thrift Savings Plan match, unemployment benefits, and injuries sustained in the workplace. Over the past years, federal health insurance premiums, including agency contributions, have increased nearly 15 percent annually, and this increase is reflected in this budget estimate. Finally, IMLS intends to absorb the management costs to federal employees of the government's Flexible Spending Accounts in FY 2008. Support for the federal transit subsidy benefits provided under the Transportation Equity Act for the 21st Century is also reflected in this object class. To minimize personnel costs, the salary for National Museum Services Board members is proposed to remain at $100/day.

The Institute has experienced a growing workload for program and support staff to maintain compliance with Circulars A-102, and A-110 and all other regulations governing grant administration as well as OMB, Treasury and GAO guidance related to financial management, performance accounting and reporting, and information technology. With the increased responsibility of compliance with OMB, Treasury and GAO direction and guidance, maintenance and operations of the agency's network systems and the increased expectations of the Administration and Congress, IMLS requires appropriate staffing.

2100 Travel and Transportation of Persons
Amount Requested: $700,000

This object class funds the cost of travel by the Institute's professionals for conference presentations, site visits to oversee grants, outreach activities, consultations with applicants, workshops on IMLS programs, and staff professional development. Funds are provided for regional forums that stimulate sharing of effective practices and expand museum and library collaboration opportunities. This effort allows the Institute to monitor the progress of new programs, provide technical assistance, and build new partnerships. It includes transportation costs associated with the National Award for Museum Service and the National Award for Library Service. This object class also supports grant oversight activities. An increase in this object class supports the important management of grant activities, especially regular site visits in support of the Museum and Library Services Act.

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In past years due to limited funding, legislatively required visits to state libraries on a bi-annual basis have not been possible. During FY07 and FY08, the Institute will prioritize its administrative funding to enable targeted travel to state libraries agencies to meet the legislative requirement.

This object class supports travel for members of the National Museum and Library Services Board, including its four regular meetings. The board has requested that its regular meetings include at least one meeting outside the Washington, D.C., area annually, in conjunction with the national gathering of museum and library profession-als. This meeting will introduce the Board to leaders in the museum and library field and enable them to become acquainted with the agency's constituents' interests. The board is also very interested in and participates in the agency's panel review process. This increases board member travel.

All IMLS travel is to support the agency mission and mandates. Funding below the requested level will nega-tively impact the agency's ability to address its mission and mandates. IMLS relationships and standing with NMLSB members, library and museum communities, and its program partners will be negatively affected.

2200 Transportation of Things
Amount Requested: $40,000

Freight and express charges by common carrier, contract carriers, and other incidental expenses are included in this object class. Attendance at library and museum conventions, conferences and meetings require shipment of the Institute's displays and associated materials, such as grant guidelines. This class also includes mail trans-portation charges for express package services (i.e., charges for transporting freight) and postage used in parcel post. Cost estimates are based on actual costs incurred historically by IMLS for this activity, with an increase to support the marked increase in worldwide fuel and labor costs.

2300 Rent, Communications, and Utilities, Rental of Space (Standard Level Usage Charge), Equipment Rental, Tele-phone Services, Postage
Amount Requested: $2,500,000

This object class includes funding for communication technology services, including data, voice, and cable ser-vices; equipment rental; and rental of audiovisual equipment used in presentations at conference sessions and off-site meetings.

IMLS has been successful in past years in directing more of its efforts toward the Internet, placing an increased emphasis on electronic dissemination and availability of IMLS materials and holding cost increases to a mini-mum.

2400 Printing and Reproduction
Amount Requested: $300,000

This object class funds the composition and printing of program applications and guidelines, research publica-tions, conference proceedings, and Federal Register notices. To help contain costs in this category, the Institute is promoting the use of its home page on the Internet. From this page, users can access program guidelines,

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grant information, recent awards lists, and a variety of information about IMLS initiatives, activities, and programs. IMLS continues to expand the electronic dissemination and availability of all public materials to prospective grantees from institutions of all sizes and in all geographic areas to keep printing costs at a minimum.

2500 Other Contractual Services
Amount Requested: $1,250,000

This object class provides for contractual services that are not covered in any of the preceding categories, and includes costs of maintenance for the financial management system, staff training, alterations to office space, travel and honoraria for panelists, per capita costs for processing payment transactions by the Department of the Treasury, and costs of access to a federal employee health unit associated with the Department of Agriculture. Also included are costs of temporary clerical and grant application processing services, and production expenses associated with publications.

Additional funds are required for reporting activities. The MLSA reauthorization calls for reporting on important issues for the museum and library communities. The targeted issues are to be identified and developed in collaboration with constituents. While the Institute has a history of researching and reporting on topics relevant to its mission, and constituents have consistently been consulted, this new reporting role will mean more frequent and more regular reporting, and thus more resources for developing and deploying data collection plans. Moreover, because of the heightened visibility of the reporting, IMLS must establish more systematic stakeholder communication channels, which will entail increased staff management, analysis and synthesis, and feedback.

This object class funds a management conference for managers of State Library Program agencies. These funds also support convening meetings of the Native American tribal community for grant workshops and facilitate outcomes-based evaluation training for the Office of Library Services and Office of Museum Services grantees in all categories. These activities are supported by contracted meeting-planning specialists.

These funds support essential interagency agreements, including payroll services provided by the Department of Agriculture's National Finance Center, negotiation of indirect cost rates by the Department of Interior, and accounting services provided by the Federal Aviation Administration, Enterprise Services Center (FAA-ESC) Also included are fees that support e-gov initiatives like the e-Travel services, the Grants Management Line of Business, Grants.gov and the Human Resources Line of Business. This object class also funds the contract costs (honoraria) of panelists and grant reviewers. Each year the Institute convenes dozens of panels to evaluate the quality of grant applications and to ensure transparency of grant decision-making. Costs for this activity have gone up each of the past three years, as the increase in grant applications translates to additional panel reviews.

Planning and assessment studies are also funded from this object class. Additionally, this budget item includes contractual services for information technology support such as the Helpdesk, State Program Reporting System, and maintenance of the General Support System for all agency operations. Also, annual financial, security and systems audits and review are funded by this line item.

Other than personnel expenses, this expense category is the most critical for the Institute to operate effectively, efficiently and responsibly not only to meet Congressional and Executive branch and museum and library constit-

uency expectations, but also to place the Institute in a position to accurately account for and report on performance measures.

2600 Supplies and Materials
Amount Requested: $125,000
Expendable supplies such as routine office products and supplies, paper, and copier supplies are needed to carry out the daily business of IMLS. These funds also cover IT supplies, including disks and toner cartridges for printers, paper for printers and copiers, and the cost of maintaining the agency's subscriptions to library- and museum-related periodicals, magazines, and newspapers which help fulfill the mandate to research trends and needs in these fields.
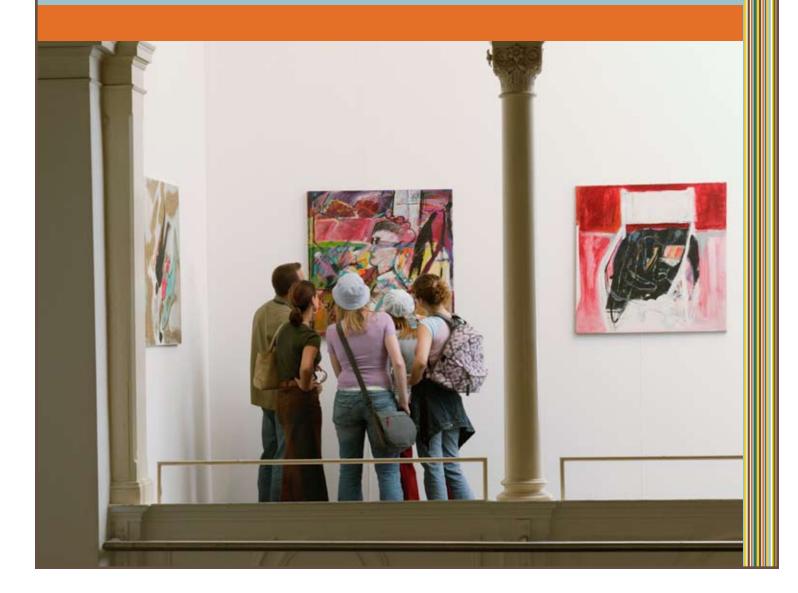
3100 Equipment
Amount Requested: $250,000
This object class funds all equipment, furniture, and office machines having a useful life in excess of one year—items such as chairs, desks, file cabinets, IT equipment, software licenses, , and printers. This request also includes routine upgrades to local area network hardware and software in order to accommodate upgrades in database management and financial data. The majority of anticipated equipment expenditures will be technology renewal of office automation equipment, systems software, and furniture for which repair would be more expensive than replacement. The Institute intends to maximize the usefulness of existing hardware by upgrading equipment rather than purchasing new equipment wherever possible. Rapid changes in technology, however, will make it necessary to purchase new computer equipment, integration systems software and hardware, and electronic data exchange. This will enable the Institute to be responsive and compliant with OMB directives and guidance and with federal laws, to remain on the cutting edge of technology in delivering services and to continue being efficient.

Total Administrative Services Request: $12,917,000

Authorizing Framework

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AUTHORIZING FRAMEWORK

This justification requests funding under both the Museum and Library Services Act and the National Museum for African American History and Culture Act.

The Museum and Library Services Act (MLSA)

The MLSA was enacted into law in September 1996. It consolidated federal support for libraries and museums and created the Institute of Museum and Library Services. Prior to enactment, library support was administered by the U.S. Department of Education and museum support was administered by the Institute of Museum Services. The act was reauthorized in 2003. IMLS grant programs support museums and libraries individually and in collaboration to provide broad and equitable access to high-quality knowledge resources, an essential element of a democratic society. The act consists of the Library Services and Technology Act (LSTA) and the Museum Services Act (MSA).

General Provisions
The general provisions section of the MLSA creates a director of the Institute and establishes the composition and role of the National Museum and Library Services Board. It also instructs the director to carry out and publish analyses of the impact of museum and library services.

The Library Services and Technology Act
Since 1956, the Library Services and Technology Act and its predecessors have been the primary source of federal support for the nation's libraries.

The LSTA directs IMLS
• to improve library service to better serve the people of the United States;
• to facilitate access to library resources to cultivate an educated and informed citizenry; and
• to encourage resource sharing to achieve economical and efficient delivery of library service.

The LSTA calls for funding for a state formula grant, national leadership grants, and support for Native American tribes and Native Hawaiian organizations.

The Museum Services Act
Since 1976, the Museum Services Act has been the primary source of federal support for the nation's museums.

The MSA directs IMLS
• to support museums in their public service role connecting the whole of society to cultural, artistic, historical, natural and scientific heritage;
• to help museums work with schools, families, and communities in support of education;
• to encourage leadership in technology; and
• to help museums achieve the highest standards of collections stewardship and management

The authority provided in the MSA is broad and flexible, requiring support for all types of museums from art to zoo for a wide variety of museum service activities. The 2003 reauthorization provided new authority for a program of support for Native American tribes and Native Hawaiian organizations.

AUTHORIZING FRAMEWORK

The African American History and Culture Act

In December 2003, Congress passed and the President signed the African American History and Culture Act (AAHCA). This law calls for the creation of a National Museum for African American History and Culture and authorizes IMLS, in consultation with the new museum's director and council, to offer grants and scholarships to promote African American history and culture.