



INSTITUTE of  
Museum and Library  
SERVICES

## **Fiscal Year 2009 Appropriations Request to the United States Congress**

*Connecting People to Information and Ideas*

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INSTITUTE of  
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## Introduction: *Connecting People to Information and Ideas*



## INTRODUCTION: CONNECTING PEOPLE TO INFORMATION AND IDEAS

### Message from the Director

As stewards of cultural heritage, museums and libraries have traditionally helped us to experience, explore, discover, and make sense of the world. Today the 122,000 libraries and 17,500 museums in the United States are using the tools of the 21st century to connect people to information and ideas as never before. Using new technology; creating strong partnerships with community organizations, businesses, and educators; and tapping into the latest research about learning allow libraries and museums to offer unprecedented value to the public, fueling knowledge sharing and energizing our economy, creativity, and competitiveness.

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

IMLS grants reward museums and libraries that meet and exceed this high standard and encourage them to design and implement thoughtful, consequential projects that serve the national interest. The Administration is requesting significant increases in some of our grant programs. These are programs for which our research and our experience with grant applications have demonstrated that there is a large unmet need. In some of our programs we are not able to award grants to more than one in five applicants. Many of the unsuccessful applicants deserved grants and would have used IMLS funds to advance the causes of education and heritage preservation. Moreover, many other worthy projects would be brought forward if the chances of success were improved. With the odds stacked against them, some institutions, not unreasonably, make the business decision not to spend the time, money, and effort involved in writing and submitting a grant. Increasing funding in these programs would result in improved library and museum services in communities across the nation.

In FY 2009, the Institute will continue to emerge as a leadership institution. Among the national and international library and museum communities, IMLS has a strong and growing reputation as a well-managed agency that develops programs based upon rigorous research and addresses issues of national importance. The Institute has entered into high-profile partnerships with federal and state organizations to address urgent issues in which museums and libraries can play a major role. These issues include the preservation and protection of the collections that tie us to our heritage, a need that has reached the crisis point and is documented by the IMLS-funded *Heritage Health Index*; support for new immigrants; and the need for literacy, youth programming, and digital communications.

Access to high-quality educational, informational, and cultural resources is essential if our nation is to remain competitive and foster democratic values. The Institute will apply its resources strategically to achieve its mission of connecting people to information and ideas.



Dr Anne-Imelda M. Radice, Director

Institute of Museum and Library Services

## INTRODUCTION: CONNECTING PEOPLE TO INFORMATION AND IDEAS

### IMLS Performance Goals

The Institute has four major programmatic goals:

#### **Goal One: Sustaining Heritage, Culture, and Knowledge**

The collections in libraries and museums connect people to the full spectrum of human experience: culture, science, history, and art. These collections increase Americans' global awareness and understanding. By preserving and conserving books, artworks, and other cultural artifacts, libraries and museums provide a tangible link with humankind's history. Now, with the digitization of collections, educational resources can be seamlessly shared worldwide. One vital way we provide leadership is by helping institutions identify the best ways to create and provide access to their digital resources.

#### **Goal Two: Enhancing Learning and Innovation**

Success in today's society requires information literacy, a spirit of self-reliance, and a strong ability to collaborate, communicate effectively, and solve problems. Combining strengths in traditional learning with robust investment in modern communication infrastructures, libraries and museums are well equipped to build the skills Americans need in the 21st century. Libraries and museums bring tremendous learning assets to communities engaged in a wide range of concerns, from workforce issues and parenting to cross-cultural understanding and student achievement. As partners in the exercise of civic responsibility, libraries and museums are part of larger efforts to weave a stronger community fabric.

#### **Goal Three: Building Professional Capacity**

The need for lifelong learning applies to the staff of museums and libraries as well as their users. The Institute places a priority on building leadership capacity to address societal changes by supporting the development of a highly skilled workforce in libraries and museums. The Institute helps to spur innovation, support diversity, and build traditional library and museum service expertise.

#### **Goal Four: Attaining Excellence in Federal Management, Operations, and Service**

The agency is focusing on its administrative capacity in order to fulfill its statutory grant-making, research, evaluation and policy activities. The Institute continues to implement the consolidation of federal responsibilities for library statistics activities and provide advice on library and information policy. The Institute's management is committed to meeting growing expectations to demonstrate accountability. Strategic planning and evaluation, as well as implementation of the President's Management Agenda (PMA), are a priority at the Institute and will enable the Institute to continue achieving high-quality management and performance.



## Summary of Appropriations Request



Photo by Brenna Hernandez. Courtesy of the Shedd Aquarium, Chicago, IL.

## SUMMARY OF APPROPRIATIONS REQUEST

The President's Budget requests \$271,246,000 for fiscal year 2009. This amount includes \$269,896,000 for programs and administrative costs authorized by the Museum and Library Services Act (MLSA), which includes the Library Services and Technology Act (LSTA) and the Museum Services Act (MSA), and \$1,350,000 for a grants program authorized by the African American History and Culture Act (AAHCA).

### Museum Services

The Administration requests \$38,547,000 for the following museum grants and related programs authorized under the MSA.

- Museums for America (p. 9)
- Museum Assessment Program (p. 11)
- 21st Century Museum Professionals (p. 11)
- Conservation Project Support (p. 12)
- Conservation Assessment Program (p. 12)
- Native American and Native Hawaiian Museum Services (p. 13)
- National Leadership Grants for Museums (p. 20)

### African American Museum Services

The Administration requests \$1,350,000 for the grant program authorized by the African American History and Culture Act (p. 14).

### Library Services

The Administration requests \$214,432,000 for the following library grant programs authorized by the LSTA.

- Grants to State Library Agencies (p. 15)
- Native American and Native Hawaiian Library Services (p. 18)
- Laura Bush 21st Century Librarian Program (p. 18)
- National Leadership Grants for Libraries (p. 20)

### Institute of Museum and Library Services Administration

The Administration requests \$16,917,000 for program administration. Funds support personnel compensation and benefits, travel, rent, communications, utilities, printing, equipment and supplies, automated data processing, and other administrative services in support of the Institute's programs and initiatives.

#### Policy, Research, and Statistics

Of the \$16,917,000 requested for administration, \$4,000,000 is for carrying out the Institute's responsibilities in the area of policy, research, and statistics. The 2003 reauthorization of the Museum and Library Services Act directed the Institute to conduct and publish analyses of the impact of museum and library services. IMLS responsibilities in this area were expanded with the passage of the FY 2008 Consolidated Appropriations Act.

In FY 2008, the transfer of responsibility for national collection of data about public and state libraries from the National Center for Education Statistics to IMLS was completed. These data are essential to inform good



## SUMMARY OF APPROPRIATIONS REQUEST

management practices in libraries as well as to inform policy. The collection and use of these data is a core factor in the delivery of high-quality library services in the United States. The data provide ongoing basic information about libraries and library service. Over the years, these data have been collected consistently and with an astounding 100 percent rate of public and state library participation. IMLS seeks to continue this record of participation and to strive to ensure that the data collected are accurate and delivered to the public as quickly as possible so that they can be of maximum use.

With this budget, the Institute is also requesting funding to begin ongoing national data collection about museums. Over the years, the Institute has supported a number of studies to document the state of collections care in the nation's museums, libraries, and archives; the status of museum-school partnerships; and the use of technology and digitization in the nation's museums. There is no consistent ongoing data collection about museums, however. We do not know from year to year such basic information as how many museums there are in the United States, how many people they serve, where they are, or how their collections are digitized and made available online. We need more data to know how the American public is being served by museums and where the gaps are.

In FY 2008, the role of advising the President and Congress about libraries and information policy was transferred from the National Commission on Libraries and Information Science to IMLS. This responsibility fits well with the mission of the agency; the Institute has been a source of support for examination of library and information policy issues both nationally and internationally for more than 10 years. In the years to come, the Institute will continue to support research and convene experts to help inform public debate in a range of policy issues, such as the new role of libraries and museums in the Internet age, the ways that communications policy affects public access to information, and the role of libraries and museums in supporting learning throughout the lifetime.

## SUMMARY OF APPROPRIATIONS REQUEST

**Table 1: IMLS Appropriations History 1998-2009**

(Budget Authority in 000's)

<b>Museum and Library Services Act (MSLA)</b>	<b>FY 1998</b>	<b>FY 1999</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</b>	<b>FY 2008</b>	<b>FY 2009 Request</b>
<b>Library Services Technology Act (LSTA)</b>												
Grants to States	134,201	135,367	138,118	148,939	149,014	150,435	157,628	160,704	163,746	163,746	160,885	171,500
Native American Library Services	2,561	2,908	2,616	2,940	2,941	3,055	3,206	3,472	3,638	3,638	3,574	3,717
National Leadership: Libraries	5,488	9,565	10,275	11,299	11,081	11,009	11,263	12,301	12,375	12,375	12,159	12,715
Laura Bush 21 <sup>st</sup> Century Librarian	0	0	0	0	0	9,935	19,882	22,816	23,760	23,760	23,345	26,500
<b>SUBTOTAL, LSTA</b>	<b>142,250</b>	<b>147,840</b>	<b>151,009</b>	<b>163,178</b>	<b>163,036</b>	<b>174,434</b>	<b>191,979</b>	<b>199,293</b>	<b>203,519</b>	<b>203,519</b>	<b>199,963</b>	<b>214,432</b>
<b>Museum Services Act (MSA)</b>												
Museums for America	15,610	15,610	15,517	15,483	15,482	15,381	16,342	16,864	17,152	17,152	16,852	22,165
Museum Assessment Program	450	450	450	449	450	447	447	446	442	442	434	500
21 <sup>st</sup> Century Museum Professionals	0	0	0	0	0	0	0	992	982	982	965	2,141
Conservation Project Support	2,310	2,310	2,310	2,305	2,310	2,792	2,782	2,788	2,772	2,772	2,724	3,801
Conservation Assessment Program	820	820	820	818	820	815	815	813	807	807	793	814
Native American/Hawaiian Museum Services	0	0	0	0	0	0	0	843	911	911	895	945
National Leadership: Museums	2,200	2,200	3,050	3,542	5,167	5,663	6,891	7,539	7,920	7,920	7,782	8,181
<b>SUBTOTAL, MSA</b>	<b>21,390</b>	<b>21,390</b>	<b>22,147</b>	<b>22,597</b>	<b>24,229</b>	<b>25,098</b>	<b>27,277</b>	<b>30,285</b>	<b>30,986</b>	<b>30,986</b>	<b>30,445</b>	<b>38,547</b>
<b>African American History and Culture Act</b>												
Museum Grants for African American History and Culture	0	0	0	0	0	0	0	0	842	842	827	1,350
<b>Agency Wide</b>												
Administration	5,980	4,915	5,651	7,295	7,712	9,202	10,389	11,097	11,797	11,858	13,987 <sup>a</sup>	16,917 <sup>b</sup>
<b>TOTAL, IMLS PROGRAMS AND ADMINISTRATION</b>	<b>169,620</b>	<b>174,145</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>247,205</b>	<b>245,222</b>	<b>271,246</b>
Congressional Earmarks	0	15,435	11,751	39,251	29,524	35,156	32,595	39,889	0	0	18,285	0
<b>TOTAL</b>	<b>169,620</b>	<b>189,580</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>247,205</b>	<b>263,507</b>	<b>271,246</b>

<sup>a</sup> Includes \$1.965 million for library policy, research, and statistics activities.

<sup>b</sup> Includes \$3.5 million for library policy, research, and statistics activities; and \$500,000 for museum data collection.

## SUMMARY OF APPROPRIATIONS REQUEST

**Table 2: IMLS Appropriations Request and Enactment History 2006-2009**

(Budget Authority in 000's)

Museum and Library Services Act (MSLA)	FY 2006 Request	FY 2006 Enacted	FY 2007 Request	FY 2007 Enacted	FY 2008 Request	FY 2008 Enacted	FY 2009 Request
<b>Library Services Technology Act (LSTA)</b>							
Grants to States	170,500	163,746	171,500	163,746	171,500	160,885	171,500
Native American Library Services	3,675	3,638	3,675	3,638	3,717	3,574	3,717
National Leadership: Libraries	14,000	12,375	12,930	12,375	12,715	12,159	12,715
Laura Bush 21 <sup>st</sup> Century Librarian	26,000	23,760	25,000	23,760	26,500	23,345	26,500
<b>SUBTOTAL, LSTA</b>	<b>214,175</b>	<b>203,519</b>	<b>213,105</b>	<b>203,519</b>	<b>214,432</b>	<b>199,963</b>	<b>214,432</b>
<b>Museum Services Act (MSA)</b>							
Museums for America	18,710	17,152	17,978	17,152	22,165	16,852	22,165
Museum Assessment Program	500	442	500	442	500	434	500
21 <sup>st</sup> Century Museum Professionals	1,000	982	3,000	982	2,141	965	2,141
Conservation Project Support	2,810	2,772	3,000	2,772	3,801	2,724	3,801
Conservation Assessment Program	820	807	820	807	814	793	814
Native American/Hawaiian Museum Services	850	911	920	911	945	895	945
National Leadership: Museums	9,458	7,920	8,500	7,920	8,181	7,782	8,181
<b>SUBTOTAL, MSA</b>	<b>34,148</b>	<b>30,986</b>	<b>34,718</b>	<b>30,986</b>	<b>38,547</b>	<b>30,445</b>	<b>38,547</b>
<b>African American History and Culture Act</b>							
Museum Grants for African American History and Culture	2,000	842	1,500	842	1,350	827	1,350
<b>Agency Wide</b>							
Administration	11,917	11,797	12,917	11,858	16,917 <sup>c</sup>	13,987 <sup>d</sup>	16,917 <sup>e</sup>
<b>TOTAL, IMLS PROGRAMS AND ADMINISTRATION</b>	<b>262,240</b>	<b>247,144</b>	<b>262,240</b>	<b>247,205</b>	<b>271,246</b>	<b>245,222</b>	<b>271,246</b>
Congressional Earmarks	0	0	0	0	0	18,285	0
<b>TOTAL</b>	<b>262,240</b>	<b>247,144</b>	<b>262,240</b>	<b>247,205</b>	<b>271,246</b>	<b>263,507</b>	<b>271,246</b>

<sup>a</sup>Includes \$3.5 million for library policy, research, and statistics activities; and \$500,000 for museum data collection.

<sup>b</sup>Includes \$1.965 million for library policy, research, and statistics activities.

<sup>c</sup>Includes \$3.5 million for library policy, research, and statistics activities; and \$500,000 for museum data collection.



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## Detailed Program Descriptions



## DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

### Museums for America

Fiscal Year	Applications	Awards	Budget Authority
2006	448	177	\$17,152,000
2007	415	158	\$17,152,000
2008	NA	NA	\$16,852,000
2009	NA	NA	\$22,165,000 (request)

#### Program Description

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

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

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

**Building Institutional Capacity:** Grants fund projects to enhance the capacity of museums to better serve their communities, including financial management, personnel administration, planning, policy development, staff training and development, and technology enhancements.

**Enhancing Collections Stewardship:** Grants support all activities that museums undertake to maintain and improve the management of museum collections in order to fulfill the museum's public service mission, including collections security and safety, digitization of collections, registration/cataloguing, and risk assessment.

**Engaging Communities:** Grants support projects that actively engage museums to share collections, content, and knowledge to support learning with their communities, including classes and presentations, integration of technology, publications, and research for program/exhibit development.

The number of quality applications for MFA grants far exceeds the number of grants that can be awarded. The Administration's request would allow IMLS to fund approximately 45 more applications in FY 2009 than it did in FY 2007 and will in FY 2008, coming much closer to meeting the need.

## DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

### Museum Assessment Program

The Administration requests \$500,000 for the Museum Assessment Program (MAP); the program was appropriated \$434,000 in FY 2008.

#### Program Description

The purpose of the Museum Assessment Program is to provide technical assistance to help institutions assess their strengths and weaknesses and plan for the future. This program is especially targeted to small museums. IMLS estimates that 75 percent of the nation's museums identify themselves as small institutions, with annual budgets less than \$250,000. MAP is carried out through a cooperative agreement with the American Association of Museums (AAM). In FY 2006, 116 museums participated in this program, and in FY 2007, 111 museums participated.

### 21<sup>st</sup> Century Museum Professionals

Fiscal Year	Applications	Awards	Budget Authority
2006	52	9	\$982,000
2007	45	10	\$982,000
2008	NA	NA	\$965,000
2009	NA	NA	\$2,141,000 (request)

#### Program Description

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

This program supports a range of activities, including professional training and leadership development for museum staff at all types of museums, as well as training in all areas of museum operations, including interpretation, collections care, conservation, museum management, and financial management. Funded projects reach broad groups of museum professionals (including paid and unpaid staff) and increase their capacity to serve their audiences.

IMLS receives far more quality applications for this program than it can fund. The Administration's request would allow IMLS to fund approximately 20 more applications in FY 2009 than it did in FY 2007 and will in FY 2008, coming much closer to meeting the need.

## DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

### Conservation Project Support

Fiscal Year	Applications	Awards	Budget Authority
2006	144	40	\$2,772,000
2007	172	65	\$2,772,000
2008	NA	NA	\$2,724,000
2009	NA	NA	\$3,801,000 (request)

#### Program Description

The Conservation Project Support (CPS) program awards grants to help museums identify conservation needs and priorities and perform activities to ensure the safekeeping of their collections. Support is provided for all types of activities, including survey, storage, treatment, and environmental improvement.

CPS 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 conservation needs. Additional funding may be awarded to successful applicants who incorporate an educational component into their project.

Although all of the Institute's museum grant programs can fund some component of collections conservation, CPS is the one that is entirely dedicated to that important activity. The Heritage Health Index made clear the substantial unmet need in caring for collections, and the CPS applications IMLS receives each year bear that out. The Administration's request would allow the Institute to fund 15 to 20 more CPS applications than it did in FY 2007 or will in FY 2008.

### Conservation Assessment Program

The Administration requests \$814,000 for the Conservation Assessment Program (CAP); the program was appropriated \$793,000 in FY 2008.

#### Program Description

The Conservation Assessment Program 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. CAP is carried out through a cooperative agreement with Heritage Preservation. The program complements the Conservation Project Support program by providing general conservation surveys or assessments to small museums, which frequently are just starting to address conservation issues. In FY 2006, 109 museums participated in this program, and in FY 2007, 111 museums participated.

## DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

### Native American/Native Hawaiian Museum Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2006	43	23	\$911,000
2007	35	23	\$911,000
2008	NA	NA	\$895,000
2009	NA	NA	\$945,000 (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 programming, professional development, and enhancement of museum services.



## DETAILED PROGRAM DESCRIPTIONS: AFRICAN AMERICAN MUSEUM SERVICES

### Museum Grants for African American History and Culture

Fiscal Year	Applications	Awards	Budget Authority
2006	44	8	\$842,000
2007	41	10	\$842,000
2008	NA	NA	\$827,000
2009	NA	NA	\$1,350,000 (request)

#### Program Description

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

The applications IMLS has received in the program's first two years have demonstrated a great need for these grants. The Administration's request would allow the Institute to fund approximately six more grants than it did in FY 2007 or will in FY 2008.

## DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

### Grants to State Library Agencies

Fiscal Year	Budget Authority
2006	\$163,746,000
2007	\$163,746,000
2008	\$160,885,000
2009	\$171,500,000 (requested)

#### Program Description

The Grants to State Library Agencies program provides funds to State Library Administrative Agencies (SLAAs) using a population-based formula. State libraries may use the appropriation to support statewide initiatives and services; they also may distribute the funds through subgrant competitions or cooperative agreements to public, academic, research, school, and special libraries in their state.

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

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

#### Note on State Minimum Allotments

The 2003 reauthorization approved increasing the base award amount that is distributed to each state from \$340,000 to \$680,000. The base had not been adjusted in 30 years. Because a strict population formula would not provide smaller states with a useful amount of funding, a minimum state allotment of \$340,000 was established in 1971. Once that base is allotted, the remaining appropriated funds are apportioned according to population. During the reauthorization, all states agreed that the costs of implementing meaningful programs necessitated doubling the base to \$680,000. To protect the larger states from having to cut programs, it was further agreed that the new minimum would go into effect only if it could be achieved without decreasing the aggregate of the allotments for all states below where it was in 2003. Congress agreed and included the increased base with the hold-harmless provision in the reauthorization.

Since the new legislation went into effect, the funding appropriated to the Grants to States program has been insufficient to meet the new minimum without violating the “hold-harmless” clause. The result is that the increases Congress has provided to the program have not benefited the states in an equitable way. The amount IMLS is requesting for the program in FY 2009 would allow the new minimum to be met and allow the Institute to share any future increases equitably as Congress intended.

## DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

**Table 3: State Allotments for FYs 2003–2009**

State	FY 03	FY 04	FY 05	FY 06	FY 07	FY08	FY 09 Request
AL	\$2,369,145	\$2,507,472	\$2,556,671	\$2,610,549	\$2,602,935	\$2,545,491	\$2,731,363
AK	\$631,170	\$769,497	\$828,563	\$887,453	\$888,213	\$833,016	\$982,962
AZ	\$2,807,829	\$2,946,156	\$3,041,222	\$3,150,258	\$3,211,248	\$3,228,606	\$3,489,746
AR	\$1,565,707	\$1,704,034	\$1,760,329	\$1,820,073	\$1,819,735	\$1,766,109	\$1,936,565
CA	\$16,222,180	\$16,360,507	\$16,457,012	\$16,557,920	\$16,506,165	\$16,431,277	\$16,882,749
CO	\$2,378,206	\$2,516,533	\$2,579,074	\$2,642,220	\$2,650,213	\$2,612,765	\$2,834,938
CT	\$1,905,106	\$2,043,433	\$2,100,240	\$2,154,030	\$2,141,681	\$2,068,566	\$2,232,450
DE	\$705,162	\$843,489	\$904,235	\$965,243	\$967,412	\$912,962	\$1,063,319
FL	\$7,898,976	\$8,037,303	\$8,172,813	\$8,332,483	\$8,429,449	\$8,425,588	\$8,770,131
GA	\$4,211,633	\$4,349,960	\$4,433,740	\$4,522,400	\$4,590,936	\$4,622,315	\$4,910,851
HA	\$903,039	\$1,041,366	\$1,101,687	\$1,157,565	\$1,157,491	\$1,101,262	\$1,248,881
ID	\$946,563	\$1,084,890	\$1,150,464	\$1,215,563	\$1,225,259	\$1,180,138	\$1,344,632
IL	\$6,038,973	\$6,177,300	\$6,214,291	\$6,249,722	\$6,216,116	\$6,133,883	\$6,377,081
IN	\$3,125,606	\$3,263,933	\$3,317,057	\$3,369,822	\$3,357,739	\$3,292,765	\$3,492,642
IA	\$1,668,229	\$1,806,556	\$1,858,287	\$1,909,822	\$1,902,157	\$1,840,733	\$2,004,495
KS	\$1,568,332	\$1,706,659	\$1,759,339	\$1,812,456	\$1,804,558	\$1,745,712	\$1,910,501
KY	\$2,191,121	\$2,329,448	\$2,384,878	\$2,439,668	\$2,433,669	\$2,374,218	\$2,560,096
LA	\$2,367,398	\$2,505,725	\$2,554,689	\$2,604,141	\$2,587,884	\$2,409,825	\$2,583,026
ME	\$925,456	\$1,063,783	\$1,123,275	\$1,181,762	\$1,177,883	\$1,116,986	\$1,263,871
MD	\$2,808,591	\$2,946,918	\$3,008,965	\$3,067,643	\$3,062,016	\$2,988,627	\$3,170,413
MA	\$3,247,148	\$3,385,475	\$3,423,733	\$3,449,395	\$3,413,560	\$3,346,669	\$3,538,949
MI	\$4,885,587	\$5,023,914	\$5,059,705	\$5,093,053	\$5,052,531	\$4,941,233	\$5,144,483
MN	\$2,610,305	\$2,748,632	\$2,807,289	\$2,864,372	\$2,856,123	\$2,793,089	\$2,983,922
MS	\$1,638,841	\$1,777,168	\$1,830,121	\$1,886,927	\$1,882,233	\$1,809,550	\$1,973,794
MO	\$2,905,578	\$3,043,905	\$3,096,707	\$3,155,054	\$3,150,050	\$3,087,560	\$3,285,694
MT	\$751,325	\$889,652	\$949,157	\$1,008,157	\$1,007,986	\$952,693	\$1,104,586
NE	\$1,122,069	\$1,260,396	\$1,317,786	\$1,372,965	\$1,370,433	\$1,311,709	\$1,466,605
NV	\$1,323,020	\$1,461,347	\$1,542,939	\$1,634,252	\$1,659,300	\$1,628,664	\$1,817,143
NH	\$916,679	\$1,055,006	\$1,115,181	\$1,173,868	\$1,172,791	\$1,114,075	\$1,263,260
NJ	\$4,225,196	\$4,363,523	\$4,412,959	\$4,464,364	\$4,434,773	\$4,343,636	\$4,530,162
NM	\$1,179,001	\$1,317,328	\$1,378,496	\$1,442,371	\$1,445,113	\$1,392,895	\$1,553,194
NY	\$9,004,514	\$9,142,841	\$9,146,819	\$9,146,249	\$9,074,434	\$8,955,719	\$9,234,002
NC	\$4,103,012	\$4,241,339	\$4,309,258	\$4,394,254	\$4,419,501	\$4,401,145	\$4,696,435

## DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

### State Allotments for FYs 2003–2009 (continued)

State	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09 request
ND	\$626,793	\$765,120	\$821,842	\$878,082	\$876,330	\$818,116	\$963,563
OH	\$5,505,578	\$5,643,905	\$5,667,969	\$5,691,792	\$5,643,980	\$5,543,747	\$5,762,879
OK	\$1,920,127	\$2,058,454	\$2,112,874	\$2,162,902	\$2,158,232	\$2,100,996	\$2,283,428
OR	\$1,932,701	\$2,071,028	\$2,134,437	\$2,194,490	\$2,199,259	\$2,153,972	\$2,341,114
PA	\$5,918,880	\$6,057,207	\$6,085,045	\$6,075,494	\$6,034,092	\$5,963,310	\$6,191,018
RI	\$823,812	\$962,139	\$1,020,285	\$1,076,537	\$1,069,862	\$1,006,294	\$1,148,900
SC	\$2,197,585	\$2,335,912	\$2,398,034	\$2,462,858	\$2,469,636	\$2,424,418	\$2,633,782
SD	\$684,211	\$822,538	\$880,376	\$938,791	\$937,650	\$881,774	\$1,032,934
TN	\$2,961,981	\$3,100,308	\$3,158,288	\$3,220,133	\$3,221,670	\$3,173,028	\$3,409,056
TX	\$10,190,548	\$10,328,875	\$10,460,595	\$10,597,273	\$10,661,984	\$10,787,020	\$11,275,967
UT	\$1,387,590	\$1,525,917	\$1,592,429	\$1,658,384	\$1,683,421	\$1,652,433	\$1,852,581
VT	\$618,871	\$757,197	\$815,233	\$872,315	\$870,330	\$812,903	\$955,380
VA	\$3,638,702	\$3,777,029	\$3,851,240	\$3,913,359	\$3,928,187	\$3,872,179	\$4,098,498
WA	\$3,084,868	\$3,223,195	\$3,288,255	\$3,354,800	\$3,364,690	\$3,328,627	\$3,547,224
WV	\$1,154,946	\$1,293,273	\$1,349,667	\$1,394,138	\$1,396,003	\$1,333,562	\$1,483,211
WI	\$2,800,929	\$2,939,256	\$2,992,540	\$3,010,271	\$3,033,754	\$2,962,815	\$3,163,009
WY	\$565,552	\$703,879	\$762,355	\$821,234	\$820,240	\$765,437	\$911,752
DC	\$598,204	\$736,531	\$790,234	\$842,132	\$838,393	\$794,432	\$940,769
Puerto Rico	\$2,097,493	\$2,235,820	\$2,277,522	\$2,296,792	\$2,318,588	\$2,252,920	\$2,427,110
American Samoa	\$71,777	\$71,777	\$65,977	\$65,739	\$65,449	\$65,133	\$85,486
Northern Marianas	\$76,185	\$76,184	\$75,106	\$75,737	\$76,310	\$76,850	\$98,394
Guam	\$114,147	\$114,146	\$114,513	\$114,960	\$115,305	\$115,602	\$137,960
U.S. Virgin Islands	\$96,434	\$96,433	\$88,799	\$88,342	\$87,823	\$87,268	\$107,966
9131(b)(3)(D) Pool <sup>a</sup>	\$216,389	\$216,389	203,404	\$203,371	\$203,225	\$203,040	\$265,078
<b>TOTAL</b>	<b>\$150,435,000</b>	<b>\$157,628,000</b>	<b>\$160,704,000</b>	<b>\$163,746,000</b>	<b>\$163,746,000</b>	<b>\$160,885,357</b>	<b>\$171,500,000</b>

<sup>a</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 republics, along with the U.S. Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Marianas, are eligible to compete for the grants.

## DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

### Native American/Native Hawaiian Library Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2006	283	240	\$3,638,000
2007	292	244	\$3,638,000
2008	NA	NA	\$3,574,000
2009	NA	NA	\$3,717,000 (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; also provides funds for library staff education and training and/or professional consulting services.
- **Enhancement:** competitive awards to enhance library services in Native communities.

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

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

Fiscal Year	Applications	Awards	Budget Authority
2006	111	35	\$23,760,000
2007	110	42	\$23,760,000
2008	NA	NA	\$23,345,000
2009	NA	NA	\$26,500,000 (request)

#### Program Description

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

## DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

Program priorities are as follows:

- **Master's Programs:** Recruit and educate the next generation of librarians. In particular, increase the number of students enrolled in nationally accredited graduate library programs preparing for careers in school, public, and academic libraries.
- **Doctoral Programs:** Develop faculty to educate the next generation of library professionals and library leaders. In particular, increase the number of students enrolled in doctoral programs that will prepare them to teach master's students or to assume positions as library managers and administrators.
- **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. Also, support the early career development of new faculty members who are likely to become leaders in library and information science by supporting innovative research by untenured, tenure-track faculty.
- **Programs to Build Institutional Capacity:** Develop or enhance curricula within graduate schools of library and information science.
- **Continuing Education and Training:** Develop or enhance programs of continuing education and training in library and information science for librarians and library staff.

## DETAILED PROGRAM DESCRIPTIONS: NATIONAL LEADERSHIP GRANTS

### National Leadership Grants

#### National Leadership Grants for Museums

Fiscal Year	Applications	Awards	Budget Authority
2006	73	12	\$7,920,000
2007	65	23	\$7,920,000
2008	NA	NA	\$7,782,000
2009	NA	NA	\$8,181,000 (request)

#### National Leadership Grants for Libraries

Fiscal Year	Applications	Awards	Budget Authority
2006	174	38	\$12,375,000
2007	154	27	\$12,375,000
2008	NA	NA	\$12,159,000
2009	NA	NA	\$12,715,000 (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 five categories:

- **Library and Museum Collaboration grants** help libraries and museums to engage with other educational and community organizations to 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.
- **Advancing Digital Resources grants** support the creation, use, preservation, and presentation of significant digital resources, as well as the development of tools to manage digital assets.
- **Research grants** help libraries and museums increase their impact on learning by supporting research on issues of national concern and demonstration of new solutions to real-world problems. Research projects, both basic and applied, gather and analyze data in order to investigate specific questions and then evaluate and disseminate the results.
- **Demonstration grants** test potential solutions to problems in library and museum services.
- **Collaborative Planning grants** enable project teams from libraries, museums, and other community organizations to work together on the planning of a project in any of the three National Leadership Grant categories.



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## Special Projects and Initiatives



Photo courtesy of the American Textile History Museum, Lowell, MA.



## SPECIAL PROJECTS AND INITIATIVES

### Conservation Initiative: *Connection to Collections*

An example of the agency's strategic approach is *Connecting to Collections: A Call to Action (CtoC)*. Leveraging its significant work in this area, the agency has launched a multifaceted, multiyear initiative to shine a nationwide spotlight on the needs of America's collections, especially those held by small to medium-sized libraries and museums, which often lack the human and financial resources to care for their collections.

Each component of the initiative is based on the findings of the 2005 Heritage Health Index (HHI), a comprehensive study funded by IMLS, which argues powerfully for improved collections care in the United States and offers an integrated and systematic strategy. The study found that 190 million objects were in need of conservation treatment; 65 percent of collecting institutions had damage to collections due to improper storage; 80 percent of collecting institutions were without an emergency plan for their collections or staff adequately trained to carry out an emergency plan; and 40 percent of institutions had no funds allocated in their annual budgets for preservation or conservation. The study's recommendations call upon libraries and museums to provide safe conditions for their collections; develop emergency plans to protect their collections; assign responsibility for collections to a senior-level staff person; and raise public awareness about the importance of protecting our nation's collections.

The CtoC initiative has four primary components:

**The National Conservation Summit:** Representatives of small and medium-sized museums and libraries from every state, including Washington, D.C., and Puerto Rico, met with national leaders in the nation's capitol on June 27–28, 2007. The summit explored strategies for preserving endangered collections, harnessing new technologies, engaging the public in conservation efforts, and identifying funding resources.

**The National Tour:** Each of four meetings held across the country over two years will reach a broad audience and inspire participants to share lessons learned and make collections care a top priority.

**The CtoC Bookshelf:** To help raise the conservation IQ of museums, libraries, and archives, IMLS is offering 2,000 free copies of the *Connecting to Collections Bookshelf*, a core set of books, DVDs, online resources, and an annotated bibliography that are essential for the care of collections.

**Statewide Planning Grants:** These grants aim to foster partnerships among organizations in a state, commonwealth, or territory to implement recommendations of the Heritage Health Index.

### National Book Festival Pavilion of the States

The annual National Book Festival is sponsored by the Library of Congress and hosted by First Lady Laura Bush. In September 2007, for the sixth consecutive year, IMLS hosted the Festival's Pavilion of the States on the National Mall. Representatives from state libraries and Centers for the Book throughout the country gathered in the nation's capital to promote reading and the literary traditions of the 50 states, the District of Columbia, and the U.S. territories.

## SPECIAL PROJECTS AND INITIATIVES

### Museums and Libraries Engaging America's Youth

In 2007, the Institute released *Museums and Libraries Engaging America's Youth: Final Report of a Study of IMLS Youth Programs, 1998–2003*. The study, which is part of IMLS's initiative, Museums and Libraries Engaging America's Youth, examined IMLS-funded programs for youth ages 9–19 and surveyed nearly 400 museum and library programs about their goals, strategies, impact, and outcomes. A practitioner's guide and a policy brief will be released in 2008.

### National Medals for Museum and Library Service

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

### WebWise

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

### Rebuilding Gulf Coast Library and Museums

In 2007, the Institute announced the Hurricane Relief Awards to help Gulf Coast museums return to normal and improve emergency services. This was the latest of several IMLS actions to provide aid following the hurricanes of 2005. Additional IMLS funding has been directed toward staff development in 16 affected public library systems and improved emergency preparedness and response at seven affected museums. The Institute has also contributed funding to the enhancement of disaster preparedness at museums and libraries nationwide.

### 21st Century Skills Report and Practitioner's Guide

The report and online practitioner's guide will focus on ways that museums and public libraries promote such 21st century skills as information literacy, critical thinking and problem solving, civic literacy, teamwork, and self-directed learning for K–12 and lifelong learners. These resources will support museums and libraries in their core educational and community roles by addressing how these institutions can most effectively use their collections and programs to support the lifelong learning skills required to create and sustain a competitive workforce, maintain America's leadership in innovation and technology, and build an engaged citizenry.

## SPECIAL PROJECTS AND INITIATIVES

### Practitioner's Guide for Learning Science in Informal Environments

The Institute is helping to support the creation of a practitioner's volume that will be released in conjunction with a major National Academies research project on "Learning Science in Informal Environments." The report, which will contain the most recent neurological and behavioral research on learning, as well as the most effective evidence-based strategies for out-of-school learning, will be aimed at museum professionals, librarians, filmmakers, and social service providers who develop programs for lifelong learners.



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## **IMLS Administration**



## IMLS ADMINISTRATION

In addition to the expanded policy, research, and statistics role described in this document, IMLS administrative funds will support financial accountability, network operations, support and maintenance of the agency's IT infrastructure, and necessary corresponding staff increases. The pace of IMLS's work is accelerating, and the breadth of its functions is increasing the workload of its staff. The slight increase in the Institute's administrative budget—a modest \$895,000 when the new responsibilities are set aside—will allow it to manage its growing portfolio of programs while maintaining excellence and efficiency.

### The President's Management Agenda

During the past two years, the Institute has prioritized strategic planning and evaluation and implementation of the President's Management Agenda (PMA), a comprehensive strategy for improving the management and performance of the federal government. The PMA contains five government-wide goals to improve federal management and deliver results that matter to the American people:

- Budget and Performance Integration
- Strategic Management of Human Capital
- Competitive Sourcing
- Expanded Electronic Government
- Improved Financial Performance

IMLS activities in each of the PMA areas are described below.

#### **Budget and Performance Integration**

IMLS has an integrated approach to budgeting and long-range planning. Responsibility for development, coordination, and innovation in General Performance and Results Act activities resides with the Chief Financial Officer (CFO) and the Deputy Director of Policy, Planning, Research and Communications, who collaboratively coordinate with all of the other offices of the Institute in developing and implementing its strategic plan and budget formulation. Over the past year, IMLS has expended considerable effort on the development of its strategic goals and performance measures. The Institute's Board and staff recognize the vital importance of building the capacity of libraries and museums to connect people to information and ideas. This requires a strategic approach, so that limited federal dollars can be effectively used to achieve the best in library and museum services for the American people.

To ensure that this is accomplished, the Director has articulated the objectives of the President's Management Agenda and the requirements of the Performance and Accountability Report to all IMLS staff; sought their collaborative input in developing and refining the agency's strategic goals—taking into consideration its authorizing legislation and the PMA—and actively sought the broad and diverse expertise of the Board. Not only has this furthered the agency's performance and measurement efforts, it has helped to enhance staff understanding of the importance of an effective management control environment.

During fiscal year 2007, the agency also implemented a series of efforts to strengthen its ability to measure results, including the establishment of an intra-agency task force to examine updates to government-wide requirements, practices of other agencies, and the Institute's current policies and procedures. The task force recommended improvements to the Institute's evaluation, reporting, and dissemination practices. This re-

## IMLS ADMINISTRATION

sulted in developing revised reporting forms, which were approved by the Office of Management and Budget (OMB) in July. The revised forms strengthen grant application guidance and award notification materials. The intra-agency task force continues to meet and will make recommendations, as appropriate.

### **Strategic Management of Human Capital**

Human capital is a valuable asset that needs to be managed strategically. The agency has evaluated and reorganized its staff in order to realign programs and operations to carry out more effectively its core mission of maximizing the nation's investment in museum and library services.

The agency's senior executive team consists of seven members. The Chief of Staff is responsible for managing the agency's leadership workflow to ensure performance and accountability, while the Chief Financial Officer has oversight of the agency's day-to-day financial management and accounting, and provides guidance on the financial aspects of recruitment, retention, and succession planning. The newly appointed Chief Information Officer has oversight over the agency's information technology systems. The other members of the team are the agency's three Deputy Directors and General Counsel.

In 2007, the Director appointed a new Human Resources Director to lead the Institute's Human Capital Program. With considerable experience in both the public and private sectors, the Director has worked to maximize the agency's ability to attract and maintain an experienced workforce and manage its personnel activities. The Director relies on a combination of in-house staff and an interagency agreement with the Department of Interior for classification, staffing, and employee benefit services. Additionally, the Institute has an interagency agreement with the National Finance Center of the U.S. Department of Agriculture for payroll processing and support. During the last quarter of FY 2008, the Institute will transition its payroll processing and support to the Department of Interior, thereby integrating its personnel and payroll support activities. The Institute also works with private contractors to provide technical support as necessary to accomplish its work.

During FY 2008, the agency has emphasized employee training and engagement. Training on personnel matters focused on the No Fear Act; Understanding Prohibited Personnel Practices and Whistleblower Protection; Making Accessibility a Reality—Making Panels and Other Meetings More Inclusive; Ethics and Government Service; Employee Performance Evaluation; and Benefits Available to Federal Employees.

In addition, a "Learning Organization" team from throughout the agency works to develop colloquia and other staff development activities that address employee needs and advance professional practice.

IMLS continually works to sustain a high-performing workforce that understands the special roles and functions of federal service and that carry out the Institute's work with efficiency, integrity, and accountability.

### **Competitive Sourcing**

Competitive sourcing is a process that ensures that the government acquires services at the best value for the taxpayer, regardless of whether the service provider is a public entity (agency or other agency staff) or private entity (contractor staff). IMLS recognizes that competition promotes innovation, efficiency, and greater mission effectiveness. The agency evaluates its core competencies on an ongoing basis and decides where to build internal capacity and when to contract for services from the private sector.

## IMLS ADMINISTRATION

Some agency operations require a combination of both. For example, the agency's information technology infrastructure is managed by a small internal staff that is responsible for policy development and general system oversight with contractors who help develop and operate its IT systems on a day-to-day basis.

During FY 2006, the agency contracted with the Enterprise Services Center (ESC) of the Federal Aviation Administration (FAA) to provide IMLS with an OMB/Office of Federal Financial Management-compliant Delphi financial management system. The Institute is continually searching for opportunities to increase efficiencies and reduce costs by leveraging other governmental Centers of Excellence in all areas, including payroll, travel, and grants management.

During FY 2007, IMLS engaged in a comprehensive review of its procurement policies and procedures and redesigned its procurement program. The agency hired an experienced Contracting Officer to provide day-to-day supervision of its procurement office and guidance on the procurement aspects of its operations.

### **Expanded Electronic Government**

IMLS continues to expand its electronic government capabilities consistent with the goals of the President's Management Agenda and is committed to leveraging technology to minimize the burden on grantees and increase efficiencies agency-wide. IMLS presently delivers a number of services electronically and will be enhancing and expanding these services. In addition to the IMLS Web site ([www.imls.gov](http://www.imls.gov)), which provides application guidelines, publications, and other information, IMLS continues to partner with other federal agencies on [Regulations.gov](http://Regulations.gov) and the [Grants.gov](http://Grants.gov) portal.

IMLS actively participates in government-wide initiatives to streamline the federal grant-making process. The agency's Chief Financial Officer is a member of the federal Grants Executive Board, and the agency participates in the [Grants.gov](http://Grants.gov) User Group. The [Grants.gov](http://Grants.gov) initiative benefits IMLS and its grant programs by providing a single location to publish funding opportunities and application packages and a single site for the grants community to apply for grants using common forms, processes, and systems. By publishing its funding opportunities on [Grants.gov](http://Grants.gov), IMLS is reaching a larger, more diverse applicant pool.

**Pre-award:** In FY 2007, synopses and application packages for all of IMLS's competitive grant programs were posted on [Grants.gov](http://Grants.gov), meeting the 100 percent goal for participating agencies. Applications via [Grants.gov](http://Grants.gov) were mandatory for three of the IMLS grant programs and optional for the other programs. A total of 828 applications were submitted via [Grants.gov](http://Grants.gov). For FY 2008 competitive grants, IMLS requires that all applications be submitted via [Grants.gov](http://Grants.gov).

**Grants Management Line of Business:** IMLS is coordinating its internal operations with the evolution of the "Grants Management Line of Business" (GMLOB). The ultimate goal of these activities is to further streamline the grant application, grant award, and post-award-reporting processes. IMLS has performed a fit-gap analysis and has identified the GMLOB consortia agency that best fits the Institute's grants management needs.

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**Performance Reports:** IMLS is in the final phase of refining its Web-based annual reporting system for all State Library Administrative Agencies to provide readily accessible information about Grants to States for library services. In FY 2007, IMLS received OMB clearance for new interim and final progress reports for competitive grants, including a form that provides standardized quantitative information about the results of its grants. A Web-based system for filing grantee performance reports will be launched by March 2008.

**Peer Review Process:** An important element of the Institute's e-government plan is to incorporate online application review into its overall grants management 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 its electronic peer review process.

**Project Planning:** In addition to the use of technology to advance application and award management, IMLS is developing assistance to help potential applicants develop better projects. This program will expand the Institute's capacity to disseminate high-quality information about the results of its programs and initiatives.

**Agency Communications:** The agency's Web site has been redesigned to assist grant applicants, grant reviewers, and grant recipients. It highlights a grantee each month, providing an in-depth profile about a project that has made a difference. The new site provides a useful portal to IMLS-produced planning and evaluation tools. It also links users to publications and online resources. The Institute places a high priority on public communication; it produces a free monthly electronic newsletter that currently reaches about 10,000 subscribers. The agency also produces regular press releases and has recently established an RSS feed.

**Information Technology:** With the hire of a full-time Chief Information Officer in FY 2007, the agency's information technology operations have undergone a complete reorganization and have been refocused to support its expanded functions, including data collection. With this foundation, over the next year the office of information technology will focus on enhancing network and systems security; implementing new policies and procedures to strengthen existing controls to access and use of IT resources; enhancing the ability of the agency's executive leadership to address long-term investments in IT systems; and incorporating an information technology/disaster recovery/continuity of operations plan into the agency's overall continuity of operations program.

### **Improved Financial Performance**

In FY 2006, IMLS initiated a new relationship with the Federal Aviation Administration's Enterprise Service Center (FAA-ESC) for accounting services. The Institute's relationship with this OMB-designated Center of Excellence has been extremely beneficial and has resulted in an effective workflow for the Institute's obligation and disbursement transactions. The partnership with the ESC affords IMLS access to timely reporting and accounting services, and to the financial information necessary to make strategic agency and programmatic decisions.

The CFO of the agency continues to collaborate with the other senior managers to improve financial processes and to provide financial data required to manage their operations. To assist in this effort, a senior systems analyst with significant grant program knowledge has been reassigned to the CFO to identify and document needed modifications to existing system and program requirements.



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In FY 2008, each agency office has requested and received its own budget to manage. This will foster additional accountability and financial restraint. A budget analyst has been hired to assist the CFO and office directors in managing their budgets.

The Institute also plans in FY 2008 to contract with one of the three GSA-approved travel management centers to eliminate its present manual travel management process. This is expected to save staff and processing time.

The Institute's procurement process will be enhanced to track the initial receipt and final disposition of purchase requests. This will also simplify the required procurement reporting.

### Salaries and Expenses Request

The FY 2009 budget request for salaries and expenses will support the costs of the staff, overhead, contracts, and other activities needed to administer and monitor IMLS's programs and to award the proposed \$254 million in grants.

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

1. Assumption of federal responsibility for library and museum statistics
2. Library and museum program conservation and preservation initiatives
3. Library and museum digitization initiatives
4. Strengthened financial management and internal controls
5. Integrated program and financial systems

In FY 2009, the IMLS request for administrative costs is \$16,917,000, or 6.2 percent of its total budget request of \$271,246,000. This includes \$4 million for policy, research, and statistics, which was listed in a separate line in the FY 2008 budget request.

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

IMLS strives for a customer-focused operation with straightforward and user-friendly programs and services, yet the complexity of customer demands has grown considerably. Constituents need technical assistance in program planning and guidance throughout the grant-making process. Staff turnover in museums, libraries,

## IMLS ADMINISTRATION

and related organizations is continuous, in part because of the graying of the workforce and in part because of the competitive economies of employment. The diversity of American communities continues to grow, and technology continues to change rapidly. As a consequence, continuous training is essential for both constituents and IMLS staff. Potential applicants and grantees call upon IMLS staff expertise in the areas addressed above, and in greater numbers year after year. To ensure effective operation and provide service that is consistent with the high expectations of the public, Congress, and the Administration, the Institute must expand the capacity of its workforce to provide leadership in program development and evaluation and to increase its depth of knowledge in core and emerging issues in library and museum management.

### 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 to manage the Institute's activities. The following narrative, presented by object class, provides more detail on this request.

#### **1100 Personnel Compensation**

#### **1200 Personnel Benefits**

#### **1300 Benefits for Former Personnel**

**Amount Requested: \$10,050,000**

This category provides for salaries and benefits of federal employees, including expected within-grade increases, planned promotions, and performance awards for qualified staff, and reflects the use of lapse savings made possible by delayed hires and turnover. This request supports the 2.9 percent cost of living increase effective in January 2009, and is consistent with Administration policy.

Estimates are provided for benefits including the agency's share of contributions for health insurance, life insurance, FERS, CSRS, and FICA, Thrift Savings Plan match, unemployment benefits, and injuries sustained in the workplace. Over the past years, federal health insurance premiums, including agency contributions, have increased nearly 15 percent annually, an increase that is reflected in this budget estimate. Finally, IMLS intends to absorb the management costs to federal employees of the government's Flexible Spending Accounts in FY 2009. Support for the federal transit subsidy benefits provided under the Transportation Equity Act for the 21st Century is also reflected in this object class. To minimize personnel costs, the salary for National Museum Services Board members is proposed to remain at \$100/day.

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

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

**Amount Requested: \$900,000**

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

In past years, owing to limited funding, legislatively required visits to state libraries on a biannual basis have not been possible. During FY 2008 and FY 2009, the Institute will prioritize its administrative funding to enable targeted travel to state libraries' agencies to meet the legislative requirement.

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

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

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### **2200 Transportation of Things**

**Amount Requested: \$40,000**

Freight and express charges by common carrier, contract carriers, and other incidental expenses are included in this object class. Attendance at library and museum conventions, conferences, and meetings requires shipment of the Institute's displays and associated materials, such as grant guidelines. This class also 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, with an increase to support the marked increase in worldwide fuel and labor costs.

### **2300 Rent, Communications and Utilities, Rental of Space (Standard Level Usage Charge), Equipment Rental, Telephone Services, Postage**

**Amount Requested: \$2,400,000**

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

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

### **2400 Printing and Reproduction**

**Amount Requested: \$300,000**

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 and availability of all public materials to prospective grantees from institutions of all sizes and in all geographic areas to keep printing costs at a minimum.

### **2500 Other Contractual Services**

**Amount Requested: \$3,000,000**

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

## IMLS ADMINISTRATION

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

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

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

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

Other than personnel expenses, this expense category is the most critical to enable the Institute to operate effectively, efficiently, and responsibly both to meet congressional and executive branch and museum and library constituency expectations and to accurately account for and report on performance measures.

### **2600 Supplies and Materials**

**Amount Requested: \$127,000**

Expendable supplies such as routine office products and supplies, paper, and copier supplies are needed to carry out the daily business of IMLS. These funds also cover IT supplies, including disks, and toner cartridges and paper for printers and copiers. In addition, the funds cover the cost of maintaining the agency's subscriptions to library- and museum-related periodicals, magazines, and newspapers, which help fulfill the mandate to research trends and needs in these fields.

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### 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—such as chairs, desks, file cabinets, IT equipment, software licenses, and printers. It also includes routine upgrades to local area network hardware and software in order to accommodate upgrades in database management and financial data. The majority of anticipated equipment expenditures will be for technology renewal of office automation equipment, systems software, and furniture that would be more expensive to repair than replace. The Institute intends to maximize the usefulness of existing hardware by upgrading rather than purchasing new equipment wherever possible. Rapid changes in technology, however, will make it necessary to purchase some new computer equipment, integration systems software and hardware, and electronic data exchange systems. This will enable the Institute to be responsive to and compliant with Administration directives and guidance and with federal laws, to remain on the cutting edge of technology in delivering services, and to continue being efficient.

**Total Administrative Services Request: \$16,917,000**

**Table 4: IMLS History of Administration Costs**

(Amounts in 000s)

Object Class	Description	FY 2006 Enacted	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Requested
1100/1200/ 1300	Personnel Compensation and Benefits	\$7,000	\$7,050	\$9,050	\$10,050
2100	Travel and Transportation of Persons	750	750	850	900
2200	Transportation of Things	40	40	40	40
2300	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	2,250	2,300	2,350	2,400
2400	Printing and Reproduction	300	300	300	300
2500	Other Contractual Services	1,230	1,170	1,170	3,000
2600	Supplies and Materials	127	107	127	127
3100	Equipment	100	80	100	100
<b>Total</b>		<b>\$11,797</b>	<b>\$11,797</b>	<b>\$13,987</b>	<b>\$16,917</b>



## FY 2009 Performance Plan



Photo courtesy of the Vermont Historical Society.

## FY 2009 PERFORMANCE PLAN

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

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

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

### 1. Sustaining Heritage, Culture, and Knowledge

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

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

Unfortunately, collections are highly vulnerable to loss due to deterioration, theft, and natural and man-made disasters. Virtual resources are susceptible not only to physical destruction, but also to loss through technological change. Accordingly, through grant programs and special initiatives such as Connecting to Collections, the agency focuses on the conservation and preservation of library and museum collections.

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

#### Strategies:

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

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

#### Strategies:

- Enable museums, libraries, and archives to carry out collections-wide preservation and conservation planning, to treat identified high-priority problems, and to serve as national models and sources of information.



## FY 2009 PERFORMANCE PLAN

- Enable museums, libraries, and archives to plan for and implement risk reduction, emergency response, and recovery of collections.
- Support the development and creation of statewide disaster and preservation plans.

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

#### Strategies:

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

#### FY 2009 Targets

**Research and Evaluation:** Support 15 libraries and museums to develop new preservation models, services, or tools (including digital) to expand the efficiency and effectiveness of available strategies and choices for safeguarding collections.

**Convening:** Host two regional conferences to address high-priority needs identified in the Health Heritage Index. More than 350 representatives from libraries and museums will attend.

**Formula Grants to State Library Agencies:** A growing number of states are funding digitization projects to provide access to local and state historical information, including photos, newspapers, maps, industrial development and planning documents, conservation drawings, oral history, and collections of literary works. Twenty states, some in partnership with other cultural organizations, will provide access to unique materials through digitization. Additionally, projects will be funded to plan or train personnel in the technical requirements for quality images and to develop finding aids to assist the public, researchers, and educators in using these materials.

#### Discretionary Grants to Libraries and Museums:

- Support collections care in 1,000 small to medium-sized museums and libraries by providing the *IMLS Conservation Bookshelf*—a compilation of conservation publications and online resources.
- Provide support planning grants to 31 states to establish statewide partnerships that will address needs identified in the Health Heritage Index (including disaster planning).
- Help 300 museums survey their collections, and, in turn, rehouse, provide protective storage, and/or provide conservation treatment for these collections as needed.

# FY 2009 PERFORMANCE PLAN

## 2. Enhancing Learning and Innovation

Learning is more important than ever for success in today's global economy. This includes in-and out-of-school learning; learning at all ages; and, in addition to basic mathematics, reading, and science, a new set of 21st century skills such as creative problem solving, ability to work in teams, information literacy, and communication skills in multiple formats.

Over the past 20 years, an explosion of research has shown how people learn, from infancy to old age. We know that children are never too young to learn, and we know that lifelong learning extends the duration and quality of life. We also know that a thriving competitive economy depends on innovation and the opportunity to learn effectively not only in the classroom, but on the job and throughout one's lifetime.

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

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

### Strategies:

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

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

### Strategies:

- Support collaborations to extend the impact of libraries and museums in meeting their communities' needs.
- Create new partnerships with federal agencies and nongovernmental organizations to maximize federal support and serve as models for good practice in collaboration.
- Support various types of collaborations at the state level.

## FY 2009 PERFORMANCE PLAN

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

### Strategies:

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

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

### Strategies:

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

## FY 2009 Targets

**Research:** Conduct the third national survey to document evolving trends and measure results of relationships between museums and schools; disseminate findings in a conference and webcasts.

### Convening:

- Convene the annual WebWise Conference and bring together 300 library, museum, education, and technology experts to explore innovation in the use of digital technology in libraries and museums. Publish proceedings and make them accessible online.
- Hold an IMLS conference on Engaging America's Youth at which 300 museum educators, librarians, teachers, and school administrators will learn about the model practices identified in an IMLS study.

### Formula Grants to State Library Agencies:

- Support summer reading programs at 50 public libraries that will reach 5,000 students. Librarians will have access to tools to help evaluate summer reading programs and share findings.
- A growing number of states are developing Web portals that provide direct access to state and local information. These Web portals provide libraries of all types and in all settings the tools for personal learning, professional development, business/community/economic assistance, and government support services. By the end of 2009, 35 states will be offering statewide Web portals with these features.

### Discretionary Grants for Library and Museum Service:

- Support 220 museums to deliver learning experiences through exhibits, Web sites, multimedia, student programs (in and out of the classroom), teacher training, and public programming. Programming will reach 500,000 people.

## FY 2009 PERFORMANCE PLAN

- Support planning for, or implement collaborative activities in, 60 communities to develop partnership activities among libraries, museums, and other cultural, education, community, and business organizations to strengthen public opportunities for learning, research, and civic engagement.
- Support 100 museums and libraries in a variety of projects that encourage technology and digitization planning, develop digital libraries, create digital networks, and develop new digital tools and services that will increase public access to online museum and library collections and services.
- Support 100 museums in strengthening management practices to improve public service.

### 3. Building Professional Capacity

Training a 21st century library and museum workforce is a top priority for IMLS. Both the library and museum sectors face impending retirements of baby boomers and must attract and recruit new staff. In addition, the rapidly changing environment of the knowledge society, the possibilities provided by new technologies, the increasing diversity of the population, and the need to demonstrate public value and accountability require an expanding portfolio of skills for library and museum professionals at every level.

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

#### Strategies:

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

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

#### Strategies:

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

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

#### Strategies:

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

## FY 2009 PERFORMANCE PLAN

### FY 2009 Targets

**Convening:** Convene the annual IMLS Leadership Lecture to inspire leadership and new leaders. The lecture is held in Washington, D.C., and will be webcast. New and emerging library and museum leaders are encouraged to participate and explore lecture themes in Washington or online. The lecture provides a national platform for high-level policy dialogue on how libraries and museums can work strategically to help address issues of national concern.

**Formula Grants to State Library Agencies:** The delivery of library and information services in this information technology age is one of perpetual evolution and innovation. The Grants to State Library Agencies program allows for the relevant continuing professional development of staff involved in LSTA projects directly related to the six priorities of the program. This continuing education role equips staff to effectively deliver the services and to educate the end users in order to maximize their access to information. Library staff in 40 states will have benefited from such continuing education and will in turn have educated and provided services to library customers in their communities.

#### **Discretionary Grants for Libraries and Museums:**

- Support the recruitment, education, and training of librarians, library faculty, and library workers. Grants will help support professional development for 300 current library staff, and will continue support for 1,500 master's degree students and 10 new doctoral candidates, as well as the development of a new library school curriculum to better prepare library staff for the future.
- Support professional development opportunities for 2,500 museum professionals to increase management skills and knowledge and expand the museum leadership field.
- Support museum and library staff in 25 communities in gaining collaboration and community-building skills by participating in partnerships to institute The Big Read in their towns. These projects include participation in regional workshops to build target skills.
- Support 35 Native American and African American museums and cultural centers in providing professional development for staff.
- Support 60 awards that museums, libraries, universities, schools of library and information science, and professional organizations will use to reach 2,000 individuals in a variety of training and education activities at the master's, doctoral, and continuing education levels. Training will include conservation techniques, digital asset management, and technology planning.

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

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

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

## FY 2009 PERFORMANCE PLAN

### Strategies:

- Continue to build IMLS staff expertise and provide excellent service to the museum, library, and related communities.
- Make full use of the knowledge and expertise of the members of the National Museum and Library Services Board.
- Maintain and improve the Institute's peer review process for competitive grant programs.
- Maintain and improve the Institute's oversight of Grants to State Library Agencies through increased online assistance, site visits, and conferences.
- Streamline application and award management through transition to the Grants Management Line of Business; develop human capital to maximize use of these systems and to assist applicants and grantees in their use.
- Continue to improve information technology operations.
- Continue to improve financial management, including identifying and implementing additional efficiencies to reduce administrative expenses
- Maintain and improve internal management and financial controls throughout the Institute; this will lead to continued clean audit opinions with no material weaknesses.
- Finalize implementation of cost accounting methodology.
- Expand resources and technical assistance that support high-quality planning and evaluation for grantee organizations.
- Evaluate IMLS programs on a regular basis; apply findings to program improvements, and share models to improve practice.

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

### Strategies:

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

### FY 2009 Targets

**Provide policy advice to the President and Congress:** Prepare for the development and dissemination of an annual report to the nation on the state of libraries, museums, and information policy, to be launched in 2010.

### Develop and manage national data collection activities:

- Improve the timeliness and usefulness of public library and state library data collections.
- Launch a pilot for national ongoing data collection activities for museums.

## FY 2009 PERFORMANCE PLAN

### **Perform technical assistance and monitoring:**

- Provide online resources on project planning and evaluation for 100 percent of grantees and potential grantees.
- Convene representatives of all 57 recipients of Grants to State Library Administrative Agencies to provide technical assistance to ensure compliance with federal rules, and provide opportunities for networking and sharing best practices among grantees.
- Convene 100 percent of state data coordinators for technical assistance to ensure accurate and timely collection of public library and state library statistics.
- Convene 50 percent of recipients of discretionary grants to share best practices and provide technical assistance on reporting responsibilities.
- Provide technical assistance and information to at least 500 potential applicants and grant reviewers through audio conferences.
- Complete 20 site visits to monitor compliance and provide technical assistance to State Library Administrative Agencies.
- Continue to monitor the statewide online database services that state libraries are negotiating on behalf of libraries throughout their states. This statewide approach brings significant savings to libraries that would otherwise need to negotiate separate contracts and extends the service to libraries that cannot afford such databases under any circumstances. Thirty-five states will provide this cost-effective statewide service, which will significantly advance the long-term federal goal of providing equity of access to information for all citizens.

**Evaluate programs:** Undertake an evaluation of one IMLS grant category each year.

### **Disseminate results:**

- Identify and recognize five libraries and five museums that are national models to receive the National Medal for Museum and Library Service.
- Maintain and continue to develop agency Web site and increase the variety and use of multimedia communications (webcasts, e-newsletters, audio conferences, videos).
- Prepare to launch an online resource to disseminate results of 20 percent of IMLS-supported projects, with the goal of reaching 100 percent in three years.

### **Implement the President's Management Agenda:**

- Continue to improve information technology operations to fully meet the requirements of the Federal Information Security Management Act of 2002 and to fully implement security measures.
- Streamline application and award management by transitioning to the Grants Management Line of Business.



INSTITUTE of  
**Museum and Library**  
SERVICES

## Authorizing Framework



Photo courtesy of the Levine Museum of the New South.



## AUTHORIZING FRAMEWORK

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

### The Museum and Library Services Act (MLSA)

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

#### General Provisions

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

#### The Library Services and Technology Act

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

The LSTA directs IMLS to

- improve library service to better serve the people of the United States;
- facilitate access to library resources to cultivate an educated and informed citizenry; and
- 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 of connecting the whole of society to cultural, artistic, historical, natural and scientific heritage;
- help museums work with schools, families, and communities in support of education;
- encourage leadership in technology; and
- help museums achieve the highest standards of collections stewardship and management.

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

## AUTHORIZING FRAMEWORK

### The African American History and Culture Act

In December 2003, Congress passed and the President signed the African American History and Culture Act. 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 support museums that primarily focus on African American history and culture.