



# **Appropriations Request to the United States Congress**

**For Fiscal Year 2007**

<b>Introduction to the Institute of Museum and Library Services</b> .....	<b>3</b>
The Value of Libraries and Museums .....	3
Creating a Nation of Learners .....	3
Our Vision of Learning .....	3
Enhancing Learning in Families and in Communities .....	3
Sustaining Cultural Heritage and Connecting People to Ideas.....	4
Building 21 <sup>st</sup> Century Skills .....	4
Providing Opportunities for Civic Participation.....	4
Strategic Partnerships .....	5
Nation of Learners Series .....	5
Note on Hurricane Katrina .....	5
Consolidation of Library Services.....	6
<b>Authorizing Framework</b> .....	<b>7</b>
The Museum and Library Services Act (MLSA).....	7
The Library Services and Technology Act.....	7
The Museum Services Act.....	7
The African American History and Culture Act .....	8
<b>Historical Summary of Appropriations Table</b> .....	<b>9</b>
<b>Summary of Appropriations Request</b> .....	<b>10</b>
Office of Museum Services Operations Grants.....	10
Museum Conservation Programs .....	10
Native American and Native Hawaiian Museum Services .....	10
Museum National Leadership Projects.....	10
Museum Grants for African American History and Culture .....	10
Office of Library Services State Grants .....	11
Native American and Native Hawaiian Library Services .....	11
Library National Leadership Projects.....	11
Museum and Library Services Administration.....	11
<b>Detailed Program Descriptions, Strategic Plan and Program Performance Indicators..</b>	<b>12</b>
Goal One: Advancing Strategic Planning; Delivering Public Value.....	12
Grants to States.....	12
State Allotments for FY 03-07 .....	17
Museums for America .....	19
Museum Assessment Program .....	20
Goal Two: Developing National Models and Supporting Research .....	22
National Leadership Grants .....	22
Goal Three: Building Workforce Capacity in Libraries and Museums .....	25
Laura Bush 21 <sup>st</sup> Century Librarian Program .....	25
21st Century Museum Professionals .....	28
Goal Four: Improving Museum and Library Service for Tribal Communities .....	29
Native American/Native Hawaiian Museum Services Grants .....	29
Native American/Native Hawaiian Library Services Grants .....	30
Goal Five: Preserving Cultural Heritage .....	32
Conservation Project Support.....	32
Conservation Assessment Program .....	33

Museum Grants for African American History and Culture .....	34
<b>IMLS ADMINISTRATION .....</b>	<b>35</b>
Program Evaluation .....	35
The President’s Management Agenda.....	35
Budget and Performance Integration.....	35
E-Government .....	35
Financial Management .....	36
Human Capital.....	36
FY 2007 Salaries and Expenses Request.....	37
Justification of Operating Costs by Object Class .....	38

# **Introduction to the Institute of Museum and Library Services**

## **The Value of Libraries and Museums**

The Bush Administration supports libraries and museums because these institutions are part of the educational infrastructure of our country. Libraries and museums provide life-long learning for everyone. Whether the learner is a young child, a student, an individual seeking job training, a senior citizen, or anyone seeking to increase his or her knowledge and understanding, libraries and museums have much to offer. As First Lady Laura Bush has said, “Our nation runs on the fuel of information and imagination that libraries and museums provide each day. Librarians and museum professionals help educate and inform the public, and by doing so, they strengthen our great democracy.”

## **Creating a Nation of Learners**

IMLS is a leader in the movement to grow and sustain a nation of learners. The Institute plays this leadership role by making grants, convening national experts, encouraging well-planned education outreach projects and evaluating their outcomes, and supporting national research. Its programs help libraries and museums develop rich content and give the public broad access. IMLS is a laboratory of ideas, establishing and disseminating best practices for these institutions and providing a catalyst for community collaboration. The Institute is focused on preparing libraries and museums to serve learners in the 21<sup>st</sup> century. In short, IMLS helps to build the capacity of libraries and museums to serve their communities.

## **Our Vision of Learning**

At IMLS we envision a nation in which all participants have the knowledge, skills, attitudes, behaviors, and resources they need to learn at any age, in formal and informal settings. Our vision of learning includes what happens in schools and also what happens outside the classroom. It recognizes that navigating the world – finding a job, living in a neighborhood, understanding other cultures, making choices – depends on our ability to have and use educational resources. To learn is to be actively engaged in life. It is what people do when they want to make sense of the world. Learning is a core activity of libraries and museums.

We are a nation of learners. We must be to succeed in modern society. Societal prosperity and individual achievement depend upon the ability to learn continually and adapt to change readily. Moreover, life-long learning is fundamental to the development of an engaged and informed citizenry upon which democracy depends. And while learning must be a community-wide responsibility, we believe that libraries and museums play critical roles in our learning communities.

When we ask how libraries and museums help to create a nation of learners, several themes emerge. These themes are supported throughout the Institute’s programs and activities.

## **Enhancing Learning in Families and in Communities**

The Institute encourages libraries and museums to develop programs and services in response to family and community learning needs. Libraries and museums are trusted sources that

provide authentic learning experiences; they encourage intergenerational participation and increasingly they provide services where and when the learner needs them. With IMLS funding, libraries and museums provide literacy development and learning opportunities from well before kindergarten until long after retirement.

### **Sustaining Cultural Heritage and Connecting People to Ideas**

Libraries and museums are educational powerhouses. Using their collections, programs and services, these institutions connect people to cultural, scientific, historic and artistic knowledge. They improve our understanding of our own cultures and enhance our ability to act in a global information environment. They raise our level of cultural awareness, increasing understanding of different traditions and opening doors to a world of ideas, languages and new voices. IMLS helps America's museums and libraries preserve the links to our own cultural history and to the heritage of societies around the world.

Digital technology plays an essential role in creating and sustaining this nation of learners. Through it the full range of holdings in our museums, libraries, and archives --audio, video, documents, artifacts-- can be combined in new ways and formats and made accessible to audiences as never before. These resources can be used with a variety of contextual materials that enrich meaning and increase the audiences' understanding. Because of its broad mandate, IMLS is uniquely positioned to help libraries, museums, and archives develop ways to provide seamless access to digital resources, as well as community outreach and programming.

### **Building 21<sup>st</sup> Century Skills**

Success in today's economy requires information literacy, a spirit of self-reliance and a strong ability to communicate effectively and solve problems. Libraries and museums are well positioned to build the skills Americans need in the 21<sup>st</sup> century; IMLS helps to ensure that these institutions are also well equipped for the job. The Institute also helps colleges and universities to develop curricula and tools to teach these skills to library and museum professionals.

### **Providing Opportunities for Civic Participation**

In many communities, libraries and museums are the places where the community comes together in a safe and trusted location to discuss issues of community concern. These institutions provide public programming as well as volunteer service opportunities that can enhance the leadership skills of community members. IMLS works to foster these traditional civic roles while encouraging libraries and museums to seek new ways of strengthening the community fabric.

Good citizenship also extends beyond the local community. Life-long learning is fundamental to the development of the engaged and informed citizenry upon which our nation's system of government depends. By helping libraries and museums to sustain a nation of learners, the Institute gives Americans the tools they need to fulfill their most essential civic responsibility: providing their leaders with informed consent.

## **Strategic Partnerships**

In 2003 IMLS established the Office of Strategic Partnerships to create and maintain interagency and other collaborations that further the Institute's mission and use the educational resources of museums and libraries more effectively across government and non-governmental organizations. This effort includes continuing and strengthening existing partnerships, such as *Coming Up Taller*, *Save America's Treasures*, *ESTEME Week*, the *National Book Festival*, as well as initiating new relationships. For example, in 2005 the Institute created a formal two-year *Partnership for a Nation of Learners* with the Corporation for Public Broadcasting to support and encourage collaborations among museums, libraries, and public broadcasters in response to community learning needs. The Institute has also initiated or participated in several collaborations with the Department of Education and the Department of State. The Institute has leveraged program funds to support these activities and will continue to a strong commitment to partnership.

## **Nation of Learners Series**

In FY 2007 IMLS launched a series of activities to underscore the Nation of Learners mission. We will leverage and align existing activities in communications, strategic partnerships, research, evaluation, publications, convenings, and grantmaking to demonstrate the value of libraries and museums. The Nation of Learners series provides a framework for a systematic approach to convening national leaders and practitioners, analyzing the impact of library and museum service, publishing white papers, developing case studies and disseminating results through publications, special Web site features, speaking engagements, articles, and presentations at national conferences.

This leadership initiative responds to Section 210 of the Museum and Library Services Act of 2003, which provides authority to IMLS to analyze trends, evaluate impact of programs, and disseminate best practices.

In FY 2007 our efforts in this area will focus on libraries' and museums' programs for youth in concert with Mrs. Bush's efforts to support community efforts to help children and teens reach their full potential. Since the Institute's establishment in 1996, we estimate that we have supported between 800 and 1,000 programs that serve America's youth. Our efforts in the coming year will identify best practices in library and museum youth development programs, encourage rigorous evaluation, and engage the library, museum, and education policymakers.

In the coming years we will focus Nation of Learners activities on other service populations (such as early learners or productive aging) or practice areas (such as civic education or STEM subjects: science, technology, engineering and mathematics).

## **Note on Hurricane Katrina**

Like other federal agencies, IMLS is acutely aware of the devastation to the Gulf Coast caused by Hurricane Katrina. We have been in regular contact with our constituencies in the affected states in order to assess their needs. In addition to the many institutions damaged or destroyed, many others in many different states have come under tremendous stress owing to

increased usage. Long lines of people -- evacuees and their loved ones -- waited outside libraries seeking government and community information, as well as Internet access. The Institute will continue to work closely with state agencies and others to help libraries fulfill this vital responsibility.

## **Consolidation of Library Services**

The Administration proposes the consolidation of the National Commission on Library and Information Sciences (NCLIS), as well as the current National Center for Education Statistics (NCES) programs for public and state library statistics into IMLS, beginning in 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.

Consolidating grant making, data collection and policy advice in one agency will strengthen federal library and information policy efforts and enhance our national research capacity on domestic and international library trends. This policy will create greater efficiency of operations and enable enhanced coordination and synergy that will more effectively advance the role of libraries and information policy in the United States. It is also an opportunity to build a stronger more powerful single agency that will support and raise awareness for library, culture and information services.

Enhancing library service in the United States continues to be a priority of the Bush Administration. The current fragmented approach to library statistics collection and analysis, grant making, and policy advice is not optimal. A more coordinated approach would maximize federally-supported efforts to address the library service and information needs of Americans. The merger will create greater efficiency through strategic alignment of federal efforts in library data collection, grant making, and policy.

Because the Department of Education is increasing its focus on school-related data, the Administration is moving responsibility for the collection of state library and public library data to IMLS. IMLS is the appropriate agency to collect these data because it has the core responsibilities in the area of state and local libraries. Furthermore, the change will allow the Department of Education to increase its focus on school and academic libraries data.

With the emergence of the Institute of Museum and Library Services, the U. S. government has two independent agencies with responsibility for library policy. Moving functions of NCLIS into the IMLS would allow enhanced focus on library and information policy and provide a sustainable and stable environment for this important work.

Over the next few months the Institute of Museum and Library Services will work with NCLIS and the NCES to evaluate models of consolidation to ensure that the level of public service provided under the current system is not diminished and that all potential benefits of enhanced coordination are maximized in service to the American people.

## **Authorizing Framework**

This justification requests funding under both the Museum and Library Services Act and the 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)**.

### **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.

### **The African American History and Culture Act**

In December 2003, Congress passed and the President signed the P.L. 108-184 **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.

**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**  
**Historical Summary of Appropriations Table**  
**(Budget Authority in Thousands)**

<b>MUSEUM AND LIBRARY SERVICES ACT (MLSA)</b>	<b>FY 2000</b>	<b>FY 2001</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007 REQ.</b>
<b><u>Library Services and Technology Act (LSTA)</u></b>								
<b><u>OLS State Grants</u></b>								
Grants to States	138,118	148,939	149,014	150,435	157,628	160,704	163,746	171,500
<b><u>Natv. American/Hawaiian Lib.</u></b>								
Native American Library Svcs.	2,616	2,940	2,941	3,055	3,206	3,472	3,638	3,675
<b><u>Library National Leadership</u></b>								
National Leadership / Libraries	10,275	11,299	11,081	11,009	11,263	12,301	12,375	12,930
Laura Bush 21 <sup>st</sup> Century Librarian <sup>1</sup>	NA	NA	NA	9,935	19,882	22,816	23,760	25,000
<b><u>Administration</u></b>	3,491	5,040	5,042	5,663	6,264	6,658	7,078	7,750
<b><u>SUBTOTAL, LSTA</u></b>	<b>154,500</b>	<b>168,218</b>	<b>168,078</b>	<b>180,097</b>	<b>198,243</b>	<b>205,951</b>	<b>210,597</b>	<b>220,855</b>
<b><u>Museum Services Act (MSA)</u></b>								
<b><u>OMS Operations Grants</u></b>								
Museums for America <sup>2</sup>	15,517	15,483	15,482	15,381	16,342	16,864	17,152	17,978
Museum Assessment Program	450	449	450	447	447	446	442	500
Museum Prof. for the 21 <sup>st</sup> C <sup>3</sup>	NA	NA	NA	NA	NA	992	982	3,000
<b><u>Museum Conservation</u></b>								
Conservation Project Support	2,310	2,305	2,310	2,792	2,782	2,788	2,772	3,000
Conservation Assessment Prg.	820	818	820	815	815	813	807	820
<b><u>Natv. American/Hawaiian Mus.</u></b>								
Native Am/Haw. Museum Svcs. <sup>4</sup>	NA	NA	NA	NA	NA	843	911	920
<b><u>Museum National Leadership</u></b>								
National Leadership /Museums	3,050	3,542	5,167	5,663	6,891	7,539	7,920	8,500
<b><u>Administration</u></b>	2,160	2,255	2,670	3,539	4,125	4,439	4,719	5,167
<b><u>SUBTOTAL, MSA</u></b>	<b>24,307</b>	<b>24,852</b>	<b>26,899</b>	<b>28,637</b>	<b>31,402</b>	<b>34,724</b>	<b>35,705</b>	<b>39,885</b>
<b>TOTAL, MLSA</b>	<b>178,807</b>	<b>193,070</b>	<b>194,977</b>	<b>208,734</b>	<b>229,645</b>	<b>240,675</b>	<b>246,302</b>	<b>260,740</b>
<b><u>AFRICAN AMERICAN HISTORY AND CULTURE ACT (AAHCA)</u></b>								
Museum Grants for African American History/Culture <sup>5</sup>	NA	NA	NA	NA	NA	NA	842	1,500
<b><u>Administration</u></b>	NA	NA	NA	NA	NA	NA	0	0
<b>TOTAL, AAHCA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>842</b>	<b>1,500</b>
<b>TOTAL, IMLS PROGRAMS AND ADMINISTRATION</b>	<b>178,807</b>	<b>193,070</b>	<b>194,977</b>	<b>208,734</b>	<b>229,645</b>	<b>240,675</b>	<b>247,144</b>	<b>262,240</b>
<b><u>CONGRESSIONAL EARMARKS</u></b>								
	11,751	39,251	29,524	35,156	32,595	39,889	0	0
<b>TOTAL, IMLS</b>	<b>190,558</b>	<b>232,321</b>	<b>224,501</b>	<b>243,890</b>	<b>262,240</b>	<b>280,564</b>	<b>247,144</b>	<b>262,240</b>

<sup>1</sup> The 21<sup>st</sup> Century Librarian program was a new initiative funded for the first time in FY 2003.

<sup>2</sup> The Museums for America Program has previously been known as “General Operating Support” and Learning Opportunities Grants.”

<sup>3</sup> Prior to FY 2005 funding for the 21<sup>st</sup> Century Museum Professionals program was included in National Leadership Grants.

<sup>4</sup> Native American/Native Hawaiian Museum Services was authorized by PL 108-81 in September 2003.

<sup>5</sup> Museum Grants for African American History and Culture was authorized by PL 108-184 in December 2003.

## **Summary of Appropriations Request**

The Bush Administration requests \$262,240,000 for fiscal year 2007. This includes \$260,740,000 for programs and administrative costs authorized by the MLSA (\$220,855,000 for the LSTA and \$39,885,000 for the MSA) and \$1,500,000 for a grants program authorized by the AAHCA.

### **Office of Museum Services Operations Grants**

The Administration requests \$21,478,000 for museum operations 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. 19). In addition, these funds support technical assistance through four types of assessments: institutional, collections management, public dimension, and governance (Museum Assessment Program, p. 20). 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 (21<sup>st</sup> Century Museum Professionals, p. 28).

### **Museum Conservation Programs**

The Administration requests \$3,820,000 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 \$920,000 for museum grants to Native American tribes and organizations that primarily serve and represent Native Hawaiians (p. 29). 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 \$8,500,000 for National Leadership Grants (p. 22) to museums. The 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 \$1,500,000 for Museum Grants for African American History and Culture (p. 34). This program, funded for the first time in FY 2006, will be developed in coordination with the Director and Council of the Smithsonian Institutions Museum for African American History and Culture and address the purposes of P.L. 108-184.

## **Office of Library Services State Grants**

The Administration requests \$171,500,000 for Grants to State Library Agencies (p. 12). 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 \$3,675,000 for library grants to Native American tribes and organizations that primarily serve and represent Native Hawaiians (p. 30). The criteria for Grants to State Library Agencies apply to these grants as well.

## **Library National Leadership Projects**

The Administration requests \$12,930,000 for National Leadership Grants (p. 22) 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 education and training of library personnel, 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 \$25,000,000 for the Laura Bush 21<sup>st</sup> Century Librarian Program (p. 25), 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.

## **Museum and Library Services Administration**

The Administration requests \$12,917,000 for program administration (\$7,750,000 for library services and \$5,167,000 for museum services). Funds support personnel compensation and benefits, analysis, research and evaluation, travel, rent, communications, utilities, printing, equipment and supplies, automated data processing, and other services.

## Detailed Program Descriptions, Strategic Plan and Program Performance Indicators

IMLS program funding will provide support for these five strategic planning goals:

- Advancing Strategic Planning: Delivering Public Value
- Developing National Models and Supporting Research
- Building Workforce Capacity in Libraries and Museums
- Improving Library and Museum Service for Tribal Communities
- Preserving Cultural Heritage

### Goal One: Advancing Strategic Planning; Delivering Public Value

#### Objective

Libraries and museums use IMLS grant funds to develop and deliver a diverse range of services that meet recognized community needs and support their plans to deliver public value to the community.

#### Strategy

Create and sustain nationally significant funding programs and nationally significant activities to help museums and libraries fulfill their mission of delivering public value by implementing their strategic planning goals.

Three IMLS programs address this goal:

**Grants to States** (State Library Administrative Agencies)

**Museums for America**

**Museum Assessment Program**

#### Grants to States

The Administration requests \$171,500,000 for the Grants to States program. We anticipate that this amount would enable the full implementation of statutory adjustments in the state grant formula that were enacted in 2003. This is a very high priority for IMLS and the library community, a goal toward which we have been working since 2004.

Fiscal Year	Budget Authority
2004	\$157,628,000
2005	\$160,704,000
2006	\$163,746,000
2007	\$171,500,000 (request)

#### 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**

Because a strict population formula would not provide smaller states with a useful amount of money, a minimum state allotment of \$340,000 was established in 1971. 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 minimum 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.

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 the Administration is requesting for the program in FY 2007 would allow the new minimum to be met and allow the Institute to share any future increases fairly as Congress intended.

### **Program Performance Information**

As required under the law, each state submitted a five-year evaluation report in 2002 and is scheduled to submit the next five-year report in 2007. IMLS asked states to report on their overall results in achieving the goals and objectives in the five-year plan (FY 1998–FY 2002). The Institute solicited an independent analysis of the five-year evaluation reports to

synthesize the states' evaluations of their use of Grants to States funding. This analysis was completed in the summer of 2003.

The analysis of the states' five-year evaluations in 2003 identified two key trends in library service that are facilitated by IMLS funds. Both relate to how libraries carry out their enhanced educational role in today's environment of ongoing technological change.

- Libraries are information brokers, providing the means for information acquisition and acting as a conduit through which information is identified and retrieved. In essence, they are helping to make information and services that are often prohibitively expensive more readily available.
- Libraries are promoters of information literacy, training patrons and staff to use available technology tools to access and evaluate information.

According to the independent analysis, the Grants to States program has been successful in meeting the broad range of goals legislated by Congress. First, the number of goals in each goal category is substantial, indicating that effort has been applied in each area. Second, states made progress towards, met or surpassed high proportions of goals in each category area (86% to 95% each category).

Each state used its evaluation to develop its new five-year plans (FY 2003–FY 2007). The new plans reflect lessons learned from initial implementation of the program, improved needs assessment and strategies to meet those needs, and enhanced evaluation components that will attempt to capture the impact of the funding on those libraries serve.

Each state reports annually on the most recently completed grant period. In FY 2004, IMLS implemented an online reporting system that enables better data collection and analysis of the wide range of activities and services undertaken by the SLAAs to address the goals of their five-year plans. This reporting system tracks activities by the purposes of the law, the state goals, and IMLS performance categories. The Institute will assess the achievement in each of these categories for activities carried out with FY 2006 grants.

IMLS, in partnership with the SLAAs, will continue to invest substantial resources in building the capacity of grantees and subgrantees to use outcomes-based planning and evaluation methods to document progress in meeting the stated goals of the plans where appropriate.

**Example:** Texas State Library and Archives provides technical assistance and training through regional organizations, which have begun to measure results. The State Library provided training in outcomes-oriented management and is developing an outcomes manual for Texas libraries. Among outcomes reported in 2004, participating library staff are better able to enhance operating system security, improve PAC and LAN performance, add computers and troubleshoot networks, perform preventative hardware maintenance, and integrate network administration with other library work.

In service-oriented training, staff developed increased knowledge of infant child development; skills to plan, design, and offer emergent literacy programs; the ability to assess and meet the

needs of a Spanish-speaking community; strengthened planning skills; and skills to improve programs.

**Example:** California State Library implemented a model for outcome-based evaluation in staff training for FY 2004-2005. One hundred five state-funded library literacy programs used outcomes measurement in new accountability operations. Research showed that indirect questions yielded better responses from Families for Literacy parents and caregivers about children's pre-literacy activities, and parent evaluation surveys were revised. Results will support evaluation of emergent literacy programs beyond California.

A longitudinal study of Radio Works! ESOL project (1999) demonstrated long-term effects: 100% of participants reported that the program helped improve life skills, 63% had higher literacy test scores, 95% reported library borrowing, and 85% reported pre-literacy activities with their children.

Twenty-eight libraries used locally developed measures to assess outcomes of statewide Planning Public Library Services for People With Disabilities; full reports will be available early in 2005. The most notable impact was on community knowledge of available services. Sixty-one percent of respondents in participating libraries reported knowing the library's services for people with disabilities compared to 37% in control libraries. In addition, participating libraries showed multiple improvements in service to this population.

**Example:** With State Library grant funds, the Massachusetts State Library helped the Milford Town Library to strengthen information literacy for Milford residents aged 16 and over. A series of three workshops included: 1) basic overview of the Internet and library resources and 2) electronic information resources, and 3) improving search techniques and identifying quality resources. Training materials were developed in English and Spanish. Total participation (including repeaters) was 244. During workshops 86% were able to locate the information they needed with 75% accuracy and end of class questionnaires indicated 95% reported feeling either very or somewhat confident that they will be able to locate the information that they need 75% of the time. A final postcard survey indicated that 79% of the respondents are confident they can locate the information they needed with 75% accuracy, suggesting substantial persistence of confidence in skills

**Example:** Wisconsin Division for Libraries, Technology and Community Learning used IMLS State Library grant funds for a study of the role of public libraries in improving literacy and reading skills based on a program with input from a variety of experts in childhood learning. The Dane County Public Health nurse helped identify and encourage low-income and high-risk mothers to use Library Busy Baby bags, which contain appropriate toys and materials for parents to use to stimulate infant and toddler learning readiness. Interactive large motor movement materials were used during library story hours and programming. In 2001-2002 children who attended story hour at the library and were then screened at school averaged identifying 22.98 letters of the alphabet correctly while non-attenders identified 14.07 letters correctly. The prior year's incoming Kindergarten Story Hour children identified 19.26 letters of the alphabet correctly while the non-attendees identified 17.26 letters



correctly. Obviously, attending story hour is not the only factor in the preparedness of children, but the data would suggest that some impact is being made.

**Example:** Using IMLS State Library grant funds the Connecticut State Library conducted 24 workshops for 279 people to increase the knowledge base of children's librarians. Post-training session surveys measured change in attendees' knowledge of model/best practices for emergent literacy techniques. Fifty-two percent of them increased their use of research-based activities in pre-school programming by an average of 17% above pre-training survey levels. Among specifically measured baseline criteria, librarians increased the frequency by which they call attention to syllables by over 33%, encourage children to retell a story by over 23%, emphasize alliterative sounds more than 22%, and encourage children to use selected story words over 30% of the time. This 17% average increase spikes to 33% in instances when the best practice was previously rarely or never used.

**Example:** Using IMLS State Library grant funds, Maryland State Department of Education, Division of Library Development and Services supported the "Totally Teen" project at the St. Mary's County Memorial Library so that 229 teens (12-15) could acquire new computer skills, develop and demonstrate artistic talent, and develop and demonstrate youth leadership skills. Eighty-seven (71% of those participating in the computer component) of the teens demonstrated new computer skills by creating Web pages and digital photographs. Seventy-six (62% of component participants) created a multi-media or desktop publishing presentation and presented it to their peers. Twelve (100% of component participants) wrote a poem or short story and read or performed it aloud for their peers and other community members. Nineteen (100%) of the teens presented a theatrical skit to their peers. One hundred thirteen (92%) initiated peer to peer mentoring. Forty-four (36%) teens volunteered at the library or with another community organization.

### State Allotments for FY 03-07

State	FY 03	FY 04	FY 05	FY 06	FY 07
AL	\$2,369,145	\$2,507,472	\$2,556,671	\$2,610,549	\$2,735,571
AK	\$631,170	\$769,497	\$828,563	\$887,453	\$979,311
AZ	\$2,807,829	\$2,946,156	\$3,041,222	\$3,150,258	\$3,358,620
AR	\$1,565,707	\$1,704,034	\$1,760,329	\$1,820,073	\$1,933,398
CA	\$16,222,180	\$16,360,507	\$16,457,012	\$16,557,920	\$16,975,594
CO	\$2,378,206	\$2,516,533	\$2,579,074	\$2,642,220	\$2,783,994
CT	\$1,905,106	\$2,043,433	\$2,100,240	\$2,154,030	\$2,263,144
DE	\$705,162	\$843,489	\$904,235	\$965,243	\$1,060,429
FL	\$7,898,976	\$8,037,303	\$8,172,813	\$8,332,483	\$8,703,227
GA	\$4,211,633	\$4,349,960	\$4,433,740	\$4,522,400	\$4,771,731
HA	\$903,039	\$1,041,366	\$1,101,687	\$1,157,565	\$1,255,112
ID	\$946,563	\$1,084,890	\$1,150,464	\$1,215,563	\$1,324,522
IL	\$6,038,973	\$6,177,300	\$6,214,291	\$6,249,722	\$6,436,279
IN	\$3,125,606	\$3,263,933	\$3,317,057	\$3,369,822	\$3,508,659
IA	\$1,668,229	\$1,806,556	\$1,858,287	\$1,909,822	\$2,017,816
KS	\$1,568,332	\$1,706,659	\$1,759,339	\$1,812,456	\$1,917,854
KY	\$2,191,121	\$2,329,448	\$2,384,878	\$2,439,668	\$2,562,205
LA	\$2,367,398	\$2,505,725	\$2,554,689	\$2,604,141	\$2,720,156
ME	\$925,456	\$1,063,783	\$1,123,275	\$1,181,762	\$1,275,999
MD	\$2,808,591	\$2,946,918	\$3,008,965	\$3,067,643	\$3,205,774
MA	\$3,247,148	\$3,385,475	\$3,423,733	\$3,449,395	\$3,565,832
MI	\$4,885,587	\$5,023,914	\$5,059,705	\$5,093,053	\$5,244,507
MN	\$2,610,305	\$2,748,632	\$2,807,289	\$2,864,372	\$2,994,892
MS	\$1,638,841	\$1,777,168	\$1,830,121	\$1,886,927	\$1,997,410
MO	\$2,905,578	\$3,043,905	\$3,096,707	\$3,155,054	\$3,295,939
MT	\$751,325	\$889,652	\$949,157	\$1,008,157	\$1,101,987
NE	\$1,122,069	\$1,260,396	\$1,317,786	\$1,372,965	\$1,473,213
NV	\$1,323,020	\$1,461,347	\$1,542,939	\$1,634,252	\$1,769,078
NH	\$916,679	\$1,055,006	\$1,115,181	\$1,173,868	\$1,270,783

**State Allotments for FY 03-07 (continued)**

<b>State</b>	<b>FY 03</b>	<b>FY 04</b>	<b>FY05</b>	<b>FY 06</b>	<b>FY 07</b>
NJ	\$4,225,196	\$4,363,523	\$4,412,959	\$4,464,364	\$4,611,783
NM	\$1,179,001	\$1,317,328	\$1,378,496	\$1,442,371	\$1,549,701
NY	\$9,004,514	\$9,142,841	\$9,146,819	\$9,146,249	\$9,363,836
NC	\$4,103,012	\$4,241,339	\$4,309,258	\$4,394,254	\$4,596,141
ND	\$626,793	\$765,120	\$821,842	\$878,082	\$967,141
OH	\$5,505,578	\$5,643,905	\$5,667,969	\$5,691,792	\$5,850,282
OK	\$1,920,127	\$2,058,454	\$2,112,874	\$2,162,902	\$2,280,095
OR	\$1,932,701	\$2,071,028	\$2,134,437	\$2,194,490	\$2,322,116
PA	\$5,918,880	\$6,057,207	\$6,085,045	\$6,075,494	\$6,285,755
RI	\$823,812	\$962,139	\$1,020,285	\$1,076,537	\$1,165,361
SC	\$2,197,585	\$2,335,912	\$2,398,034	\$2,462,858	\$2,599,042
SD	\$684,211	\$822,538	\$880,376	\$938,791	\$1,029,946
TN	\$2,961,981	\$3,100,308	\$3,158,288	\$3,220,133	\$3,369,294
TX	\$10,190,548	\$10,328,875	\$10,460,595	\$10,597,273	\$10,989,843
UT	\$1,387,590	\$1,525,917	\$1,592,429	\$1,658,384	\$1,793,783
VT	\$618,871	\$757,197	\$815,233	\$872,315	\$960,995
VA	\$3,638,702	\$3,777,029	\$3,851,240	\$3,913,359	\$4,092,926
WA	\$3,084,868	\$3,223,195	\$3,288,255	\$3,354,800	\$3,515,779
WV	\$1,154,946	\$1,293,273	\$1,349,667	\$1,394,138	\$1,499,402
WI	\$2,800,929	\$2,939,256	\$2,992,540	\$3,010,271	\$3,176,826
WY	\$565,552	\$703,879	\$762,355	\$821,234	\$909,692
DC	\$598,204	\$736,531	\$790,234	\$842,132	\$928,285
Puerto Rico	\$2,097,493	\$2,235,820	\$2,277,522	\$2,296,792	\$2,444,336
American Samoa	\$71,777	\$71,777	\$65,977	\$65,739	\$86,065
Northern Marianas	\$76,185	\$76,184	\$75,106	\$75,737	\$97,189
Guam	\$114,147	\$114,146	\$114,513	\$114,960	\$137,130
U.S. Virgin Islands	\$96,434	\$96,433	\$88,799	\$88,342	\$108,981
9131(b)(3)(D) Pool <sup>1</sup>	\$216,389	\$216,389	203,404	\$203,371	\$265,241
<b>TOTAL</b>	<b>\$150,435,000</b>	<b>\$157,628,000</b>	<b>\$160,704,000</b>	<b>\$163,746,000</b>	<b>\$171,500,000</b>

<sup>1</sup> 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.

## Museums for America

Fiscal Year	Applications	Awards	Budget Authority
2004	829	190	\$16,342,000
2005	543	169	\$16,864,000
2006	NA	NA	\$17,152,000
2007	NA	NA	\$17,978,000 (request)

### Program Description

The goal of Museums for America is to strengthen museums as active resources for life-long learning and greater quality of life.

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:

**Support Life-long 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.

**Provide 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.

**Sustain Cultural Heritage:** Grants fund projects for collections management; scholarly and popular publications; and exhibit planning, design, and implementation.

### Program Performance Information

**Support Life-long Learning:** The Institute will evaluate the impact of grant funds on museums' ability to support life-long learning. IMLS will determine whether funded projects are creating more effective educational programs across the spectrum of individual learning styles, audience demographics, and methods of access.

**Provide Centers of Community Engagement:** IMLS will evaluate the impact of grant funds on museums' ability to increase or improve community engagement and to become more

involved in the core interests of their communities. The Institute will look for productive partnerships, representative inclusion of community members, and attention to viable solutions.

**Sustain Cultural Heritage:** The Institute will evaluate the impact of grant funds on museums’ ability to sustain cultural heritage. IMLS will look for evidence of enhanced care of collections.

**Example:** The Denver Art Museum received a grant to reinterpret several of its collections for installation into a newly opened section of the museum. Four innovative interpretive approaches (connecting with artists, engaging visitor response, examining works through multiple voices, and expressing personal creativity) will accompany the installation of three collections in the new building: Modern and Contemporary Art, Western Art, and African Art. The building will be a compelling architectural and cultural destination for visitors throughout the Rocky Mountain region and the nation, with innovative exhibitions and educational programming planned to match its inventive design. This grant supports a three-year effort to develop interpretive elements that help visitors make connections with the art, express and share their responses, access multiple voices and perspectives about individual works of art, and tap into their own creativity.

**Example:** The Lower East Side Tenement Museum is finding ways to not only interpret the waves of immigrants in that neighborhood in the past, but also to engage the new waves of immigrants currently coming to the city. Their project "Shared Journeys," makes museum resources available to immigrants learning English. Using a curriculum based on diaries, letters, oral histories, and other material, ESOL students will gain fluency in English, important job skills, and an understanding of American institutions. Shared Journeys features 45 ESOL classes in a series of six workshops during a two-year period. A special ESOL workbook supplements the curricula and provides English language exercises and activities. Each class includes a building tour where students will explore historical challenges such as finding work, accessing services and programs, and learning a new language. By program's end, ESOL students will gain confidence in knowing that they are a part of a continual and fundamental tradition of immigration to the United States.

**Museum Assessment Program**

<b>Fiscal Year</b>	<b>Applications</b>	<b>Awards</b>	<b>Budget Authority</b>
2004	153	143	\$447,000
2005	177	159	\$446,000
2006	NA	NA	\$442,000
2007	NA	NA	\$500,000 (Requested)

**Program Description**

The purpose of the Museum Assessment Program (MAP) is to provide grants of 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. Recently, 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.

### **Program Performance Information**

IMLS will evaluate Museum Assessment Program grants to assess their impact on museum staff knowledge about core museum functions and best practices, improvement of management and governance practices, and ways to improve museum services and programs.

**Example:** The Greater Milford Area Historical Society of Milford, OH, received \$2,325 to conduct an institutional assessment. After the museum conducts a self-assessment, a museum professional will arrive for a one-and-a-half-day site visit to review its general operations. Upon completion of the visit, the surveyor will write a report outlining the findings. This report will assist the museum in being more prepared for strategic planning because they will have identified priorities for improvement.

## Goal Two: Developing National Models and Supporting Research

### Objective

Libraries and museums improve their ability to meet the needs of their communities by adopting and having access to models that have national impact and by incorporating research findings to improve practice.

### Strategy

Support the National Leadership Grant program to allow organizations to undertake activities that have broad beneficial impact for libraries, museums, and the communities they serve. These projects address issues and problems common to the museum or library community at large or to a significant segment of the community.

Support analysis and reporting on the impact of library and museum services by working in consultation with the museum and library communities to identify important issues and trends for analysis and reporting the findings.

### National Leadership Grants

#### LIBRARY NLG PROGRAM

Fiscal Year	Applications	Awards	Budget Authority
2004	154	37	\$11,263,000
2005	274	35	\$12,301,000
2006	NA	NA	\$12,375,000
2007	NA	NA	\$12,930,000 (Request)

#### MUSEUM NLG PROGRAM

Fiscal Year	Applications	Awards	Budget Authority
2004	109	18	\$6,891,000
2005	106	14	\$7,539,000
2006	NA	NA	\$7,920,000
2007	NA	NA	\$8,500,000 (Request)

### 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:

- **Advancing Learning Communities** helps 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** supports the creation, use, preservation, and presentation of significant digital resources as well as the development of tools to manage digital assets.
- **Research and Demonstration** helps 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

Collaborative projects are encouraged where appropriate. Partners may include community organizations, public media, and organizations that promote learning, in addition to libraries, archives, museums or other cultural heritage organizations.

### **Program Performance Information**

- **Advancing Learning Communities:** IMLS will evaluate whether the grant funding supports the development of learning networks and services that successfully meet the needs of target communities. The Institute will also examine whether models can be replicated in varied communities with diverse learning goals and how well grant funding develops effective collaborative strategies for employing museum and library resources to enhance community learning. IMLS will investigate whether the grant funding supports viable collaborative solutions to community learning needs and how successfully funded projects disseminate results.
- **Building Digital Resources:** The Institute will evaluate whether the grant funding results in a significant increase in the quantity or quality of digital resources and whether they lead to the development of sustainable infrastructures for digital content. IMLS will determine whether the grant funding contributes significantly to sustainability, interoperability, or accessibility of digital content in support of life-long learning.
- **Research and Demonstration:** IMLS will evaluate whether the grant funding produces significant research in library science and museum services. The Institute will also evaluate the impact of the grant funding in demonstrating viable solutions to problems that affect the delivery of library and museum service. IMLS will assess how successfully funded projects disseminate results.

**Example:** Museums, libraries, and archives use widely differing methods for cataloging and managing their holdings, which makes finding related materials in multiple collections nearly impossible without travel to each institution. The California Digital Library has used IMLS National Leadership Grant support to bring together more than 100,000 images, 25,000 pages of electronic text, and 7,339 finding aids in the Museums Online Archive of California (MOAC). This standards-based, shared catalog provides a model for making eight collections of art, photography, film, and written and printed materials universally available for search



and cross-referencing. Project results include greatly expanded public access, new strategies for collaboration and collection management, and recommendations for best practice in digital collection development. A follow-on project will develop new avenues for using such resources to complement formal education at all levels.

**Example:** Steadily rising costs of journals are a critical problem for academic and research libraries. Drexel University (Lehigh, Pennsylvania) transferred to broad-based electronic journal subscriptions earlier than most such institutions. An IMLS Research and Demonstration Grant allowed Drexel to use its resulting testbed to examine the relationship of costs for electronic journals to costs for paper journals. Drexel showed that when staff, storage, technology, and all other relevant costs are considered, electronic journals are more cost-effective than paper on a per use basis. This widely disseminated research (11 papers and 19 presentations to date) provides a key to solving an issue of urgent importance to academic and research institutions.

**Example:** A museum visit can spark a lifetime of interest, but how does a museum build on that possibility, and how does it extend it to new audiences? The Children's Museum of Indianapolis and Indianapolis-Marion County Public Library used an IMLS Museum-Library Partnership Grant to create a museum-based branch library, and Find It, a Web-based extension of the museum, to strengthen museum learning. Find It includes information and more than 1,000 digitized collection items—available through kiosks in the galleries as well as online—to build on questions an exhibit creates. Among many indications that this blend of museum and library supports life-long learning, 64% of parent visitors reported that their child's interest in a topic was piqued during a museum visit. Ninety percent said their child borrowed a book or used the internet at home to learn more about that topic. The museum branch library now provides services to a low-income neighborhood that had no branch library. Neighborhood museum visits have increased, and library use had grown to more than 100 a day at last formal count. The partner institutions continue to expand these services using non-federal support.

**Example:** Visitors to museums have an increasing number of tools that use newly available technology to enhance the visitor experience and engage learners. The Walker Art Center is using a National Leadership Grant to look into the use of cell phones in the galleries and how digital content can be created so that information can be accessed by the visitor in the museum on their personal cell phone. The goal is to enhance the visitor experience by providing greater access to a wider range of information during the museum visit. The project will create a scalable audio information system design that can be replicated by other museums.

## Goal Three: Building Workforce Capacity in Libraries and Museums

### Objective

Museum and library staff build their capacity to meet the evolving demands and pressures of rising community expectations, evolving technological applications, increasing diversity, emerging legal issues, and expanding responsibilities for leadership.

### Strategy

Create and sustain nationally significant programs that respond to the need for ongoing improvement of professional capacity for the museum and library workforce by providing direct support to the organizations that deliver educational content and to organizations that need more highly qualified staff.

Two IMLS programs respond to the need for ongoing improvement of professional capacity for the museum and library workforce. These two programs help institutions meet new challenges by providing direct support to the organizations that deliver educational content and to organizations that need more highly qualified staff:

#### Laura Bush 21<sup>st</sup> Century Librarian Program

#### 21st Century Museum Professionals

#### Laura Bush 21<sup>st</sup> Century Librarian Program

Fiscal Year	Applications	Awards	Budget Authority
2004	70	28	\$19,882,000
2005	86	38	\$22,816,000
2006	NA	NA	\$23,760,000
2007	NA	NA	\$25,000,000 (Request)

### Program Description

The purpose of the Laura Bush 21st Century Librarian Program is to increase the capacity of libraries to create and sustain a nation of learners by improving library 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 1,537 master's degree students, 119 doctoral students, 660 preprofessional students, and 378 continuing education students.

Program categories for 2007 are as follows:

- **Master's-Level 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.
- **Pre-professional 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. In FY 2006, this priority will 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. In particular, develop new courses and programs in critical areas such as leadership, research methods, and digital librarianship. Broaden the library and information science curriculum by incorporating perspectives from other disciplines and fields of scholarship. In FY 2006 the Institute will also invite proposals to develop pilot projects or programs in data curation as training programs for graduate students in library and information science.
- **Programs of Continuing Education:** Support model programs of continuing education and training in library and information science for current librarians and library staff. In FY 2006, IMLS will begin inviting proposals to develop or enhance programs of continuing education and training for librarians and library staff to improve library services to specialized audiences such as youth at risk, seniors, and those with ethnic, language, or other barriers to service. Also beginning this year, this priority will seek to develop or enhance programs to promote collaboration between educators and librarians employed in education institutions.

### **Program Performance Information**

The first awards for this program were announced in October 2003. IMLS has begun to measure the impact of those first awards and will continue to measure their impact annually.

- **Masters-Level Programs:** IMLS will evaluate the success of the grant funding in attracting new students to master's-degree programs in library and information studies (LIS), and in educating these students to provide library services in the new century. The Institute will document the number and percentage of students enrolled in master's-degree programs in library and information science and also document the number and percentage of candidates who graduate and accept library employment.

- **Doctoral Programs:** The Institute will evaluate the impact of the grant funding in attracting new students to doctoral programs to become the next generation of LIS faculty and in educating these students to teach the next generation of librarians. IMLS will analyze the number and percentage of enrollments in LIS doctoral programs through IMLS-funded projects. The Institute will evaluate the impact of grant funding by measuring increases in the number and percentage of doctoral students over current levels, and the extent to which LIS schools successfully hire and retain these faculty to meet their needs for master's-level programs.
- **Pre-professional Programs:** The Institute will evaluate the impact of the grant funding in helping recruit pre-professionals to library work. IMLS will evaluate the quality and quantity of recruitment activities, measuring short-term outcomes such as attitudes about, knowledge of, and expressions of interest in pursuing library work among targeted audiences.
- **Research:** The Institute will evaluate the impact of grant funding in increasing knowledge of the nature and function of libraries, the education needs of library personnel, and library staffing and retention patterns. IMLS will evaluate the impact of its funding on the number of research projects that address questions related to recruitment, education, staffing, and retention.
- **Programs to Build Institutional Capacity:** IMLS will evaluate the extent to which grant recipients develop or enhance curricula within graduate schools of library and information sciences. The Institute will evaluate the extent to which its funding is used to shape curricula in terms of responsiveness to preparing new librarians with the knowledge and skills to meet emerging library service needs.
- **Continuing Education:** IMLS will evaluate the impact of the grant funding in helping librarians and library staff to improve delivery of library services. The Institute will specifically evaluate the success of continuing education programs to improve services to specialized audiences such as youth at risk, older adults, and those with ethnic, language and other barriers to service.

**Example:** In 2004 the University of Oklahoma School of Library and Information Studies used an IMLS Education and Training Grant to help seven Native American and African American students complete the extensive process of education and placement as professional librarians in Oklahoma. This program provided fellowships, mentoring, and encouragement to significantly increase not only the numbers, but the representation of Oklahoma's diverse population in library services, including museum, public, academic, medical, government, and school libraries. Participants surveyed a year after graduation and placement all indicated their commitment to continue in the field and to recruit others to librarianship.

**Example:** In 2004, IMLS announced an award of \$994,369 to the University of North Carolina at Chapel Hill for a national research study on the future of librarians in the

workforce. The study will analyze employment trends and projections for librarians by specialty and geographic area and identify the types of skills future librarians will need to meet emerging information needs. The results of this study will inform the future direction of this program.

**21st Century Museum Professionals**

<b>Fiscal Year</b>	<b>Applications</b>	<b>Awards</b>	<b>Budget Authority</b>
2005	55	4	\$992,000
2006	NA	NA	\$982,000
2007	NA	NA	\$3,000,000 (Request)

**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. This program supports projects that address the preparation of museum professionals for the future by updating and expanding their knowledge and skills.

The 21st Century Museum Professionals program supports a range of activities, including professional training, leadership development, and strategic planning. This program provides the museum community with support for a variety of training and personnel development activities for museum staff members across all types of museums. This program also supports research to establish best practices or more effective methods of museum operations, as well as the collection and dissemination of information to museum professionals and the public.

**Program Performance Information**

IMLS will evaluate the success of grant funds in enhancing the skills of targeted groups of museum professionals and in facilitating development of museum leadership. The Institute will assess the transfer of knowledge and skills resulting from the funded projects.

## **Goal Four: Improving Museum and Library Service for Tribal Communities**

### **Objective**

Tribal libraries and museums will address essential community needs made more challenging by geographic barriers of remote or rural locations, challenges to an endangered culture, and strains on limited resources.

### **Strategy**

Sustain national programs to help address basic museum and library services for tribal communities and prepare these organizations for providing improved services.

Two IMLS programs address the lifetime learning needs of Native American and Native Hawaiian communities:

### **Native American/Native Hawaiian Museum Services Grants**

### **Native American/Native Hawaiian Library Services Grants**

### **Native American/Native Hawaiian Museum Services Grants**

<b>Fiscal Year</b>	<b>Applications</b>	<b>Awards</b>	<b>Budget Authority</b>
2005	47	45	\$843,000
2006	NA	NA	\$911,000
2007	NA	NA	\$920,000 (Request)

### **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

### **Program Performance Information**

IMLS will evaluate indicators of museum services strengthened as a result of grant funds in the areas of programming, professional development, and enhancement of museum services.

## Native American/Native Hawaiian Library Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2004	334	307	\$3,206,000
2005	272	244	\$3,472,000
2006	NA	NA	\$3,638,000
2007	NA	NA	\$3,675,000 (Request)

### 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.
- **Professional Assistance:** noncompetitive grants to approximately 60 tribes and Alaska Native Villages for professional consulting and assistance 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.

### Program Performance Information

IMLS will evaluate program performance by tracking the delivery of library services to their communities as reported by the tribal libraries. The Institute also will evaluate the acquisition of professional assistance as reported by the tribal libraries. IMLS will examine and monitor the performance of enhancement projects in delivering enriched library services to the target communities.

**Example:** Many indigenous languages are being lost, and with them our richly diverse history, culture, and other knowledge. The not-for-profit organization Alu Like has used IMLS Native Hawaiian Library Grant funds to provide language and culture preservation in partnerships with the University of Hawaii, the state library system, and others. Among many other activities, Alu Like established seven apprenticeships for university and high school students to identify and translate Hawaiian archival materials for publication in a newly established print and multimedia electronic journal of Hawaiian language. IMLS funds have also helped digitize 120,000 pages of Hawaiian language news from microfilm and make

them machine readable, and helped provide several key Hawaiian-English dictionaries online. These resources now anchor the foremost indigenous language Web site in the country, the Native Hawaiian Library.



## **Goal Five: Preserving Cultural Heritage**

### **Objective**

Museums and libraries preserve our cultural heritage so that it can be used by people today and by future generations.

### **Strategy**

Create and sustain nationally significant programs and activities for museums' and libraries' continued preservation, interpretation, access, and development of the nation's cultural heritage.

Museums and libraries are inherently the stewards of heritage, as represented in their collections of documents, art, and artifacts. The preservation of these resources is the foundation for their significant contribution to learning. Three IMLS programs specifically target the safeguarding of these resources in museums:

### **Conservation Project Support**

#### **Conservation Assessment Program**

#### **Museum Grants for African American History and Culture**

### **Conservation Project Support**

<b>Fiscal Year</b>	<b>Applications</b>	<b>Awards</b>	<b>Budget Authority</b>
2004	186	66	\$2,782,000
2005	194	49	\$2,788,000
2006	NA	NA	\$2,772,000
2007	NA	NA	\$3,000,000 (Request)

### **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.

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 exceptional 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.

### **Program Performance Information**

The Institute will evaluate the impact of Conservation Project Support on preserving collections. IMLS will evaluate improvement in collections care, in staff expertise and practices, and in public understanding.

**Example:** Using an IMLS Conservation Project Support Grant, the L. C. Bates Museum in Hinckley, Maine, completed a complex conservation treatment of seven unique and important Charles D. Hubbard dioramas of Maine birds and environment. The project involved treatment and preservation of dioramas that are composed of a complex mix of materials. Housing, temperature and humidity, lighting and dust control were all improved. Mounts, other diorama materials and background paintings were cleaned and treated as needed. Procedures developed for this group of dioramas will be applied for the conservation treatment of the remaining 21 dioramas. During the conservation work, museum visitors learned about the unique issues of conserving dioramas through exhibits, hand-on activities, and gallery talks.

### **Conservation Assessment Program**

<b>Fiscal Year</b>	<b>Applications</b>	<b>Awards</b>	<b>Budget Authority</b>
2004	163	119	\$815,000
2005	170	118	\$813,000
2006	NA	NA	\$807,000
2007	NA	NA	\$820,000 (Request)

### **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. Recently 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.

### **Program Performance Information**

IMLS will gather evidence from CAP grantees of changes in museum staff knowledge regarding how they can improve their conservation care practices to deliver better public value.

**Example:** Using an IMLS Conservation Assessment Program Grant, Strongsville Historical Society in Strongsville, OH, completed a broad assessment of its collections and buildings.

The project involved hiring conservation and architectural professionals to spend two days on-site, carefully assessing the condition of the museum’s collections including related issues of temperature and relative humidity, lighting, and pest control. The consultants prepared written reports identifying the existing conditions of the collections as well as their findings and recommendations, which the museum is using as a roadmap for the improved care and preservation of its important collections.

**Museum Grants for African American History and Culture**

<b>Fiscal Year</b>	<b>Applications</b>	<b>Awards</b>	<b>Budget Authority</b>
2006	NA	NA	\$842,000
2007	NA	NA	\$1,500,000 (Request)

**Program Description**

In December 2003, Congress passed the National Museum of African American History and Culture Act. In addition to establishing a new Smithsonian museum, the Act also provides new authority for IMLS to establish, in consultation with the council and director of the new museum, a program of grants and scholarships with the following purposes:

- improving operations, care of collections, and development of professional management at African American museums;
- providing internship programs and fellowship opportunities at African American museums;
- assisting individuals who are pursuing careers or carrying out studies in the arts, humanities, and sciences in the study of African American life, art, history and culture;
- promoting the understanding of modern-day practices of slavery throughout the world; and
- increasing endowment funds established by African American museums or non-profit educational organizations for the purposes of enhancing educational programming and maintaining and operating traveling exhibits.

In FY 2006, IMLS will launch this new program in accordance with the directives of the legislation. The Institute is consulting with stakeholders and experts to shape the grant criteria and guidelines for this new program.

**Program Performance Information**

IMLS will develop performance information as the program develops and will submit an amended performance plan for this program.

## **IMLS ADMINISTRATION**

### **Program Evaluation**

IMLS regularly evaluates its programs and studies issues important to museum and library services to gauge its effectiveness in meeting the needs of its constituents and their audiences. In recent years, the Institute has completed studies of its Grants to State Library Agencies program; status of technology and digitization in museums and libraries, status of data collection about museums; patterns of user needs assessment in digital project grants; trends in museum-school partnerships for education; and the status of education and training opportunities for staff development of library workers.

### **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. IMLS has worked over the past year to adapt its administrative goals to better meet the Management Agenda, striving to achieve budget and performance integration to link funding decisions to results; manage information technology resources, using e-gov, to improve service for IMLS customers and partners; develop and maintain financial integrity and management and internal controls; and improve the strategic management of the agency's human capital.

For FY 2007, 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 purpose of this initiative is straightforward: to link funding to results. The PMA helps IMLS focus on how best to further its efforts to integrate budget and performance.

IMLS has an integrated approach to budgeting and long-range planning. Responsibility for development, coordination, and innovation in GPRA activities resides with the Office of Research and Technology. IMLS will continue to improve the connection between its budget request and desired 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 for management.

### **E-Government**

IMLS is expanding 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. 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 plans to continue to use the portal to receive FY 2007 grant applications.

IMLS is in the final phase of developing the Web-based annual reporting system that all grantees of the Grants to States program used beginning in October 2003. Successful strategies for this pilot reporting process will shape reporting for other IMLS programs.

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 for both reviewers and staff, making feedback to applicants more efficient. IMLS will continue its successful implementation of electronic review.

In FY 2005, IMLS implemented an online system to allow existing reviewers to update their information profile electronically and to allow professionals who would like to review to register. This is eliminating the need for paper-based updates from the Institute's pool of 2,500 active reviewers.

In addition to these steps in the application and award management process, IMLS is developing assistance to help potential applicants develop better projects. A self-paced Web-based course in project planning was deployed in May 2003. The Institute has also developed and begun implementing 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 actively supports the eHuman Resources, eTraining, and eTravel initiatives.

## **Financial Management**

Office of Management and Budget (OMB) guidance and the PMA address improved financial performance for federal agencies. In addition, the General Accounting Office issued executive guidance that outlines strategies for agencies to effectively manage erroneous payments.

Through an interagency agreement, IMLS contracts with Department of Transportation, Federal Aviation Administration's Enterprise Service Center for accounting services beginning FY 2006. This partnership will afford 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.

## **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 skills mix of employees. IMLS uses creative methods to keep human resource costs to a minimum. The Institute contracts with outside vendors to input grants management data into its database and to manage the mailing and processing of grant applications, keeping clerical and processing staff levels down. In FY 2007, 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.

## **FY 2007 Salaries and Expenses Request**

The FY 2007 budget request for salaries and expenses will pay the costs of the staff, overhead, contracts, and other activities needed to administer and monitor IMLS's programs and provide nearly \$250 million in grants.

In FY 2007, the Administration's request for IMLS administrative costs is \$12,917,000, an increase of 9.5% from the enacted FY 2006 amount. (Administrative costs account for 4.9% of the FY 2007 IMLS request.) Additional funding is requested for GSA rent, accounting services, network operations, support and maintenance, and additional staff. The pace of IMLS's work is accelerating, increasing the workload of its staff. The rapidly changing character of results and outcome evaluation and the wide variety of collaborative activities place new demands on the Institute's staff and systems.

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. Helping libraries and museums navigate these changes is an increasingly complex and multifaceted task. To ensure that federal grant funds create optimal public value, the need to work with applicants and grantees to strengthen strategic planning, program development, and evaluation is greater than ever.

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 for technical assistance in program planning and guidance throughout the grant-making process has increased significantly. Potential applicants and grantees call upon the expertise of IMLS staff in new areas 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 as well to increase its depth of knowledge in core and emerging issues in library and museum management.

## **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: \$6,500,000**

Resources in this category provide funding for salaries and benefits of federal employees. These object classes combine funding for personnel costs, including the expected increases of within-grade increases, planned promotions, and performance awards for qualified staff, and include use of the effects of lapse savings made possible by delayed hires and turnover. This request supports the proposed 2.2 percent pay raise to be effective in January 2007, 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 13 percent annually, and this increase is reflected in this budget estimate. Finally, IMLS made a management decision this year to absorb the management costs to federal employees of the government's Flexible Spending Accounts. Support for the federal transit subsidy benefits provided under the Transportation Equity Act for the 21<sup>st</sup> 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.

For FY 2007, the Administration requests additional IMLS staff to support necessary growth in its grant programs and administration, and a network support position for the Office of Research and Technology. 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. With the increased responsibility of maintenance and operations of the agency's network systems, as well as the increased expectations of the Administration and Congress, IMLS requires an additional network support position.

### **2100 Travel and Transportation of Persons**

**Amount Requested: \$600,000**

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 best 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 the outcomes-based evaluation process and 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.

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

#### **2200 Transportation of Things**

##### **Amount Requested: \$30,000**

This object class funds freight and express charges by common carrier and contract carriers and other incidental expenses. This includes mail transportation 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, and in the past year, owing to increased fuel costs worldwide, shipping costs have risen markedly.

#### **2300 Rent, Communications, and Utilities, Rental of Space (SLUC),**

##### **Equipment Rental, Telephone Services, Postage**

##### **Amount Requested: \$2,600,000**

This object class includes funding for communication technology services, including data, voice, and wireless services; equipment rental such as copier rental; and rental of audiovisual equipment used in presenting conference sessions at meetings off-site.

IMLS has been successful in past years in directing more of its efforts toward the Internet, placing an increased emphasis on electronic dissemination of IMLS materials and holding cost increases to a minimum. The FY 2007 request includes funding for higher postage costs associated with mailings for the Institute's core programs, ensuring the agency's information is widely disseminated.

This object class also funds rent and security costs for IMLS staff. In FY 2005, IMLS moved from its offices at the Old Post Office Pavilion to leased space at 1800 M Street, NW, in Washington. This move has provided the Institute with needed space for growth and meetings, IT and publication storage, and training. Through temporary, targeted spending reductions and delayed hiring, IMLS has been able to fund the move and its first six months in the new space on a budget-neutral basis, but it must increase its request in this object class to reflect actual costs in FY 2007.



#### **2400 Printing and Reproduction**

##### **Amount Requested: \$350,000**

This object class funds the composition and printing of program applications and guidelines, research publications, 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, grant information, recent awards lists, and a variety of information about IMLS initiatives, activities, and programs. IMLS continues to expand the electronic dissemination of all public materials to prospective grantees from institutions of all sizes and in all geographic areas, ensuring that printing costs are kept to a minimum. Increases this year reflect the publication of ongoing studies for a wide audience in FY 2007.

#### **2500 Other Contractual Services**

##### **Amount Requested: \$2,637,000**

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, and per capita costs for processing payment transactions by the Department of the Treasury as well as the employee health unit. Also included are costs of deliveries of the IMLS display booth and materials for presentations at meetings and conferences, 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 developed in collaboration with stakeholders. While the Institute has a history of researching and reporting on topics relevant to its mission, and stakeholders 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 will establish more systematic stakeholder communication channels, which will entail increased staff management, analysis and synthesis, and feedback.

In FY 2007, IMLS will begin activities to fully transition the annual collection of statistical data for public libraries and state library agencies to IMLS by FY 2008. These annual collections have historically been conducted by the National Center for Educational Statistics, within the U.S. Department of Education. Moving this statistical collection to IMLS is one part of a strategy to further streamline federal support of libraries. Funds are required to begin the transition in FY 2007, so that the transfer of responsibility is seamless beginning in FY 2008.

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. This object class also supports the cash awards for the National Award Museum/Library Services winners.

These funds also support essential interagency agreements, including payroll services provided by the Department of Agriculture's National Finance Center, as well as an agreement with the Department of Interior for negotiating indirect cost rates. Support for accounting support services provider, the Federal Aviation Administration, is funded in this object class, as are fees that support e-gov initiatives like the e-Travel services, the Grants Management Line of Business, and the Human Resources Line of Business.

This object class also funds the contract costs (travel, subsistence, and honoraria) of panelists and grant reviewers. Each year the Institute convenes dozens of panels to evaluate the quality of grant applications. 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 for the Office of Research and Technology are funded from this object class.

#### **2600 Supplies and Materials**

##### **Amount Requested: \$100,000**

This object class funds expendable supplies such as routine office products, paper, and copier supplies 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 periodicals, magazines, and newspapers

#### **3100 Equipment**

##### **Amount Requested: \$100,000**

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, leased copy and fax machines, and printers. 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.

This request also includes routine upgrades to local area network (LAN) hardware and software in order to accommodate upgrades in database management and accounting.

**Total Administrative Services Request: \$12,917,000**