



Grant and Award Opportunities

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Connecting People

Equal Opportunity Statement: IMLS programs do not discriminate on the basis of race, color, national origin, sex, disability, or age. For further information, write to the Civil Rights Officer, Institute of Museum and Library Services, 1800 M Street, NW, 9th Floor, Washington, DC 20036-5802.

DEAR COLLEAGUES

I am pleased to present the Institute's Grant and Award Opportunities Guide for the fiscal year beginning October 1, 2009. The Institute of Museum and Library Services' mission is to help museums and libraries connect people to information and ideas. The agency works to sustain cultural heritage and knowledge, enhance learning and innovation, support professional development, and enhance the public service mission of libraries and museums.

This publication provides an overview of grant programs, special initiatives, research, publications, and strategic partnerships. It also provides useful tips for developing competitive grant applications and lists staff contacts for each program.



IMLS helps museums and libraries provide a vast array of educational, cultural, and social services. We structure our administrative processes to be effective, transparent, and responsive. Building the institutional capacity of libraries and museums is as important now as ever—perhaps even more so given the role that these cultural institutions can have in sustaining communities in tough economic times.

We at the Institute are looking forward to working with you.

Sincerely,

Dr. Anne-Imelda M. Radice

Are-Julde M. Radia

Director, Institute of Museum and Library Services

to Information and Ideas

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Overview

ABOUT THE INSTITUTE OF MUSEUM AND LIBRARY SERVICES

The Institute of Museum and Library Services is the primary source of federal support for the nation's 123,000 libraries and 17,500 museums. Our mission is to create strong libraries and museums that connect people to information and ideas. The Institute works at the national level and in coordination with state and local institutions and organizations to sustain heritage, culture, and knowledge; enhance learning and innovation; and support professional development.

The Institute supports the full range of museums, including art, history, science and technology, children's, natural history, historic houses, nature centers, botanical gardens, and zoos; and all types of libraries, including public, school, academic, research, and archival. Our robust capacity for research, evaluation, policy analysis, grantmaking, and partnerships helps make it possible for libraries and museums to be leaders in their communities.

Museums and libraries are among America's leading public institutions, making knowledge available to millions at little or no cost. As public institutions, they must meet a high threshold of mission accountability and use resources wisely for the public good.

Through grants and information resources, the Institute annually reaches thousands of museums and libraries in myriad ways—from providing much-needed technical assistance for small institutions to establishing national and replicable models, strengthening state networks, and supporting professional development. To aid institutions in program design, the Institute provides tools for strategic planning and evaluation. Funding from the Institute helps museums and libraries operate effectively and give value to their communities. It also leverages additional public and private support.

Collecting and disseminating results from funded projects, engaging in research, and publishing reports enables the Institute of Museum and Library Services to make a significant contribution to library, museum, and information policy and practice in the United States.

IMLS INITIATIVES

Connecting to Collections: A Call to Action

America's collections are for everyone. They are discovered billions of times a year in libraries and museums across the country. They enlighten and inspire all of us. Yet they are at risk. IMLS's *Connecting to Collections: A Call to Action* is a multi-year, multifaceted national initiative to raise public awareness and inspire action to care for America's collections, particularly those held by small and medium-sized museums, libraries, and archives, for future generations

Connecting to Collections is grounded in the results of A Public Trust at Risk: The Heritage Health Index Report on the State of America's Collections, conducted by Heritage Preservation, Inc. According to the study, many collections held in trust in libraries and museums are endangered.

- 820 million objects are at risk.
- 190 million objects urgently need conservation care.
- 59 percent of institutions need better storage.
- 80 percent of institutions lack adequate emergency plans.
- 40 percent of institutions have no budget for conservation.

CONNECTING TO COLLECTIONS RESOURCES

(Available at www.imls.gov/collections)

Watch the *Connecting to Collections* Video online, download publications, check out the National Tour Webcasts. and more!



Over the course of the past three years, IMLS and its partners have provided leadership, resources, and grants to help make preservation and emergency planning a priority. In June 2007, a national summit in Washington, DC, launched the initiative, with representatives of small libraries and museums from every state in attendance. Since that time, almost 2,000 libraries and museums, including at least one in nearly every congressional district, have received conservation bookshelves. By June 2009, we expect that more than 1,000 people—representing every state—will have participated in *The National Tour* in Atlanta, Denver, San Diego, or Buffalo, which took the initiative's call to action on the road. As of 2009, 42 states and territories have received a planning grant to address conservation priorities statewide. A final round of planning grants is described on page 13. In addition, the first round of Statewide Implementation Grants will be awarded this year—see page 13 for more information.

A variety of IMLS grant programs have long supported collections care activities, and in 2009, American Heritage Preservation Grants, funded in partnership with Bank of America, were launched. These grants of up to \$3,000 help to raise awareness and fund preservation of treasures held in small museums, libraries, and archives. See page 14 for details.

It is not too late to answer the call to action. IMLS is considering additional activities to help sustain and deepen the success already registered by *Connecting to Collections*. You can learn more about the initiative and find videos, Webcasts, publications, links to online resources, and much more at www.imls.gov/collections.

The Institute's partners for *Connecting to Collections* include Heritage Preservation, the American Association for State and Local History, the Getty Foundation, the Luce Foundation, Bank of America, the Kress Foundation, United Parcel Service, the National Endowment for the Arts, the National Endowment for the Humanities, and the President's Committee on the Arts and Humanities.

WebWise

Since 2000, the WebWise conference has brought 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. This annual 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 technology-based grants from the Institute with an opportunity to showcase their exemplary projects. The theme for the 2009 conference was "Digital Debates."

WEBWISE RESOURCES (Available at www.imls.gov/webwise)

Check our Web site for proceedings, podcasts, and more, including updates on the 2010 conference.



IMLS INITIATIVES



National Medals for Museum and Library Service

The National Medals honor outstanding institutions that make significant and exceptional contributions to their communities. Selected institutions demonstrate extraordinary and innovative approaches to public service, exceeding the expected levels of community outreach and core programs generally associated with their services. The award includes prizes of \$10,000 to each recipient and an awards ceremony that is held in Washington, DC. See page 14 for nomination information.

Museums and Libraries Strengthen 21st Century Skills

In the summer of 2009, IMLS will release *Museums and Libraries and 21st Century Skills*, a policy report and assessment tool to advance the role of libraries and museums in the development of such 21st century skills as information, communications, and technology literacy, creativity and problem solving, civic literacy, and global awareness. The report establishes the essential role libraries and museums play in creating an engaged citizenry and competitive workforce.

The report provides a framework for assessing readiness to deliver 21st century skills, case studies, and resources to help public libraries and museums work with their communities to identify and integrate 21st century skills into their programs. Applicants will find this tool useful in program development for a wide range of IMLS grant programs, and IMLS welcomes proposals that promote the skills necessary to develop 21st century communities, citizens, and workers.

Partnership for a Nation of Learners

The Institute, together with the Corporation for Public Broadcasting, has published a report documenting the successes and lessons learned from the 20 community collaboration grants they supported in 2005 and 2006. These grants combined the assets, creativity, and expertise of public broadcasters, libraries, and museums, and made it possible for them to serve communities in powerful ways. The report offers important insights into the art of partnership. For more information, see www.imls.gov.

Museums and Libraries Engaging America's Youth

Libraries and museums are essential community partners that have a significant role to play in helping youth succeed in school, work, and life. To assist cultural institutions in developing the most effective programs for the positive development of youth, the Institute published a research report examining youth-serving programs and *Nine to Nineteen: Engaging America's Youth*, a guide with tips for library and museum personnel.

YOUTH RESOURCES (Available at www.imls.gov/youth)

Visit our Web site to download publications and learn more about this initiative.



RESEARCH AND POLICY

The Institute is engaged in a range of research, evaluation, and data collection efforts to inform the development and implementation of policy and program initiatives at the national and local levels. The following are some highlights of current projects.

Highlights

New Series of Data Notes and Research Briefs. The Institute has launched a new series of data notes and research briefs to stimulate greater use of library and museum data and to inform policy and practice. Data Notes provide a quick overview of an interesting piece of data. Research Briefs offer examinations of particular policy issues and provide crisp analysis.

In-depth Research Reports. Exhibiting Public Value: Government Funding for Museums in the United States, released in December 2008, provides the first major review of public finance for the museum sector. It explores public support from federal, state, and local government sources, focusing particular attention on levels of financial support and types of delivery mechanisms. The study documents the variety of methods through which the museum sector receives government support, and also exposes gaps in the network of support at the local, state, and national levels.

Benefits of Free Access to Computers in Public Libraries. With support from the Bill and Melinda Gates Foundation, the Institute is working with the University of Washington Information School on a national study on the social, economic, personal, and professional value of free access to computers at public libraries.

InterConnections: A National Study of Users and Potential Users of Online Information. In March 2008, the Institute released results of the InterConnections study, which offers insight into the ways people search for information in the online age, and how this impacts the ways they interact with public libraries and museums, both online and in person. The Institute sponsored this national study through a cooperative agreement with a University of North Carolina at Chapel Hill research team led by José-Marie Griffiths and Donald W. King, recognized leaders in information research. The InterConnections report provides evidence that public libraries and museums are thriving in the Internet Age as trusted providers of information to people of all ages. *InterConnections* is available in its entirety, with summary presentations and publications, at www.interconnectionsreport.org.

Program Evaluation

Library Grants to States Analysis. In 2009, IMLS published an analysis of its Library Grants to States program for the period FY 2003 to FY 2006. During that time, more than \$530 million was distributed in population-based formula grants to states for library services. The analysis describes how these funds have helped to strengthen communities by contributing to technology infrastructure, providing a wide range of information services from literacy development to homework help and workforce development, and helping to establish libraries as centers of civic engagement.

Library Statistics

In FY 2008, the transfer of responsibility for the national collection of data about public and state libraries from the National Center for Education Statistics to IMLS was completed. These data are essential to inform good management practices in libraries as well as to inform policy. The data provide ongoing basic information about libraries and library service. Over the years, these data have been collected consistently and with an astounding 100 percent rate of public and state library participation. The Institute seeks to continue this record of participation and to ensure that the data collected are accurate and delivered to the public as quickly as possible.

RESEARCH AND STATISTICS PUBLICATIONS



Data notes, briefs, and reports are available at www.imls.gov, or e-mail imlsinfo@imls.gov to request a copy.

INFORMATION FOR APPLICANTS

Application Deadlines and Announcements

Applicants must submit their applications via Grants.gov by 4:00 PM EST on the deadline date. Please note that the Institute generally will not accept applications that have not been validated by Grants.gov. FY 2010 deadlines are listed in chronological order below.

Deadline	Program	Awards Announced
Sep. 15, 2009	American Heritage Preservation Grants	Mid-February
Oct. 1, 2009	Conservation Project Support	Mid-April
Oct. 15, 2009	Connecting to Collections: Statewide Planning Grants	Mid-February
Oct. 15, 2009	Connecting to Collections: Statewide Implementation Grants	Mid-February
Nov. 2, 2009	Museums for America	Mid-July
Dec. 1, 2009	Conservation Assessment Program	Mid-April
Dec. 15, 2009	Laura Bush 21st Century Librarian Program	Mid-June
Jan. 15, 2010	Museum Grants for African American History and Culture	Mid-July
Feb. 1, 2010	National Leadership Grants	Mid-September
Feb. 16, 2010	Museum Assessment Program	Mid-June
Feb. 16, 2010	National Medals for Museum and Library Service	Fall
Mar. 1, 2010	Native American Library Services: Basic Grants with Education/Assessment Option	Mid-June
Mar. 15, 2010	21st Century Museum Professionals	Mid-September
Apr. 1, 2010	Native American/Native Hawaiian Museum Services Program	Mid-September
Apr. 1, 2010	Revisions (if needed) to five-year plans are due for Grants to State Library Administrative Agencies	
May 3, 2010	Native American Library Services: Enhancement Grants	Mid-September
May 17, 2010	Native Hawaiian Library Services Grants	Mid-September

Getting Started

The best place for interested applicants to start is our Web site, www.imls.gov. Our "Grant Applicants" section provides resources to help grant seekers develop competitive applications, including grant program guidelines and samples of successful applications. The site is a one-stop shop for libraries and museums that want to apply for grants, read publications, and learn about community partnerships, planning, evaluation, and much more.

Other resources are available to applicants. The Institute now holds audio conferences prior to the application deadline for most programs. At no charge, you may call in, listen to a brief presentation by IMLS program staff, ask questions, and hear questions from other applicants answered. IMLS staff also participate in many national and regional meetings, providing general information and answering specific questions. Additionally, applicants should feel free to contact the program staff by phone or e-mail with any questions along the way.

Grant program guidelines and applications become available on our Web site approximately 90 days before the program deadline. Until the 2010 guidelines are available, the 2009 versions will remain available for reference. Please note that you must submit a current 2010 application to be eligible

for a grant. While the Institute will not be printing and distributing bound copies of our 2010 guide-lines, a printed copy is available by mail upon request by e-mailing imlsinfo@imls.gov. The Institute will provide visually impaired or learning-disabled persons with an audio recording of our publications upon request.

Project Results and Evaluation

The Institute expects each application budget to include specific and sufficient resources for such evaluation, and for the application of interim findings to strengthen project results. An application's proposed plan for project evaluation is a significant element in competitive review. The Institute promotes outcomes-based planning and evaluation as one important way for museums and libraries to measure results. For projects that intend to effect changes in behavior or knowledge, whether for professional peers or end users, applicants should identify their specific audiences and say how the project will objectively and concretely measure outcomes.

In cooperation with Indiana University–Purdue University Indianapolis (IUPUI), the Institute has supported Shaping Outcomes, an online course on outcomes-based planning and evaluation (OBPE), which can help applicants improve program design and evaluation. Available at www.shapingoutcomes.org, this resource:

- Provides an online curriculum in OBPE
- Is designed for library and museum professionals as well as students in those fields
- Teaches the concepts and vocabulary of OBPE
- Helps participants develop the skills necessary for producing a logic model using OBPE

Review Process

The Institute uses a well-respected peer review process that includes individual field review and/ or panel review to competitively evaluate all eligible and complete applications. Reviewers are professionals in the field who have relevant knowledge and expertise in the types of activities and organizations identified in the applications. Reviewers are instructed to evaluate proposed projects according to the criteria identified in the program guidelines. The Institute's director makes funding decisions based on the reviewers' evaluations and the overall goals of the program and the agency.

How to Serve as a Reviewer

All competitive awards are reviewed by library and museum professionals who know the needs of communities, can share best practices, and are well versed in the issues and concerns of museums and libraries today. There are many benefits to volunteering to review applications. If you are selected to serve, you will help the Institute and the museum and library communities and strengthen the grant review process. If you are interested in serving as a reviewer for the Institute, you can enter information about yourself in our database of potential reviewers by submitting your information on our online reviewer forms at www.imls.gov/reviewers/reviewers.shtm.

Primary Source

The Institute offers a free monthly e-mail newsletter called *Primary Source*. It provides current information about our initiatives and grant programs, reminders of important deadlines, and valuable links to information on our Web site. Every month, the newsletter highlights a selected grant project, demonstrating how museums and libraries across the country use grants from the Institute to further their service to the public. To read past issues or to subscribe, visit www.imls.gov/primarysource.

GRANTS.GOV

As part of the E-Government initiative, the federal government developed Grants.gov, a single Web site for organizations to electronically find and apply for competitive grant opportunities from all 26 federal grant-making agencies. In the 2010 grant cycle, the Institute will require all applicants to apply online through Grants.gov. Applicants who are unable to use Grants.gov should contact an IMLS program officer immediately. For more information on the process of applying through Grants.gov, visit www.grants.gov/GetStarted.

Ten Tips for Working Successfully with Grants.gov

- 1. Register early! (Go to www.grants.gov/applicants/get_registered.jsp.) This process may take up to two weeks to complete, and may take longer if your organization does not have a DUNS number. You must have a DUNS number to register with Grants.gov. If you registered last year, please note that you must renew each year. You can do so at www.ccr.gov/Renew.aspx.
- 2. You may wish to designate more than one Authorized Organization Representative (AOR) for your organization when you register. This will help to avoid last-minute crises in the event that a single AOR is unavailable when you are ready to submit your application. This person might not be the same person that you list as the Authorized Representative for IMLS. Also, you should update the AOR at Grants.gov each year or when staff at your organization changes.
- 3. Log onto Grants.gov and start working on your grant application early. Do not wait until the last week before the application deadline to begin the submission process, particularly if you are not familiar with Grants.gov. It may take up to 48 hours to receive notification that your application has been both received and validated after submission. Give yourself enough time to make corrections, if necessary, and resubmit before the grant deadline.
- 4. Download the most recent version of Adobe Acrobat Reader onto your computer for best results. If you are working with a "track changes" tool while writing your application, be sure to accept all changes and save the document before submission to Grants.gov.
- 5. Submit all documents in Adobe PDF format. Follow the instructions in the Grant Guidelines to convert your documents into PDFs. (See www.imls.gov/pdf/PDFConversion.pdf.) Start practicing the conversion of documents into the PDF format. If you are new to this process, you may need time to learn how to do this smoothly.
- 6. Avoid scanning your documents when possible—this creates a very large file that makes your application more cumbersome to manage. Also, large files may not be processed properly. Whenever possible, use the PDF conversion instructions noted above.
- 7. Use Internet Explorer for your browser when submitting the application to Grants.gov. Mozilla Firefox and Apple Safari are not currently compatible with this process.
- **8.** Do not e-mail, fax, or mail applications or any part of an application to IMLS. We can only accept application documents that are submitted and successfully validated by Grants.gov.
- 9. The Grant Program Guidelines contain extensive instructions and hints to help you with this entire process. Please make time to read through these materials, as well as the information provided on Grants.gov. You will be more likely to receive the assistance you need if you take the time to familiarize yourself with the basic instructions and guidance provided through these sources.
- 10. Contact Grants.gov help (www.grants.gov/help/help.jsp or 1-800-518-4726) for assistance with hardware and software issues, registration issues, or technical problems with attachments. Contact your program officer for assistance with guidelines, eligibility, content, budget, or timeline (schedule of completion) questions. Grants.gov help hours: M-F 7:00 AM-9:00 PM EST; closed on federal holidays. Please keep this in mind when submitting an application with a Monday deadline.

GENERAL LIBRARY ELIGIBILITY

An eligible library applicant must be:

- either a unit of state or local government or a private nonprofit organization that has tax-exempt status under the Internal Revenue Code;
- located in one of the 50 states of the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the Virgin Islands, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, or the Republic of Palau; and
- one of the six types of organizations listed below:
 - 1. A library or a parent organization, such as a school district, a municipality, a state agency, or an academic institution, that is responsible for the administration of a library. Eligible libraries include public libraries, elementary and secondary school libraries, college and university libraries, research libraries and archives that are not an integral part of an institution of higher education and that make publicly available library services and materials that are suitable for scholarly research and not otherwise available, and private or special libraries that have been deemed eligible to participate in this program by the state in which the library is located.
 - 2. An academic or administrative unit, such as a graduate school of library and information science, which is a part of an institution of higher education through which it would apply.
 - 3. A digital library, if it makes library materials publicly available and provides library services, including selection, organization, description, reference, and preservation, under the supervision of at least one permanent professional staff librarian.
 - 4. A library agency that is an official agency of a state or other unit of government and is charged by the law governing it with the extension and development of public library services within its jurisdiction.
 - 5. A library consortium that is a local, statewide, regional, interstate, or international cooperative association of library entities that provides for the systematic and effective coordination of the resources of eligible libraries, as defined above, and information centers that work to improve the services delivered to the clientele of these libraries.
 - 6. A library association that exists on a permanent basis, serves libraries or library professionals on a national, regional, state, or local level, and engages in activities designed to advance the well-being of libraries and the library profession.

Note: Special conditions of eligibility apply to the Grants to States program, some categories of the Laura Bush 21st Century Librarian Program, the National Leadership Grants program, and the Native American and Native Hawaiian Library Services programs. Please see the individual guidelines for these programs for specific eligibility requirements.

GENERAL MUSEUM ELIGIBILITY

All types of museums, large and small, are eligible for funding. Eligible museums include aquariums, arboretums and botanical gardens, art museums, youth museums, general museums, historic houses and sites, history museums, nature centers, natural history and anthropology museums, planetariums, science and technology centers, specialized museums, and zoological parks. Federally operated and for-profit museums may not apply for funds from the Institute. An eligible applicant must be:

- either a unit of state or local government or a private nonprofit organization that has tax-exempt status under the Internal Revenue Code;
- located in one of the 50 states of the United States of America, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the Virgin Islands, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, or the Republic of Palau; and
- a museum that, using a professional staff, (1) is organized on a permanent basis for essentially educational or aesthetic purposes; (2) owns or uses tangible objects, either animate or inanimate; (3) cares for these objects; and (4) exhibits these objects to the general public on a regular basis through facilities which it owns or operates.

An organization uses a professional staff if it employs at least one professional staff member, or the full-time equivalent, whether paid or unpaid, primarily engaged in the acquisition, care, or exhibition to the public of objects owned or used by the institution.

An organization "exhibits objects to the general public" if such exhibition is a primary purpose of the institution. Further, an organization that exhibits objects to the general public for at least 120 days a year shall be deemed to exhibit objects to the general public on a regular basis. An organization that exhibits objects by appointment may meet the requirement to exhibit objects to the general public on a regular basis if it can establish, in light of the facts under all the relevant circumstances, that this method of exhibition does not unreasonably restrict the accessibility of the institution's exhibits to the general public. Please note that an organization that does not have as a primary purpose the exhibition of objects to the general public, but that can demonstrate that it exhibits objects to the general public on a regular basis as a significant, separate, distinct, and continuing portion of its activities, and that it otherwise meets the museum eligibility requirements, may be determined to be eligible as a museum under these guidelines.

A museum located within a parent organization that is a state or local government or multipurpose nonprofit entity, such as a university, historical society, foundation, or a cultural center, may apply on its own behalf, if the museum (1) is able to independently fulfill all the eligibility requirements listed above, (2) functions as a discrete unit within the parent organization, (3) has its own fully segregated and itemized operating budget, and (4) has the authority to make the application on its own. When any of the last three conditions cannot be met, a museum may apply through its parent organization.

Prospective applicants that are not sure whether they fulfill all of these requirements should contact the Institute to discuss their eligibility before applying. The Institute may require additional supporting documentation from the applicant to determine the museum's autonomy. Each eligible applicant within a single parent organization should clearly delineate its own programs and operations in the application narrative. A parent organization that controls multiple museums that are not autonomous but are otherwise eligible may submit only one application per grant program; the application may be submitted by the parent organization on behalf of one or more of the eligible museums.

Note: Special conditions of eligibility apply to the 21st Century Museum Professionals program, the Museum Grants for African American History and Culture program, the National Leadership Grants program, and the Native American/Native Hawaiian Museum Services Program. Please see the individual guidelines for these programs for specific eligibility requirements.

Opportunities for Both Libraries and Museums

NATIONAL LEADERSHIP GRANTS

Deadline: February 1, 2010

Grant Amount: \$50,000–\$1,000,000; up to

\$100,000 for planning grants

Grant Period: Up to three years

Matching Requirement: 1:1 for requests over \$250,000, except research projects. Cost sharing of at least one-third is encouraged for requests under \$250,000 and for research projects.

Eligibility: Libraries that fulfill the general criteria for libraries may apply (see page 9). See program guidelines for special conditions of eligibility for this program.

Museums that fulfill the general criteria for museums may apply (see page 10). Private nonprofit museum services organizations or associations that engage in activities designed to advance the well-being of museums and the museum profession also may apply. In addition, institutions of higher education, including public and nonprofit universities, may apply.

Program Overview: National Leadership Grants support projects that have the potential to elevate museum and library practice. The Institute seeks to advance the ability of

museums and libraries to preserve culture, heritage, and knowledge while enhancing learning. IMLS welcomes proposals that promote the skills necessary to develop 21st century communities, citizens, and workers.

Successful proposals will have national impact and generate

results—new tools, research, models, services, practices, or alliances—that can be widely adapted or replicated to extend the benefit of federal investment. The Institute seeks to fund projects that have the following characteristics:

Strategic Impact—Proposals should address key needs and challenges that face libraries and museums. They should expand the boundaries within which libraries and museums operate, show the potential for far-reaching impact, and influence practice throughout the museum and/or library communities.

Innovation—Proposals should demonstrate a thorough understanding of current practice and knowledge about the project area, and show how the project will advance the state of the art of museum and library service.

Collaboration—While partners are not required in all National Leadership Grant categories, the Institute has found that involving carefully chosen partners with complementary competencies and resources can create powerful synergies that extend project impact. Proposals should show understanding of the challenges of collaboration and propose means for addressing them.

Applications may be submitted in the following categories: Advancing Digital Resources, Research, Demonstration, and Library and Museum Collaboration Grants.

Collaborative Planning Grants are also available in any of the four categories to enable project teams from more than one institution to work together to plan a project for a National Leadership Grant.

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ NationalLeadership.shtm

Program Contacts for Libraries:

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Chuck Thomas, Senior Program Officer 202/653-4663; cthomas@imls.gov

Mary Allen, Program Specialist 202/653-4687; mallen@imls.gov

Program Contacts for Museums:

Dan Lukash, Senior Program Officer 202/653-4644; dlukash@imls.gov

Jennifer Headley, Program Specialist 202/653-4702; jheadley@imls.gov

CONNECTING TO COLLECTIONS STATEWIDE GRANTS

Statewide Planning Grants

Deadline: October 15, 2009 **Grant Amount:** Up to \$40,000 **Grant Period:** Up to two years

Eligibility: Multiple partnerships, including representatives of libraries, museums, archives, statewide service organizations, and state agencies. Institutions that fulfill the general criteria may apply (see pages 9–10).

Program Overview: Statewide Planning Grants, an important component of the *Connecting to Collections* initiative, foster partnerships among organizations in a state, commonwealth, or territory to implement recommendations of the *Heritage Health Index* (HHI), which recommends that collections in the public trust should:

- provide safe conditions for their collections;
- develop an emergency plan;
- assign responsibility for collections care; and
- work together to increase public and private support for, and raise public awareness about, collections care.

In 2010, the Institute plans to award one grant to each of the following eligible states, commonwealths, and territories that have not yet received a Statewide Planning Grant:

- American Samoa
- Arizona
- Commonwealth of the Northern Mariana Islands
- Federated States of Micronesia
- Hawaii
- Idaho
- Louisiana
- Missouri
- Montana
- Nebraska
- Nevada
- Puerto Rico
- Republic of Palau
- Republic of the Marshall Islands
- Washington, DC
- West Virginia
- Wisconsin

Statewide Implementation Grants

Deadline: October 15, 2009

Grant Amount: Up to \$500,000

Grant Period: Up to two years

Eligibility: Building on a successful Statewide Planning Grant, will include multiple partnerships among representatives of libraries, museums, archives, statewide service organizations, and state agencies. Institutions that fulfill the general criteria may apply (see pages 9–10).

Program Overview: Statewide Implementation Grants, an important component of the *Connecting to Collections* initiative, will fund a limited number of grants to implement the plans or models created with the Statewide Planning grants, addressing issues identified in the *Heritage Health Index*, to:

- provide safe conditions for their collections;
- develop an emergency plan;
- assign responsibility for collections care; and
- work together to increase public and private support for, and raise public awareness about, collections care.

These grants are designed to encourage people and institutions in each state to cooperate on

a plan that will benefit all. Project activities should accommodate needs of institutions in each state; they do not need to address all four recommendations. Each state should indicate its most pressing needs, report what has already been done, name the organizations and people to be involved in the planning process, and outline specific next steps.

FOR MORE INFORMATION

Planning Grants Web site:

www.imls.gov/collections/grants/planning.htm

Implementation Grants Web site:

www.imls.gov/collections/grants/implementation.htm

Program Contacts:

Christine Henry, Senior Program Officer 202/653-4674; chenry@imls.gov

Mark Feitl, Program Specialist 202/653-4635; mfeitl@imls.gov

AMERICAN HERITAGE PRESERVATION GRANTS

Deadline: September 15, 2009

Grant Amount: Up to \$3,000

FOR MORE INFORMATION

Web site:

www.imls.gov/collections/grants/boa.htm

Program Contact for Museums:

Christine Henry, Senior Program Officer 202/653-4674; chenry@imls.gov

Program Contact for Libraries and Archives:

Kevin Cherry, Senior Program Officer 202/653-4662; kcherry@imls.gov

Grant Period: Up to one year

Eligibility: Institutions that fulfill the general criteria may apply (see pages 9–10). See program guidelines for special conditions of eligibility for this program.

Program Overview: The Institute is partnering with Bank of America to provide grants to small museums, libraries, and archives. The grants will raise awareness and fund preservation of treasures held in small museums, libraries,

and archives. Grants will help to preserve specific items, including works of art, artifacts, and historical documents that are in need of conservation. Applicants will build on completed conservation assessments of their collections to ensure that the grants are used in accordance with best practices in the field and underscore the importance of assessment planning.

Grant programs that provide assistance with conservation planning and assessment include the Institute's Conservation Assessment Program (see page 22) and the National Endowment for the Humanities' Preservation Assistance Grants (see www.neh.gov). Some states also offer assessment programs.

NATIONAL MEDALS FOR MUSEUM AND LIBRARY SERVICE

Deadline: February 16, 2010

Award Amount: \$10,000

FOR MORE INFORMATION

Web site: www.imls.gov/medals

Program Contact for Libraries:

Michele Farrell, Senior Program Officer 202/653-4656; mfarrell@imls.gov

Program Contact for Museums:

Christopher J. Reich, Senior Program Officer 202/653-4685; creich@imls.gov

Eligibility: Institutions that fulfill the general criteria may apply (see pages 9–10).

Program Overview: The National Medals honor outstanding institutions that make exceptional contributions to their communities. Selected institutions demonstrate extraordinary and innovative approaches to public service,

and success in supporting 21st century communities, citizens, and workers.

Nominations should describe:

- the institution's goals in serving its community,
- the population served,
- how the institution works with the community to achieve these goals,
- the outcome of the institution's efforts during the past two to three years,
- projections for future efforts, and
- how the institution will sustain these efforts in the future.

FEDERAL PARTNERSHIP ACTIVITIES

Coming Up Taller

Coming Up Taller awards recognize and support outstanding community arts and humanities programs that celebrate the creativity of America's young people by providing them with learning opportunities and chances to contribute to their communities. These awards focus national attention on exemplary programs currently fostering the creative and intellectual development of America's youth through education and practical experience in the arts and the humanities.

This awards program is a project of the President's Committee on the Arts and the Humanities in partnership with the Institute of Museum and Library Services, the National Endowment for the Arts, and the National Endowment for the Humanities. For more information, see www.cominguptaller.org.

Save America's Treasures

Save America's Treasures makes critical investments in the preservation of our nation's most significant and endangered cultural treasures, which illustrate and interpret the great events, ideas, and people that contribute to America's history and culture. These treasures include the built environment as well as documents, records, artifacts, and artistic works. Collectively, Save America's Treasures projects tell our nation's story and ensure that our legacy is passed on to future generations.

Administered by the National Park Service in collaboration with the President's Committee on the Arts and the Humanities, Save America's Treasures' other federal agency partners include the National Endowment for the Arts and the National Endowment for the Humanities. The National Trust for Historic Preservation has been the program's principal private partner since its inception. For more information, see www.saveamericastreasures.org or contact Christine Henry, Senior Program Officer, at 202/653-4674 or chenry@imls.gov.

Library Opportunities

GRANTS TO STATE LIBRARY ADMINISTRATIVE AGENCIES

Deadline: If needed, revisions to the five-year plan are due April 1 each year.

Grant Amount: Each state receives an annual minimum allotment set by Congress, plus additional funds based on population.

Grant Period: Allotments may be expended over a 24-month period.

Eligibility: State library administrative agencies located in one of the 50 states of the United

States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the U.S. Virgin Islands, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau are eligible to submit five-year plans. For information about

funding opportunities at the state level, contact the specific state library administrative agency.

Program Overview: The Library Services and Technology Act (LSTA), a section of the Museum and Library Services Act of 2003, promotes access to information resources provided by all types of libraries. Through the legislation, the Institute provides funds to state library administrative agencies. These agencies may use the appropriation to support statewide initiatives and services. They also may distribute the funds through subgrant competitions or cooperative agreements with public, academic, school, and special libraries in their state. Based on the priorities of the LSTA, each state develops the goals and objectives for its five-year plan to strengthen the efficiency, reach, and effectiveness of library services in the state.

FOR MORE INFORMATION

Web site:

www.imls.gov/programs/programs.shtm

Program Contact:

Laurie Brooks, Associate Deputy Director 202/653-4650; stateprograms@imls.gov

LAURA BUSH 21ST CENTURY LIBRARIAN PROGRAM

Deadline: December 15, 2009

Grant Amount: \$50,000–\$1,000,000

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ 21CenturyLibrarian.shtm

Program Contacts:

Kevin Cherry, Senior Program Officer 202/653-4662; kcherry@imls.gov

Chuck Thomas, Senior Program Officer 202/653-4663, cthomas@imls.gov

Karmen Bisher, Program Specialist 202/653-4664; kbisher@imls.gov

Grant Period: Up to three years, except for doctoral program projects, which may be up to four years

Matching Requirement: Fifty percent of total project costs. Funds requested for student support and for research projects are not subject to matching requirements.

Eligibility: Libraries that fulfill the general criteria for libraries may apply (see page 9). See program guidelines for special conditions of eligibility for this program.

Program Overview: This program supports projects to develop faculty and library leaders, to recruit and educate the next generation of librarians, to conduct research on the library profession, and to support early career research on any area of library and information science by tenure-track, untenured faculty in graduate schools of library and information science. It also supports projects to attract high school and college students to consider careers in libraries, to build institutional capacity in graduate schools of library and information science, and to assist in the professional development of librarians and library staff.

NATIVE AMERICAN LIBRARY SERVICES

Basic Grant with Education/ Assessment Option

Deadline: March 1, 2010

Grant Amount: Varies **Grant Period:** One year

Eligibility: Indian tribes and Alaska Native villages and corporations are eligible to apply for funding under this program. Entities such as libraries, schools, tribal colleges, and departments of education are not eligible applicants, although they may be involved in the administration of this program and their staff may serve as project directors. For purposes of funding under this program, "Indian tribe" means any tribe, band, nation, or other organized group or community, including any Alaska Native village, regional corporation, or village corporation (as defined in or established pursuant to the Alaska Native Claims Settlement Act [43 U.S.C. § 1601 et seq.]), that is recognized by the Secretary of the Interior as eligible for the special programs and services provided by the United States to Indians because of their status as Indians. Eligible entities, except for the recognized Alaska Native villages, regional corporations, and village corporations, are listed on the Bureau of Indian Affairs Web site (www.doi.gov/ bureau-indian-affairs.html). Alaskan entities should refer to applicable provisions in the Alaska Native Claims Settlement Act referenced above. See program guidelines for specific eligibility criteria.

Program Overview: The Native American Library Services Basic Grant is noncompetitive and distributed in equal amounts among eligible applicants. Basic Grants are available to support existing library operations and to maintain core library services. The Education/ Assessment Option is supplemental to the Basic Grant. It also is noncompetitive and must be requested. The purpose of the Education/ Assessment Option is to provide funding for library staff to attend continuing education courses and training workshops on- or off-site, for library staff to attend or give presentations at conferences related to library services, and to hire a consultant for an on-site professional library assessment.

Enhancement Grant

Deadline: May 3, 2010

Grant Amount: Up to \$150,000 **Grant Period:** Up to two years

Eligibility: See eligibility requirements for the Basic Grant. Indian tribes and Alaska Native villages are eligible to apply for the Enhancement Grant only if they have applied for a Native American Library Services Basic Grant in the same fiscal year. See program guidelines for specific eligibility criteria.

Program Overview: Enhancement Grants support projects to enhance existing library services or implement new library services, particularly as they relate to the priorities of the Library Services and Technology Act (LSTA) listed here:

- 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;
- to develop library services that provide all users with access to information through local, state, regional, national, and international electronic networks;
- to provide electronic and other linkages between and among all types of libraries;
- to develop public and private partnerships with other agencies and community-based organizations;
- to target library services to help increase access and ability to use information resources for individuals of diverse geographic, cultural, and socioeco-

nomic backgrounds, individuals with disabilities, and individuals with limited functional literacy or information skills; and

 to target library and information services to help increase access and ability to use information resources for persons having difficulty using a library and for underserved urban and rural communities, including children from birth to age 17 from families with incomes below the poverty line (as defined by the Office of Management and Budget).

FOR MORE INFORMATION

Web site for Basic Grant:

www.imls.gov/applicants/grants/ NativeAmerican.shtm

Web site for Enhancement Grant:

www.imls.gov/applicants/grants/ NativeEnhance.shtm

Program Contact:

Alison Freese, Senior Program Officer 202/653-4665; afreese@imls.gov

NATIVE HAWAIIAN LIBRARY SERVICES

Deadline: May 17, 2010

Grant Amount: Varies Grant Period: One year

Eligibility: Native Hawaiian Library Services grants are available to nonprofit organizations that primarily serve and represent Native Hawaiians (as the term is defined in 20 U.S.C. § 7517). The term "Native Hawaiian" means a person who is a citizen of the United States and a descendant of the aboriginal people who, before 1778, occupied and exercised sovereignty in the areas that now comprise the state of Hawaii. See program guidelines for specific eligibility criteria.

Program Overview: The Native Hawaiian Library Services program provides new opportunities

> for improved library services for an important part of the nation's community of library users. Funds may be used to enhance existing library services or implement new library services, particularly as they relate to the priorities of the Library Services and Technology Act (LSTA) listed here:

to provide electronic and other linkages between and among all types of libraries; to develop public and private partnerships with other agencies and community-based

for individuals of all ages;

organizations; to target library services to help increase

access and ability to use information resources for individuals of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, and individuals with limited functional literacy or information skills; and

to expand services for learning and access

to information and educational resources in

a variety of formats, in all types of libraries,

to develop library services that provide all

users with access to information through

local, state, regional, national, and

international electronic networks:

to target library and information services to help increase access and ability to use information resources for persons having difficulty using a library and for underserved urban and rural communities, including children from birth to age 17 from families with incomes below the poverty line (as defined by the Office of Management and Budget).

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ NativeHawaiian.shtm

Program Contact:

Alison Freese, Senior Program Officer 202/653-4665; afreese@imls.gov

Museum Opportunities

21ST CENTURY MUSEUM PROFESSIONALS

Deadline: March 15, 2010

Grant Amount: \$15,000-\$500,000

Grant Period: Up to three years

Matching Requirement: 1:1

Eligibility: Museums that fulfill the eligibility criteria for museums (see page 10) may apply.

Public or private nonprofit agencies, organizations, or associations that engage in activities designed to advance museums and the museum profession may also apply. In addition, institutions of higher education, including public and nonprofit universities, are eligible.

Program Overview: Museum professionals need high levels of knowledge and expertise as they help create public value for the communities they serve. The purpose

of the 21st Century Museum Professionals program is to increase the capacity of museums by improving the knowledge and skills of museum professionals in multiple institutions. 21st Century Museum Professionals grants are intended to reach broad groups of museum professionals throughout a city, county, state, region, or the nation. Grants fund a wide range of activities, including the development and implementation of classes, seminars, and workshops; resources to support leadership development; collection, assessment, development, and/or dissemination of information that leads to better museum operations; activities that strengthen the use of contemporary technology tools to deliver programs and services; support for the enhancement of pre-professional training programs; and organizational support for the development of internship and fellowship programs. IMLS also welcomes proposals that promote the skills necessary to develop 21st century communities, citizens, and workers.

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ 21CenturyMuseums.shtm

Program Contacts:

Christopher J. Reich, Senior Program Officer 202/653-4685; creich@imls.gov

Twinet G. Kimbrough, Program Specialist 202/653-4703; tkimbrough@imls.gov

CONSERVATION ASSESSMENT PROGRAM

Deadline: December 1, 2009

Program Overview: The Conservation

Assessment Program (CAP) is supported through a cooperative agreement between the Institute of Museum and Library Services and Heritage Preservation. The general conservation assessment (unlike a detailed collection survey) provides an overview of all of the museum's collections as well as its environmental conditions and policies and procedures relating to

The program supports a twoday site visit by a conservation

collections care.

professional to perform the assessment. For museums located in historic structures, the program supports a two-day site visit by a preservation architect. Assessment reports are then provided.

CAP also helps institutions with living animal collections, such as zoos and aquariums, that do not have an assessment of the animals' physical conditions and habitats. Institutions with fully surveyed living animal collections (such as those accredited by the American Zoological Association) may assess the conservation needs of their material collections only. Botanic gardens and arboretums may assess the conservation needs of both their living and material collections.

FOR MORE INFORMATION

Web site:

www.heritagepreservation.org/CAP

Contact:

Sara Gonzales, Coordinator
Conservation Assessment Program
Heritage Preservation
1012 14th Street, NW, Suite 1200
Washington, DC 20005
202/233-0800
sgonzales@heritagepreservation.org

CONSERVATION PROJECT SUPPORT

Deadline: October 1, 2009

Grant Amount: Up to \$150,000

Grant Period: Generally up to two years; three

years with strong justification

Matching Requirement: 1:1 for total project

request

Eligibility: Museums that fulfill the eligibility criteria for museums (see page 10) may apply.

Program Overview: The Conservation Project Support program awards grants to help museums identify conservation needs and priorities, and perform activities to ensure the safekeeping of their collections.

Conservation Project Support grants help museums develop and implement a logical, institution-wide approach to caring for their living and material collections. Applicants should apply for the project that meets one of the institution's highest conservation needs. All applications must demonstrate that the primary goal of the project is conservation care, and not collection management or maintenance.

Grants are available for many types of conservation activities, including surveys (general, detailed condition, or environmental);

training; treatment; and environmental improvements.

Museums are encouraged to share the impact of conservation activities with their communities through outreach and programs.

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ ConservProject.shtm

Program Contacts:

Christine Henry, Senior Program Officer 202/653-4674; chenry@imls.gov

Mark Feitl, Program Specialist 202/653-4635; mfeitl@imls.gov

MUSEUM ASSESSMENT PROGRAM

Deadline: February 16, 2010

Program Overview: The Museum Assessment Program (MAP) is supported through a cooperative agreement between the Institute of Museum and Library Services and the American Association of Museums. It is designed to help museums assess their strengths and weaknesses, and plan for the future.

The program provides technical assistance for four kinds of assessments: (1) collections management; (2) governance; (3) institutional; and (4) public dimension. Assessments are funded on a first-come, first-served basis. Museums may apply for MAP assessments in any sequence. Museums that received a MAP assessment grant on or before September 2003

may apply for a grant to fund participation in that assessment a second time. Application materials can be obtained by contacting the American Association of Museums.

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 MAP staff to produce a report evaluating the museum's operations, making recommendations, and suggesting resources.

FOR MORE INFORMATION

Web site:

www.aam-us.org/museumresources/map

Program Contacts:

Jill Connors-Joyner, Assistant Director, MAP American Association of Museums 1575 Eye Street, NW, Suite 400 Washington, DC 20005 202/289-9111; map@aam-us.org

MUSEUMS FOR AMERICA

Deadline: November 2, 2009

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ ForAmerica.shtm

Program Contacts:

Sandra Narva, Senior Program Officer 202/653-4634; snarva@imls.gov

Steven Shwartzman, Senior Program Officer 202/653-4641; sshwartzman@imls.gov

Reagan Moore, Program Specialist 202/653-4637; rmoore@imls.gov

Robert Trio, Program Specialist 202/653-4689; rtrio@imls.gov

Grant Amount: \$5,000–\$150,000

Grant Period: Generally up to two years; three years with strong justification.

Matching Requirements: 1:1

Eligibility: Museums that fulfill the eligibility criteria for museums (see page 10) may apply.

Program Overview: Museums for America is the Institute's largest grant program for museums, supporting projects and ongoing activities that build museums' capacity to serve their communities.

Museums for America grants strengthen a museum's ability

to serve the public more effectively by supporting high-priority activities that advance the institution's mission and strategic goals. Museums for America grants are designed to be flexible: funds can be used for a wide variety of projects, including ongoing museum work, research and other behind-the-scenes activities, planning, new programs, purchase of equipment or services, and activities that will support the efforts of museums to upgrade and integrate new technologies. IMLS also welcomes proposals that promote the skills necessary to develop 21st century communities, citizens, and workers.

Grants are awarded in the following categories:

- Engaging Communities (Education, Exhibitions, and Interpretation)
- Building Institutional Capacity (Management, Policy, and Training)
- Collections Stewardship

MUSEUM GRANTS FOR AFRICAN AMERICAN HISTORY AND CULTURE

Deadline: January 15, 2010

Grant Amount: \$5,000-\$150,000

Grant Period: Up to two years

Matching Requirement: 1:1

matching Kequirement: 1:1

Eligibility: Eligible applicants include museums whose primary purpose is African American life, art, history, and/or culture, encompassing the period of slavery; the era of reconstruction; the Harlem Renaissance; the civil rights movement; and other periods of the African Diaspora. Public or private nonprofit organizations whose primary purpose is to support museums identified above may also

apply. Historically Black Colleges or Universities (HBCU's) are also eligible. Please see program guidelines for specific eligibility criteria.

Program Overview: Museum Grants for African American History and Culture are intended to enhance institutional capacity and sustainability through professional training, technical assistance, internships, outside expertise, and other tools. Successful proposals will focus on one or more of the following three goals: (1) developing or strengthening knowledge, skills, and other expertise of current staff at African American museums; (2) attracting and retaining professionals with the skills needed to strengthen African American museums; and (3) attracting new staff to African American museum practice and providing them with the expertise needed to sustain them in the museum field.

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ AfricanAmerican.shtm

Program Contacts:

Christopher J. Reich, Senior Program Officer 202/653-4685; creich@imls.gov

Twinet G. Kimbrough, Program Specialist 202/653-4703; tkimbrough@imls.gov

NATIVE AMERICAN/NATIVE HAWAIIAN MUSEUM SERVICES

Deadline: April 1, 2010

Grant Amount: \$5,000–\$50,000 **Grant Period:** Up to two years

Matching: No matching requirements

Eligibility: Eligible applicants are:

- Federally recognized Indian tribes,
- Alaskan Native Villages and corporations, and
- Organizations that primarily serve and represent Native Hawaiians.

Entities such as museums, libraries, schools, tribal colleges, or departments of education are not eligible applicants, although they may be involved in the administration of the program and their staff may serve as project directors, in partnership with eligible applications.

Program Overview: The Native American/Native Hawaiian Museum Services program promotes enhanced learning and innovation within

museums and museum-related organizations, such as cultural centers. The program provides opportunities for Native American tribes and Native Hawaiian organizations to sustain heritage, culture, and knowledge by strengthened museum services in the following areas:

Programming: Services and activities that support the educational mission of museums and museum-related organizations.

Professional development:

Education or training that builds skills, knowledge, or other professional capacity for persons who provide or manage museum service activities. Individuals may be paid or volunteers.

Enhancement of museum services:

Support for activities that enable and improve museum services.

FOR MORE INFORMATION

Web site:

www.imls.gov/applicants/grants/ NativeServices.shtm

Program Contacts:

Sandra Narva, Senior Program Officer 202/653-4634; snarva@imls.gov

Reagan Moore, Program Specialist 202/653-4637; rmoore@imls.gov

Robert Trio, Program Specialist 202/653-4689; rtrio@imls.gov

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The National Museum and Library Services Board (NMLSB) is a 23-member advisory body that includes the director and deputy directors of the Institute and 20 presidentially appointed and Senate-confirmed members of the general public who have demonstrated expertise in, or commitment to, library or museum services. Informed by its collectively vast experience and knowledge, the NMLSB advises the Institute's director on general policy and practices, and on selections for the National Medals for Museum and Library Service.

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