



Fiscal Year 2012 Appropriations Request to the United States Congress

Connecting People to Information and Ideas

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Introduction: *Connecting People to Information and Ideas*



Photo courtesy of the Japanese American National Museum

INTRODUCTION: CONNECTING PEOPLE TO INFORMATION AND IDEAS

Dear Members of Congress:

I am pleased to present this congressional justification of President Obama's FY 2012 budget request for the Institute of Museum and Library Services (IMLS). This request reflects the administration's commitment to providing strong public value even as the Administration develops a fiscally responsible budget. Indeed, this proposal shows that the agency will be providing greater service.

In FY 2012 IMLS will fully implement changes required by the reauthorization of the Museum and Library Services Act of 2010 and launching a new five-year strategic plan. We will provide leadership for the nation's 17,500 museums and 122,500 libraries and focus on citizen services and strengthening communities.

I share the President's desire to find budget savings throughout the federal government, and I think you will find that this request is reasonable while continuing to serve the museum, library, and information service needs of the American people.

My four-year term as director of IMLS has just begun. I look forward to meeting with many of you in the coming months and to working with Congress for the benefit of library and museum users. Please do not hesitate to call on me if I can ever be of assistance.

Sincerely,



Susan H. Hildreth
Director

Introduction

This budget recommends \$242,605,000 for IMLS, \$39.6M below the 2011 continuing resolution level annualized.

Rapid societal shifts are challenging museums and libraries to reinvent themselves. With this budget, IMLS is rigorously examining all of its grant programs, research, and leadership initiatives to ensure that every dollar is helping libraries and museums meet this challenge. In a world where the ability to access and use information is essential to competitiveness, IMLS must help frontline institutions to use new technology, adapt services to meet the needs of today's information seekers, and work in partnership with a host of community organizations.

The United States has invested billions of public dollars over the years to create 123,000 libraries and 17,500 museums. It is time to leverage that investment in physical infrastructure to meet the learning needs of communities while taking advantage of digital technology and social media to create new lifelong learning spaces online.

The Museum and Library Services Act, which was reauthorized in December 2010, sets a foundation for the future and provides an important roadmap as the agency develops its next five-year strategic plan.

In addition to reauthorizing existing programs, the new law calls on IMLS to take an active role in research and data collection and to advise the President and Congress on museum, library, and information services. The law also clearly recognizes how libraries and museums contribute to a competitive workforce and engaged citizenry; it encourages the use of libraries and museums in education, early learning, preservation, workforce development, and in development of essential 21st-century skills.

The law also sets IMLS's evolving role as a partner with other federal agencies. The ubiquity of the nation's libraries and museums, the trust invested in them by their communities, and their focus on learning and community engagement make them outstanding partners in furthering our nation's goals in many areas including health, education, workforce development, and cultural preservation.

To perform their vital services, libraries and museums must establish a strong and resilient network of public, private, and earned-revenue sources. While museums and libraries are updating their services, they face the additional challenge of increased public use that invariably results from economic hard times. Therefore they must use limited resources wisely to reach underserved people and develop effective service models.

Budgets for libraries and museums are declining just as our nation is being urged to "integrate digital and media literacy as critical elements for education at all levels." (Knight Commission on the Information Needs of Communities in a Democracy, *Informing Communities: Sustaining Democracy in the Digital Age*, Washington, D.C.: The Aspen Institute, October 2009) At a time when finding trusted information sources and digital and media competencies are "new forms of foundational learning," we need our librarians more than ever (Knight Commission).

Millions of Americans are turning to libraries for help finding a job, getting an education, and getting the information they need to make everyday decisions about their families and their health. Museums are continually

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updating their practices to carry out the important function of stimulating creativity and knowledge and their public service role of connecting the whole of society to the cultural, artistic, historical, natural, and scientific understandings that constitute our heritage.

That is why it is so important to provide strategic national leadership that will help libraries and museums provide the relevant services their communities need to succeed in our global economy.

Examples of IMLS leadership include the following:

- Helping thousands of museums and libraries in myriad ways, from providing much-needed technical assistance to small institutions to establishing national and replicable models, strengthening state networks, and supporting professional development. IMLS is helping frontline libraries and museums strengthen services in every community in the nation and reach people of all economic levels who are seeking to improve and enrich their lives.
- Providing accurate, timely public library data that is used nationwide to plan for and evaluate library services. IMLS has improved the timeliness of release of public library data and has made the data more useful through geo-coding and providing analysis that correlates libraries with a host of other workforce and education services.
- Developing a framework for digitally-inclusive communities, which will help public administrators at the local, city, county and state levels make strategic decisions about investments in public access technology.
- Providing tools and resources to help the nation's museums and libraries meeting the lifelong learning needs of people. IMLS will be spurring innovation with the creation of up to 30 new youth learning labs in libraries and museums across the country with the help of the MacArthur Foundation. These labs will be based on new research about how young people learn today.
- Providing better data on how public access technology can help citizens.
- Museums and libraries are community institutions that provide knowledge are public and nonprofit institutions that have strong mission accountability and use resources wisely for the public good.

With this budget, IMLS will support services that meet the 21st-century needs of citizens and create the libraries and museums of the future.

Strategic Focus

In addition to its grants to individual institutions and organizations, IMLS has several initiatives that support investments in local libraries and museums.

Libraries and Broadband

Nearly 170 million people used a public library in 2009. And one-third of all Americans age 14 or older – roughly 77 million people – used a computer or wireless network in a public library to access the Internet in the past year, according to a March 2010 report released by IMLS and the Bill and Melinda Gates Foundation. People used library technology to find work, apply for college, secure government benefits, learn about critical medical treatments, and connect with their communities.

The report, *Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries* (www.ims.gov/pdf/OpportunityForAll.pdf), was based on the first, large-scale study of users of public computers and Internet access in public libraries, the ways library patrons use this free technology service, why they use it, and how it affects their lives.

Low-income adults are more likely to rely on the public library as their sole access to computers and the Internet than any other income group. Overall, 44 percent of people living below the federal poverty line used computers and the Internet at their public libraries. However, library computer use was also significant among people with access at home or work. In fact, two-thirds of library computer users reported that they had access elsewhere.

Americans of all ages reported they used library computers and Internet access. Teenagers are the most active users. An estimated fifty percent of U.S. 14- to 18-year-olds used a library computer at least once during the past year, typically to do school work. The use of library technology had significant impact in four critical areas: employment (30 million people), education (12 million), health (28 million), and making community connections (43 million).

Unfortunately, up to a third of all libraries say they lack adequate Internet connections to meet demand. Others report that they cannot provide the access their patrons need.

In FY 2012 IMLS will:

- Develop guidelines to ensure that librarians and community-based organizations (CBOs) have training to help patrons use next-generation e-government applications.
- Develop guidelines for public access technology, based on populations served and organization size. Libraries and CBOs can use these guidelines to assess their needs for public access workstations, portable devices and bandwidth.
- Share data collection strategies with state library stimulus grantees and with the larger library community.

IMLS and Department of Labor Partnership

Through communications, grant making, and federal partnerships, IMLS supports libraries in their roles as “first responders” in the economic downturn. Job seekers have turned to libraries in record numbers for assistance in looking for and applying for work, using e-government services, and developing new businesses. Through leadership grants and communications activities, IMLS encourages local partnerships among public libraries and the public workforce system. An analysis of IMLS grants in FY 2009 and FY 10 estimates that more than \$11 million supported workforce projects in local libraries and museums. IMLS is conducting a similar analysis of state formula funding.

IMLS and the Employment and Training Administration (ETA) at the U.S. Department of Labor are working together to encourage the workforce investment system and public libraries to improve the quality of employment and training service to job seekers and unemployed individuals. The Assistant Secretary of Labor released a training and education notice to the entire public workforce system encouraging work with public libraries.

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IMLS and ETA have hosted webinars with the National Governors Association and other private partners to help public libraries and the workforce system share data, best practices, and tools. In addition, IMLS has awarded two grants (\$1.2 million over two years) to WebJunction, an online learning community, and the State Library of North Carolina for Project Compass, which assesses the needs of libraries and provides workforce development training for librarians. Project Compass has supported training and assessment opportunities for every state library, and in the coming year it will offer local training opportunities in high-need areas for nearly 2,000 librarians.

21st Century Skills, Competitive Workforce, Engaged Citizens

Critical thinking and problem solving, communication, collaboration, and creativity are essential to success in a global economy. Libraries and museums are trusted institutions that are well equipped to build those skills.

In FY 09 and FY 10 IMLS awarded more than \$22 million to local projects that support the development of 21st century skills. To provide leadership, IMLS launched the *Museums, Libraries and 21st Century Skills initiative*. Through this initiative, IMLS has helped museums and libraries develop new programs and models for providing their patrons with these new skills and for aligning their resources with these new requirements.

For example, IMLS arranged meetings in eight cities for approximately 50-80 community leaders representing museums, libraries, related cultural and social service organizations, school districts, state and local government, and the local business community. These meetings focus on community needs and how the various stakeholders can address those needs together. Through these workshops, IMLS has created new forums for these discussions.

Increase the technical skills of their communities (Learning Labs in Libraries and Museums)

Working with the John D. and Catherine T. MacArthur Foundation, IMLS is setting and distributing research, design, and programming principles and funding demonstration projects for use by libraries and museums. IMLS is also funding a national grant competition to create 30 new learning labs in libraries and museums.

Increase the use of online content (WebWise)

IMLS holds an annual conference for library, museum and archive professionals, educators and computer scientists that highlight recent research and innovations in digital technology, explore their potential impact on library and museum services, and promote effective museum and library practices in the digital environment. IMLS also funds technology-based grants and shares the results of these grants with other institutions.

The Future of Libraries and Museums

To libraries and museums make strategic decisions about the future, IMLS published *The Future of Libraries and Museums: A Discussion Guide* (www.imls.gov/pdf/DiscussionGuide.pdf) in 2009. The guide is based on a two-day conversation among library and museum leaders, educator, economists and technologists who came together at the behest of the National Academies of Science and IMLS to discuss the future delivery of library and museum services. IMLS also launched the UpNext Wiki (<http://imlsupnext.wikispaces.com>) in spring 2010. Library and museum experts led discussions on how library and museum services will be impacted by technology, education reform, and society and economic changes and also how delivery of those services must change.

Protect the collections and resources of libraries and museums (Connecting to Collections: A Call to Action)

In 2005 IMLS and Heritage Preservation, released the *Heritage Health Index*. The Index examined the state of collections in U.S. libraries, archives, museums, historical societies, and scientific organizations. The results were sobering:

- 190 million objects held by archives, historical societies, libraries, museums, and scientific organizations in the United States are in need of conservation treatment.
- 65 percent of collecting institutions have experienced damage to collections due to improper storage.
- 80 percent of collecting institutions do not have an emergency plan that includes collections, with staff trained to carry it out.
- 40 percent of institutions have no funds allocated in their annual budgets for preservation or conservation.

IMLS has worked with public and private partners to share resources and technical assistance to care for endangered collections with library and museum professionals.

Connecting to Collections included visits to four U.S. cities and a summit in Washington D.C.; IMLS's co-sponsorship of the Salzburg Global Seminar, Connecting to the World's Collections; the distribution of nearly 3,000 sets of essential texts on collections care; the awarding of more than 60 grants for statewide collaboration on collections care; and the creation of American Heritage Preservation Grants (AHPG). AHPG is a partnership between IMLS and the Bank of America Foundation that has provided 107 grants to museums, libraries, and archives for specific conservation or preservation projects.

This initiative's education and training activities continue with a series of webinars, book club discussions, and the recent publication of a *Report to the Nation* (www.ims.gov/pdf/CtoCReport.pdf), which examines the impact of the Connecting to Collections initiative.

National Book Festival Pavilion of the States

In September 2010, IMLS provided \$200,000 the National Book 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 literacy, the love of reading, and the literary traditions of the 50 states, the District of Columbia, and the U.S. territories. More than 150,000 people, a new attendance record, attended the 10th anniversary of this national event.

National Medals for Museum and Library Service

IMLS 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.



Summary of Appropriations Request



Photo courtesy of the Tamástslikt Cultural Institute.

SUMMARY OF APPROPRIATIONS REQUEST

The FY 2012 IMLS budget requests \$242,605,000. This amount includes \$241,120,000 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 \$1,485,000 for a grants program authorized by the African American History and Culture Act (AAHCA).

Research, Analysis, Evaluation and Data Collection

IMLS requests \$1,934,000 to collect data, carry out research and identify best practices in cooperation with the nation's libraries and museums.

Library Services

IMLS requests \$193,223,000 for the following library grant programs authorized by the LSTA.

- Grants to State Library Agencies
- Native American and Native Hawaiian Library Services
- Laura Bush 21st Century Librarian Program
- National Leadership Grants for Libraries

Museum Services

IMLS requests \$30,833,000 for the following museum grants and related programs.

- Museums for America
- Museum Professionals for the 21st Century
- Conservation Project Support
- Native American and Native Hawaiian Museum Services
- National Leadership Grants for Museums

African American Museum Services

IMLS requests \$1,485,000 for the grant program authorized by the African American History and Culture Act.

Administration

IMLS requests \$15,130,000 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, including the Institute's administrative costs in the area of research, analysis, and data collection activities.

SUMMARY OF APPROPRIATIONS REQUEST

Table 1: IMLS Appropriations History, 2002–2012

(Budget Authority in 000's)

Statutory Authority	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 Anticip.	FY 2012 Request
Museum and Library Services Act (MLSA) General Provisions											
Research, Analysis and Data Collection										2,081	1,934 ^a
Library Services Technology Act (LSTA)											
Grants to States	149,014	150,435	157,628	160,704	163,746	163,746	160,885	171,500	172,561	172,561	161,345
Native American Library Services	2,941	3,055	3,206	3,472	3,638	3,638	3,574	3,717	4,000	4,000	4,000
National Leadership: Libraries	11,081	11,009	11,263	12,301	12,375	12,375	12,159	12,437	12,437	12,437	12,250
Laura Bush 21 st Century Librarian		9,935	19,882	22,816	23,760	23,760	23,345	24,525	24,525	24,525	15,628
SUBTOTAL, LSTA	163,036	174,434	191,979	199,293	203,519	203,519	199,963	212,179	213,523	213,523	193,223
Museum Services Act (MSA)											
Museums for America	15,482	15,381	16,342	16,864	17,152	17,152	16,852	19,176	19,176	19,176	18,976
Museum Assessment Program	450	447	447	446	442	442	434	460	460	460	0 ^b
21 st Century Museum Professionals				992	982	982	965	1,280	1,280	1,280	2,073
Conservation Project Support	2,310	2,792	2,782	2,788	2,772	2,772	2,724	3,052	3,052	3,052	2,747
Conservation Assessment Program	820	815	815	813	807	807	793	803	803	803	0 ^c
Native American/Hawaiian Museum Services				843	911	911	895	945	975	975	975
National Leadership: Museums	5,167	5,663	6,891	7,539	7,920	7,920	7,782	7,981	7,981	7,981	6,062
SUBTOTAL, MSA	24,229	25,098	27,277	30,285	30,986	30,986	30,445	33,697	33,727	33,727	30,833
African American History and Culture Act											
Museum Grants for African American History and Culture					842	842	827	1,310	1,485	1,485	1,485
Agency Wide											
Administration	7,712	9,202	10,389	11,097	11,797	11,858	13,987	16,917	17,134	15,053	15,130
TOTAL, IMLS PROGRAMS AND ADMINISTRATION	194,977	208,734	229,645	240,675	247,144	247,205	245,222	264,103	265,869	265,869	242,605
Congressional Earmarks	29,524	35,156	32,595	39,889	0	0	18,285	10,737	16,382	16,382	0
TOTAL	224,501	243,890	262,240	280,564	247,144	247,205	263,507	274,840	282,251	282,251	242,605

^a From 2008-2010, this budget line was included in the Administration line.

^b Support for the Museum Assessment Program has been moved to the National Leadership: Museums line.

^c Support for the Conservation Assessment Program has been moved to the National Leadership: Museums line.



Detailed Program Descriptions



Photo courtesy of the Peter White Public Library.

DETAILED PROGRAM DESCRIPTIONS: POLICY ANALYSIS, DATA COLLECTION, PROGRAM EVALUATION

FY2012 Request: \$1,934,000

Policy Analysis

Over the last two years, IMLS has moved toward producing stronger evidence-based research that links library and museum services to a wide range of social and economic outcomes. In FY 2012, IMLS will develop a variety of new analyses and web resources that will help states and individual museums and libraries identify community needs and develop program plans. The agency's surveys including the Public Library Survey, State Library Agency Survey, and Museum's Count data collections, all provide detailed information about the institutional capacity for delivering museum and library services to the public.

However, that information is incomplete without understanding what communities need. In FY 2012 IMLS will link the institutional data with 2010 Census data and the American Community Survey. Linking museum and library service data with population statistics will allow library and museum professionals to understand their communities and to develop evidence-based plans to address community needs.

In FY 2010 for the FCC, IMLS combined library location data from the Public Library Survey, county level unemployment statistics from the Bureau of Labor Statistics, and One-Stop Employment Centers location data from Employment and Training Administration to analyze the availability of employment support resources in communities with high unemployment. IMLS also did this in FY 2011 to measure presence of public library services in HHS designated Health Professional Shortage Areas.

In FY 2012, IMLS will focus on data for early childhood learning. IMLS will combine Census population data on communities with high rates of at-risk children, IRS non-profit data on the availability of agencies in those communities that provide early learning programming and IMLS data on library and museum resources. This analysis will help communities and libraries plan early childhood programming. This analysis will also provide a catalogue of community services for early learning that will help policymakers understand the availability of early learning services in urban, suburban and rural communities nationwide.

Museums and libraries play a significant role in helping the U.S. achieve its national goals. IMLS identifies the different ways in which these institutions can work with other community-based services to meet local needs. By providing more detailed information about the intersection between library and museum services and a wide variety of social and economic outcomes, IMLS can help communities and policymakers understand the full extent of resources in communities.

Data Collection and Dissemination

Library and museums stakeholders need reliable, current, and useful data to improve their decision-making and planning. These data can also be used by federal, state and local policymakers. IMLS started this process for library data by "localizing" the data. IMLS added new location variables such as geo-codes, Department of Education "locality codes", and county and census tract identifiers to its data which allows the public library data to be used more broadly.

As the quality and availability of data for small geographic areas improves, IMLS can help to provide a much more detailed analysis even down to the neighborhood level. IMLS has updated all of its data collection with

geographic identifiers and is incorporating the data to aggregation sites like Data.Gov and Data Ferret to extend the reach and relevance of its federal collection activities and expand the data's use.

IMLS's place-based research approach is consistent with developing more effective place-based policies and is an important first step toward preparing the data for an entirely new analytic approach to examining museum and library services. With the advent of 2010 decennial Census data and the availability of small areas statistics from the American Community Survey, researchers will be able to profile communities in relation to museum and library services using highly reliable small areas population statistics. Linking population data with institutional data provides a much wider range of possibilities for understanding the community context and needs that could ever be addressed within a single federal collection.

To assure that the similar museum data is available, IMLS launched a national database project in FY 2011, *Museums Count*. The project will build a comprehensive, real-time, on-line database of U.S. museums. The project will provide reliable information about museums for policy analysis and for greater accountability in museum grant making. Like the library data, all museum data will be geo-referenced.

The current lack of a comprehensive database of museums makes it difficult to rigorously assess the impact of agency grant making. For example, IMLS currently cannot estimate the percentage of eligible museums that apply for IMLS grant programs or establish basic museum service metrics, such as county or state per capita museum access indicators, without a reliable institutional baseline. The Web-based system will allow for real-time updates from museums and reduce the burden and overall cost of a census type data collection.

Performance Management and Evaluation

IMLS has improved its performance management and evaluation practices significantly. These efforts include: a) a complete overhaul of its administrative data collected through our Grants to State and the discretionary grant program reporting to improve program tracking and outcome reporting; b) performance planning sessions with a wide variety of stakeholders to better define program goals and corresponding outcomes; and c) independent, third-party program evaluations to assess the long-term impacts and sustainability of IMLS grant making activity.

Improved Administrative Data Collection and Management for Outcome Reporting

Over the past fiscal year, IMLS worked with contractors to plan a new agency-wide reporting process for both discretionary grants and the Grants to States program. The new reporting process will provide a more direct link between funded program activity and the agency's strategic goals and will allow for more systematic, aggregate reporting for the performance and accountability reports.

The first step involved reviewing performance measures used in the library and museum field domestically and internationally. This review identified four measurable categories of library and museum program activities that correlate with the IMLS strategic goals: (1) Preservation services; (2) Library and Museum Workforce Development; (3) Visitor Services (grants that support programming for external audiences); and (4) Research and Development.

DETAILED PROGRAM DESCRIPTIONS: POLICY ANALYSIS, DATA COLLECTION, PROGRAM EVALUATION

For the first three categories, IMLS is developing a set of outcome measures with IMLS program staff and external museum and library stakeholders. As it is difficult to measure research and development outcome, alternative evaluation procedures may be needed for these activities.

The outcome measurement procedure will change from the current agency practice. IMLS will now ask applicants to identify their proposed outcomes at the beginning of the grant period. Applicants will select outcome areas from a set of options for their specific grant program. For the pilot stage of this process IMLS may require applicants to choose one or more core outcome indicators that all grantees need to track.

By limiting the number of outcomes, IMLS can a) limit the reporting burden on grantees, b) provide more detailed, targeted technical assistance to grantees on performance measurement, and c) report on a discrete set of valid and reliable agency performance measures that cross all grant programs. In FY 2011, the agency will vet selected performance measures with internal and external stakeholders and will submit PAR review documents to OMB for new data collection procedures and forms for the pilot library and museum grant programs. In FY 2012 IMLS will pilot test the new reporting process in its Grants to States program and two discretionary grant programs.

Program Level Performance Planning

In FY 2011 IMLS has begun performance planning with internal staff and external stakeholders to define program goals and to establish clear benchmarks for measuring progress. In FY 2011 IMLS focused on the Grants to State program, the Laura Bush 21st Century Librarian program, and Museums for America. The planning process for each program area: a) identifies high level priorities and develops a detailed theory of change; b) provides multiple opportunities for external stakeholders to review program priorities and comment on the plan; c) develops benchmarks and identifies specific outcome measures for ensuring that implemented strategies are accountable and foster learning and efficient practice; d) results in planning documents that stakeholders within and outside the agency can review and monitor.

Independent Program Evaluations

IMLS has hired independent evaluators to understand how it might measure the long-term impacts and sustainability of grants in Museums for America and the Laura Bush 21st Century Librarian programs. Both contracts employ multi-method evaluation strategies and include web-based surveys, focus groups, and structured interviews with grantees, local partners, and program beneficiaries. IMLS will use these in its performance planning

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

Grants to State Library Agencies

Fiscal Year	Budget Authority
2009	\$171,500,000
2010	\$172,561,000
2011	\$172,561,000 (anticipated)
2012	\$161,345,000 (requested)

Program Description

The Grants to State Library Agencies program is the largest federal program for libraries in the United States. The program is designed to ensure equitable access to high-quality library services nationwide. Each state must submit a five-year plan to IMLS that describes state needs within the context of priorities established by the Museum and Library Services Act. Awards are made annually according to a population-based formula. Funds may be used for statewide services or for sub-grants. State must match federal awards and comply with maintenance of effort requirements.

The recent reauthorization adjusted the program's priorities. Under the new Act, states must focus their activities on using technology, sharing resources, supporting literacy, serving underserved populations and achieving efficiencies. The Act added an emphasis on lifelong learning, workforce development, digital literacy, s and emergency response and preparedness.

As many Americans use libraries for information and new technology skills, U.S. public libraries are first responders in a time of economic uncertainty. Research shows that library use has steadily increased during the past 10 years, even with the growth of the Internet. Use grew 19 percent in the past decade and circulation grew 12 percent despite tight fiscal budgets. State library agencies are working to help library professionals and local libraries meet patrons' needs. Limited resources are being shifted as the services of libraries are being redefined.

A 2010 study by University of Washington Information School, supported by IMLS and the Bill and Melinda Gates Foundation, demonstrates both the value of libraries and the risk of fiscal decline. Seventy-seven million people used library computers last year. They found jobs, continued their education, got answers to critical health questions and accessed government services. Library computers are used to file taxes, apply for citizenship, enroll children in school and apply for social services. Diminishing our support for these institutions will make it more difficult for Americans to find work, get an education, and lead healthy lives.

The Chief Officers of State Library Agencies (COSLA) recently conducted a survey among their membership to assess impact of state budget cuts. Current and anticipated impacts of budget cuts cited by respondents to COSLA's questionnaire include the following:

- Staff layoffs or furloughs, the inability to fill vacancies, and a decrease in staff training
- Reductions in state aid to libraries; reductions in statewide databases (e.g., access to ebooks, reference materials, newspapers, magazines, scholarly journals, streaming audio and video); cuts to conference, consultation services, and travel budgets to local libraries; cuts to books and subscriptions budgets
- Closure of regional libraries, decreased hours, reduction or elimination of many programs and services

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

A significant number of state libraries reported current or anticipated difficulty in meeting the matching and maintenance of effort requirements of the federal Grants to States program.

In FY 2012 all states and territories will be required to develop new five year plans to address the priorities identified in the legislation. IMLS is working with the states to develop new reporting requirements which will help to identify and share promising practices. The following examples illustrate how states use these grant funds, to meet high-priority public needs.

Economic Growth/Business Development

BOSS (Business Outreach Success Stories)

Alameda County Library, California

IMLS Funds Expended: \$2,881; Total: \$7,815

BOSS, Business Outreach Success Stories, provided community workshops, staff training and a multimedia business collection to help people launch and expand small businesses in the Tri-City area of Alameda County. Business workshops were offered with the Small Business Administration, the Women's Initiative and Service Core of Retired Executives, including a three-week business plan writing workshop. Staff training focused on using Reference USA for marketing purposes.

Careering or Recareering? - Your Library Can Help!

Navajo County Library District, AZ

IMLS Funds Expended: \$12,440; Total: \$71,505

"Careering or Recareering? – Your library can help!" gave Navajo County public libraries new career and business resources for new and returning jobseekers and entrepreneurs, allowing those libraries to support and broaden the reach of other county agencies that help the unemployed.

Sunflower Small Business Center

Sunflower County Library, MS

IMLS Funds Expended: \$10,803

Sunflower County is typical of most Mississippi Delta Counties – high poverty, low functional literacy rates, high unemployment, and rapidly shrinking big business employment opportunities. With help of this grant, the library created a modern functional business information and community center and is now working with the Sunflower County Economic Development Office, the Four Chambers of Commerce in the county, and the two Main Street Communities.

Champaign Public Library: A Business Essential

Champaign Public Library, IL

IMLS Funds Expended: \$100,000; Total: \$163,774

Champaign Public Library worked with the Champaign County Chamber of Commerce; the local chapter of Service Core of Retired Executives, the University of Illinois Extension Small Business Development Center; the University of Illinois Business and Economics Library; and the University of Illinois Graduate School of Library and Information Science to develop business information services, programs, collections, a business website and e online resources for local business-owners, entrepreneurs, future business owners and other members of the community on starting and sustaining a successful business.

Strengthening Communities

Fairhope Public Library, AL

IMLS Funds Expended: \$19,303; Total: \$24,470

Fairhope Public Library used this grant to offer workforce training to people in its economically distressed county. The library provides information resources and training for small businesses and offers workshops on job interviewing skills and computer competencies.

Regional Development

Taking Care of Business

Kewanee Public Library District

IMLS Funds Expended: \$69,796; Total: \$76,488

Taking Care of Business (TCB) sought to confront the lack of information and services for job seekers and entrepreneurs in the rural counties of Stark, Henry, and Bureau, by coordinating collections, resources, and programs between 16 partnering libraries and economic development offices. TCB used grant funds to develop the business and career collections in all 16 participating libraries and support programs on job search skills, including cover letter and resume writing, interviewing, locating available positions online, and formulating a search strategy.

Community Resources

Consumer Education Initiative

South Park Township Public Library, PA

IMLS Funds Expended: \$20,500

The South Park Township Public Library developed a consumer education initiative. The library created independent consumer education collection, improved access to electronic and print consumer education material, and created public programming on consumer awareness.

Delaware Libraries Community Resource Exchange, DE

Delaware Division of Libraries

IMLS Funds Expended: \$5,557

The Community Resource Exchange (CRE) coordinates information exchange through Delaware public libraries.

Science, Technology, Engineering and Math

Assessment: Project LEAP: Science is Fun!

Englewood Library, MD

IMLS Funds Expended: \$65,800; Total: \$138,320

Project LEAP: Science is Fun! includes a series of programs conducted at the Edgewood Library for children in grades 3-8. The library program includes science equipment that can be checked out from the library.

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

Open Project: Library STEM (Growing Science, Technology, Engineering & Math)

Nevins Memorial Library, MA

IMLS Funds Expended: \$9,250; Total: \$17,063

The STEM project developed a model of fun, high interest, science, technology, engineering and math activities for children from 4th to 6th grade. The after-school programs while open to all children, focused on reaching girls and children living in poverty in the Methuen community. This project has reached many underserved children, specifically young girls and introduced them to many scientific concepts.

Science Resource Center Database

Enoch Pratt Free Library (Baltimore City), MD

IMLS Funds Expended: \$278,000

The library used IMLS grant funds to purchase a statewide database license for the Gale Science Resource Center Database. This is the first database purchased jointly by public libraries and school libraries for their patrons. Almost 82,000 users used the database during the grant period.

Return on Investment

Taxpayer Return on Investment in Florida Public Libraries

Florida Division of Library and Information Services

IMLS Funds Expended: \$150,000

The Florida Division of Library and Information Services commissioned the Haas Center for Business Research and Economic Development, University of West Florida, to provide an update to the return on investment study performed in 2004. This second analysis extended the economic contribution of libraries beyond the actual users of the libraries to yield a set of direct, indirect, and induced effects to the State of Florida and its communities. Key findings: Florida's public libraries return \$8.32 for every \$1.00 invested from all sources. A job is created for every \$3,491 of public support to Florida libraries. The value of all goods and services produced in the State of Florida increases by \$10.57 for every dollar of public support to libraries. For every dollar of public support spent on public libraries in Florida, income (wages) increases by \$22.97.

Return on Investment

Office of Commonwealth Libraries

IMLS Funds Expended: \$139,758

IMLS funds were used to pay for the second part of a study to determine the economic benefit of public libraries for Pennsylvanians and to what extent citizens feel the public library contributes to their overall economic well-being. This study examined the extent of in-library and remote use through the Internet, characteristics of those who use Pennsylvania public libraries, what services are used, factors that affect use, and the purposes for which the public libraries are used. Estimates are also provided for what public library users currently pay to use the public libraries in terms of their time and money. The return on investment (ROI) study revealed that Pennsylvanians consider library information and services to be worth at least \$683 million to them. It also revealed that it would cost public library users \$964 million more to obtain needed or desired information if there were no public libraries. Therefore, the Pennsylvania taxpayer ROI in public libraries is 5.5 to 1.

Broadband/Statewide Network

Statewide Library Network

West Virginia Library Commission

IMLS Funds Expended: \$344,676; Total: \$2,207,796

The West Virginia Library Commission Network provides Internet access, e-mail communication and web page support for all public libraries in the state. In many communities the public library is the only public access Internet point. IMLS funds are used to design, implement, support and upgrade the Statewide Library Network to continuously maintain the ability of public libraries to serve as electronic gateways for all West Virginians..

Health

Fit for Life: Get Active, Get Healthy, Get Smart @ the Rancho Cucamonga Libraries

Rancho Cucamonga Public Library

IMLS Funds Expended: \$5,000; Total: \$35,170

This program targets, tweens/teens and seniors, with a series of health and wellness programs and activities

Medline Plus Go Local Oregon / Oregon Health Go Local

Oregon Health and Sciences University

IMLS Funds Expended: \$92,992; Total: \$108,587

Oregon Health Go Local, aka Medline Plus Go Local Oregon, was coordinated by the Oregon Health & Science University Library. The library used IMLS funds to create, maintain, and expand an online directory of health service providers in Oregon. Users can browse by health topics, health providers, or location to find the services they need. As part of national MedlinePlus Go Local, the Oregon Health Go Local database is integrated with the National Library of Medicine's MedlinePlus database. From MedlinePlus users can find health service providers in Oregon.

Libraries for the Blind and Physically Handicapped

Library for the Blind and Physically Handicapped

Connecticut State Library

IMLS Funds Expended: \$617,055; Total: \$939,942

The Library for the Blind and Physically Handicapped (LBPH) distributes Braille books and magazines, large print books, books on tape, digital media, and cassette and digital players to qualifying individuals in Connecticut. The program also provides reader's advisory and reference services. Constituents are visually and/or physically disabled: unable to read standard print due to visual, physical, or organic reading disabilities. There are over 62,000 titles in the collection. Part of the National Library Service for the Blind and Physically Handicapped, Library of Congress, LBPH is a member of a network of cooperating libraries that provides alternative format books and magazines to meet the recreational, educational and informational needs of persons who have difficulty with print media. LBPH serves about 97 percent of its patrons with Talking Books, the remainder with Braille books, lending to individual patrons as well as institutions like libraries, schools, hospitals. 245,932 items circulated. All services are free, including playback machines and postage, and eligible veterans receive priority service.

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

Table 2: State Allotments for FYs 2006–2012

State	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11 Anticipated	FY 12 Request
AL	\$2,610,549	\$2,602,935	\$2,545,491	\$2,731,363	\$2,746,218	\$2,747,137	\$2,574,709
AK	\$887,453	\$888,213	\$833,016	\$982,962	\$984,174	\$986,632	\$963,971
AZ	\$3,150,258	\$3,211,248	\$3,228,606	\$3,489,746	\$3,560,969	\$3,575,566	\$3,354,669
AR	\$1,820,073	\$1,819,735	\$1,766,109	\$1,936,565	\$1,945,548	\$1,948,477	\$1,845,846
CA	\$16,557,920	\$16,506,165	\$16,431,277	\$16,882,749	\$16,971,056	\$16,906,279	\$15,609,071
CO	\$2,642,220	\$2,650,213	\$2,612,765	\$2,834,938	\$2,869,234	\$2,885,879	\$2,721,190
CT	\$2,154,030	\$2,141,681	\$2,068,566	\$2,232,450	\$2,231,803	\$2,224,539	\$2,092,898
DE	\$965,243	\$967,412	\$912,962	\$1,063,319	\$1,066,966	\$1,068,571	\$1,037,122
FL	\$8,332,483	\$8,429,449	\$8,425,588	\$8,770,131	\$8,803,371	\$8,818,223	\$8,162,462
GA	\$4,522,400	\$4,590,936	\$4,622,315	\$4,910,851	\$4,972,854	\$4,995,052	\$4,649,307
HA	\$1,157,565	\$1,157,491	\$1,101,262	\$1,248,881	\$1,250,947	\$1,248,587	\$1,200,817
ID	\$1,215,563	\$1,225,259	\$1,180,138	\$1,344,632	\$1,355,376	\$1,358,611	\$1,304,857
IL	\$6,249,722	\$6,216,116	\$6,133,883	\$6,377,081	\$6,398,149	\$6,347,707	\$5,865,555
IN	\$3,369,822	\$3,357,739	\$3,292,765	\$3,492,642	\$3,506,281	\$3,499,765	\$3,261,997
IA	\$1,909,822	\$1,902,157	\$1,840,733	\$2,004,495	\$2,010,773	\$2,000,458	\$1,891,052
KS	\$1,812,456	\$1,804,558	\$1,745,712	\$1,910,501	\$1,921,944	\$1,917,438	\$1,818,158
KY	\$2,439,668	\$2,433,669	\$2,374,218	\$2,560,096	\$2,572,188	\$2,573,908	\$2,418,386
LA	\$2,604,141	\$2,587,884	\$2,409,825	\$2,583,026	\$2,634,925	\$2,652,034	\$2,494,497
ME	\$1,181,762	\$1,177,883	\$1,116,986	\$1,263,871	\$1,263,471	\$1,258,738	\$1,205,966
MD	\$3,067,643	\$3,062,016	\$2,988,627	\$3,170,413	\$3,176,887	\$3,182,088	\$2,978,363
MA	\$3,449,395	\$3,413,560	\$3,346,669	\$3,538,949	\$3,559,988	\$3,574,604	\$3,336,503
MI	\$5,093,053	\$5,052,531	\$4,941,233	\$5,144,483	\$5,113,653	\$5,056,739	\$4,658,472
MN	\$2,864,372	\$2,856,123	\$2,793,089	\$2,983,922	\$2,993,749	\$2,991,883	\$2,799,363
MS	\$1,886,927	\$1,882,233	\$1,809,550	\$1,973,794	\$1,982,436	\$1,975,935	\$1,865,969
MO	\$3,155,054	\$3,150,050	\$3,087,560	\$3,285,694	\$3,300,104	\$3,308,565	\$3,088,315
MT	\$1,008,157	\$1,007,986	\$952,693	\$1,104,586	\$1,108,783	\$1,108,023	\$1,072,651
NE	\$1,372,965	\$1,370,433	\$1,311,709	\$1,466,605	\$1,470,441	\$1,468,721	\$1,405,519
NV	\$1,634,252	\$1,659,300	\$1,628,664	\$1,817,143	\$1,832,430	\$1,840,322	\$1,743,498
NH	\$1,173,868	\$1,172,791	\$1,114,075	\$1,263,260	\$1,263,185	\$1,261,492	\$1,210,209
NJ	\$4,464,364	\$4,434,773	\$4,343,636	\$4,530,162	\$4,528,274	\$4,502,723	\$4,178,381
NM	\$1,442,371	\$1,445,113	\$1,392,895	\$1,553,194	\$1,559,494	\$1,562,251	\$1,494,774

Table 2: State Allotments for FYs 2006–2012 (cont'd)

State	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11 Anticipated	FY 12 Request
NY	\$9,146,249	\$9,074,434	\$8,955,719	\$9,234,002	\$9,318,366	\$9,258,755	\$8,522,876
NC	\$4,394,254	\$4,419,501	\$4,401,145	\$4,696,435	\$4,767,500	\$4,798,236	\$4,469,249
ND	\$878,082	\$876,330	\$818,116	\$963,563	\$964,313	\$963,966	\$941,905
OH	\$5,691,792	\$5,643,980	\$5,543,747	\$5,762,879	\$5,770,712	\$5,747,255	\$5,299,786
OK	\$2,162,902	\$2,158,232	\$2,100,996	\$2,283,428	\$2,294,344	\$2,298,626	\$2,172,021
OR	\$2,194,490	\$2,199,259	\$2,153,972	\$2,341,114	\$2,359,806	\$2,359,475	\$2,224,535
PA	\$6,075,494	\$6,034,092	\$5,963,310	\$6,191,018	\$6,197,247	\$6,213,530	\$5,740,716
RI	\$1,076,537	\$1,069,862	\$1,006,294	\$1,148,900	\$1,145,724	\$1,142,362	\$1,103,384
SC	\$2,462,858	\$2,469,636	\$2,424,418	\$2,633,782	\$2,665,509	\$2,682,399	\$2,521,550
SD	\$938,791	\$937,650	\$881,774	\$1,032,934	\$1,036,430	\$1,036,639	\$1,008,524
TN	\$3,220,133	\$3,221,670	\$3,173,028	\$3,409,056	\$3,434,523	\$3,444,074	\$3,219,060
TX	\$10,597,273	\$10,661,984	\$10,787,020	\$11,275,967	\$11,462,047	\$11,559,503	\$10,780,554
UT	\$1,658,384	\$1,683,421	\$1,652,433	\$1,852,581	\$1,892,820	\$1,902,435	\$1,814,005
VT	\$872,315	\$870,330	\$812,903	\$955,380	\$955,355	\$952,954	\$929,348
VA	\$3,913,359	\$3,928,187	\$3,872,179	\$4,098,498	\$4,123,366	\$4,140,480	\$3,865,634
WA	\$3,354,800	\$3,364,690	\$3,328,627	\$3,547,224	\$3,582,706	\$3,605,601	\$3,382,540
WV	\$1,394,138	\$1,396,003	\$1,333,562	\$1,483,211	\$1,484,197	\$1,478,887	\$1,411,304
WI	\$3,010,271	\$3,033,754	\$2,962,815	\$3,163,009	\$3,174,392	\$3,162,462	\$2,950,819
WY	\$821,234	\$820,240	\$765,437	\$911,752	\$916,086	\$918,936	\$899,384
DC	\$842,132	\$838,393	\$794,432	\$940,769	\$942,308	\$943,251	\$924,603
Puerto Rico	\$2,296,792	\$2,318,588	\$2,252,920	\$2,427,110	\$2,432,483	\$2,421,651	\$2,199,048
American Samoa	\$65,739	\$65,449	\$65,133	\$85,486	\$89,087	\$88,811	\$86,291
Northern Marianas	\$75,737	\$76,310	\$76,850	\$98,394	\$82,818	\$82,602	\$80,625
Guam	\$114,960	\$115,305	\$115,602	\$137,960	\$139,083	\$138,331	\$131,479
U.S. Virgin Islands	\$88,342	\$87,823	\$87,268	\$107,966	\$108,676	\$108,213	\$103,996
9131(b)(3)(D) Pool ^d	\$203,371	\$203,225	\$203,040	\$265,078	\$265,431	\$264,619	\$257,217
TOTAL	\$163,746,000	\$163,746,000	\$160,885,357	\$171,500,000	\$172,561,000	\$172,561,000	\$161,345,000

^d 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
2009	245	218	\$3,717,000
2010	261	130	\$4,000,000
2011	NA	NA	\$4,000,000 (anticipated)
2012	NA	NA	\$4,000,000 (requested)

Program Description

Grantees use Native American/Native Hawaiian Library Services Grants to improve 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:** grants to approximately 200 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.

Examples of recent grants in the Enhancement category include:

The Cherokee Nation (OK) will establish the Virtual Library of Cherokee Knowledge, which will provide Cherokee citizens and the general public access to a comprehensive digital repository of authentic Cherokee knowledge related to the Nation's history, language, traditions, culture, and leaders.

The Jemez Pueblo Community Library (NM) is undertaking a project focusing on the preservation of the Towa language and Jemez Pueblo culture, traditions, and knowledge. The new "Towa Cultural Resource Center" in the library will serve as a central place to collect, house, and make resources available to tribal members.

The Menominee Indian Tribe of Wisconsin is working with the College of Menominee Nation Library Special Collections Department and Wisconsin Heritage Online, to house, preserve, catalog, and digitize a large collection of rare and historically significant archival materials, many relating directly to the personal, legal, and national story of the Menominee Tribe's struggle for sovereignty during the Termination and Restoration period from 1954 to 1973.

The Iowa Tribe of Oklahoma (OK) will develop the "Starting Points" program, which will establish a Literacy, Educational, and Employment Resource Office to assist community members in need of literacy and employ-

ment training. The tribe will facilitate and maintain tools necessary for participants to create resumes, and use job-skills training and job-search opportunities.

The Hopi Tribe of Arizona will add the Kuwanomp'tap Sikisve (Computer Technology on Wheels) to its already very successful Hopi Tutuqayki Sikisve (Library on Wheels) from an earlier enhancement grant. The **mobile computer lab** will operate with the current bookmobile's schedule and will extend and improve public computer and Internet access to the remote villages throughout the Hopi service area.

Laura Bush 21st Century Librarian Program

Fiscal Year	Applications	Awards	Budget Authority
2009	111	33	\$24,525,000
2010	110	39	\$24,525,000
2011	119	NA	\$24,525,000 (anticipated)
2012	NA	NA	\$15,628,000 (requested)

Program Description

The Laura Bush 21st Century Librarian Program will 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 library and information science faculty. It also supports grants for research in library education and library staffing needs, curriculum development, and continuing education and training. Since its inception in 2003, this program has funded 3,220 master's degree students, 186 doctoral students, 1,256 pre-professional students, and 26,206 continuing education students.

The grants can be used for:

- **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 to be faculty, library managers, and administrators.
- **Research:** Funds research in library education. .
- **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.

Recent awards include:

The University of Illinois Urbana-Champaign Graduate School of Library and Information Science, the University of Tennessee School of Information Sciences, and the National Center for Atmospheric Research establish Data Curation Education in Research Centers (DCERC). DCERC will develop a model, including a field experience

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

in a data intensive scientific environment, for educating library and information science master's and doctoral students in data curation. It will develop a graduate research and education program to address the need for professionals with scientific expertise who can manage and curate large digital data collections.

Project CHART (Cultural Heritage, Access, Research and Technology) is a three-year partnership among **the Pratt Institute, the Brooklyn Public Library, Brooklyn Museum, and Brooklyn Historical Society** to prepare master's students to be **digital managers and curators** in libraries, museums, and archives. Students who receive tuition scholarships will graduate with a Master of Library and Information Science including an 18-credit program in digital management. The program includes internships where, for example, students digitize Brooklyn photographs and produce a public Web site featuring those photographs.

Palau Community College developed a distance education library and information science program accredited through the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges. This pilot program will provide a **formal training opportunity for the library workers of Palau** and to evaluate and test the associates degree curriculum and technology before expanding the program to reach the other islands in Micronesia.

WebJunction and the State Library of North Carolina are conducting a needs assessment on unemployment in all United States regions and creating a corresponding curriculum that can be tailored to meet local needs. WebJunction is conducting a train-the-trainer workshop and up to 75 local workshops for public library staff working in the highest unemployment areas. It will deliver a presentation at local conferences and make a free version available online, in addition to hosting a Web site for ongoing communication among state libraries.

The Nebraska Library Commission and Central Community College are fostering the recruitment, education, and 21st century skills development of 165 pre-professional and professional students through scholarships, internships, and stipends. The Cultivating Rural Librarians' Technology Skills program adds value to students' formal educational experiences through social and face-to-face networking opportunities and through technology skills training. The grant will also be used to recruit promising high school and college students and diverse library personnel to ensure that Nebraskans receive library services provided by knowledgeable librarians who represent a range of backgrounds and talents.

The Alaska Native Libraries, Archives, and Museum supported paraprofessional and professional continuing education and training at a summit of library, archives, and museum staff who are Alaska Native or serve significant Alaska Native populations. Working with a diverse group of for-profit and non-profit organizations, the state library is developing a strategic plan to sustain these education initiatives. It will develop a Web site to disseminate continuing education and professional development opportunities and will deliver three workshops using a variety of traditional and technology-enabled methods.

DETAILED PROGRAM DESCRIPTIONS: NATIONAL LEADERSHIP GRANTS

Fiscal Year	Applications	Awards	Budget Authority Museums	Budget Authority Libraries
2009	193	80	\$7,981,000	\$12,437,000
2010	241	67	\$7,981,000	\$12,437,000
2011	NA	NA	\$7,981,000 (anticipated)	\$12,437,000 (anticipated)
2012	NA	NA	\$6,062,000 (requested)	\$12,250,000 (requested)

Program Description

National Leadership Grants advance the ability of museums, archives, and libraries to preserve physical and digital collections, build technology infrastructures and information technology services, and provide 21st century knowledge and skills to support a world-class workforce.

Successful proposals have national impact and generate results—new tools, research, models, services, practices, or alliances—that can be widely adapted or replicated to extend the benefit of federal investment and that increase community access and participation. Projects must demonstrate national impact, innovation and collaboration.

Innovation is the key to using time, money, and staff more productively, and to helping cultural heritage institutions improve their services, processes, programs, and products. Within this category, IMLS has launched **Sparks! Ignition Grants for Libraries and Museums** to expand and test the boundaries of library, archive, and museum practices. Sparks! will provide small, targeted investments in high-risk, innovative responses to the of a rapidly changing information environment. These grants test specific innovations and foster broad sharing of information about what works and what does not. Because innovations can emerge in a variety of settings, the Sparks! Ignition Grants initiative is structured to encourage participation by organizations of all types and sizes.

This request eliminates separate budget lines for the Conservation Assessment Program and Museum Assessment Program and incorporates these activities under National Leadership Grants. IMLS believes the needs of small communities for museum services can be met through leadership strategies with an emphasis on planning, results, and community engagement.

Recent awards include:

The Vanderbilt University Medical Center, Nashville, TN and University Community Health Services, Inc. are using IMLS funds to learn more about the best way to deliver health information. They used grant funds to test a patient's ability to understand health information and also his or her best way to learn, whether through seeing, reading, listening, or doing. They built an Internet-based tool that uses those results to give patients information about their illnesses that is more understandable and more likely to be followed. They are developing the tool for two common conditions—high blood pressure and diabetes—and will test the tool in two settings: a large university hospital emergency department and a community health clinic.

The Athens-Clarke County Library, Athens, GA and the Lyndon House Arts Center are developing new services and programs for mature adults. The project is reaching new users through creative use of new technology, em-

DETAILED PROGRAM DESCRIPTIONS: NATIONAL LEADERSHIP GRANTS

ploying live webcasts and a video archive of these programs. The project is developing a best-practices model to engage boomers in the work and mission of libraries and museums in their communities.

Missouri Botanical Garden St. Louis, MO, is advancing conservation efforts at botanical gardens and arboreta. The project will develop and test a generalizable, easily replicable approach that integrates bioclimatic modeling and innovative research experiments to explore the impacts of climate change on plant diversity and to develop scientifically based protocols to avert the loss of species.

DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

Museums for America

Fiscal Year	Applications	Awards	Budget Authority
2009	433	167	\$19,176,000
2010	510	178	\$19,176,000
2011	462	NA	\$19,176,000 (anticipated)
2012	NA	NA	\$18,976,000 (requested)

Program Description

Museums for America grants strengthen a museum's ability to serve the public more effectively by supporting high-priority activities that advance the institution's mission and strategic goals. Museums for America grants promote the development of 21st century museums that ensure broad community access and promote 21st century skills.

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 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 enable museums to share collections, content, and knowledge to support learning with their communities, including classes and presentations, integration of technology, publications, and program/exhibit development.

Recent awards include:

The Massachusetts Audubon Society in Lincoln, MA, added Americans with Disability Act -accessible elements to eight nature trails. These enhancements will provide content and experiences that are sensory-rich, tactile, universally themed, and designed for visitors who have rarely had the opportunity to visit a wildlife sanctuary.

The University of New Mexico's Maxwell Museum of Anthropology in Albuquerque, NM, developed a collaborative digital repository for New Mexico museums. This repository is a cost-effective long-term data storage capability and it provides a public Web site

The New York Hall of Science in Queens, NY, launched The Sustainable Community Collaborations Project to engage local Hispanic, Chinese, and Korean communities in the museum's science programming. The museum will develop programming steeped in the cultural and scientific histories of these groups and will make science accessible by embedding it within familiar cultural traditions.

DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

The Arkansas Museum of Science and History in Little Rock, AR, is creating two new exhibit experiences: “Tornado Alley Object Theater” and “Extreme Weather Channel.” The exhibits will educate visitors on the causes, potential effects, and safety measures to follow when threatened by tornados—an event familiar to the region.

Historical Society of Saginaw County in Saginaw, MI, is creating “History on the Move,” a mobile classroom, which will teach local history in a modified tractor-trailer. The project will provide substantive local history education in Saginaw County, Michigan, and provide an innovative solution to the lack of time and funding for students to visit museums during the school day.

The Cleveland Museum of Art in Cleveland, OH, is supporting a team of staff members representing education, curatorial, conservation, and collections departments to interpret 425 art works in the museum’s Lifelong Learning Center. These “Behind the Scenes” spaces will introduce visitors to the concepts of collecting, understanding, preserving, and presenting works of art.

The Monterey Bay Aquarium in Monterey, CA, expanded its professional development programs for teachers, providing 450 teachers with new tools, skills, and the support they need to engage and inspiring approximately 49,500 students to gain the basic ocean science and critical thinking skills. The aquarium also created an online professional community where teachers can share their successes and roadblocks through wikis, blogs, and mentor connections.

Museum Professionals for the 21st Century

Fiscal Year	Applications	Awards	Budget Authority
2009	59	7	\$1,280,000 ^e
2010	65	8	\$1,280,000 ^f
2011	NA	NA	\$1,280,000 (anticipated)
2012	NA	NA	\$2,073,000 (requested)

Program Description

Museum professionals need high levels of knowledge and expertise as they help create public value for the communities they serve. The 21st Century Museum Professionals Grants program is designed to reach broad groups of museum professionals throughout a city, county, state, region, or the nation.

Grants fund a wide range of activities, including the development and implementation of classes, seminars, and workshops; resources to support leadership development; collection, assessment, development, and/or dissemination of information that leads to better museum operations; activities that strengthen the use of contemporary technology tools to deliver programs and services; support for the enhancement of pre-professional training programs; and organizational support for the development of internship and fellowship programs.

IMLS encourages proposals that promote the skills necessary to develop 21st century communities, citizens, and workers and that encourage broad community access and participation.

Recent awards include the following:

The Museum of Science, Boston, the Museum of Fine Arts and the Children's Museum, will use IMLS funds to provide professional development for 45 museum educators to enhance their understanding of Asperger's Syndrome and Autistic Spectrum Disorders (AS/ASD). Participants in the training receive: explicit instruction through workshops and resources, and inquiry-based learning through engagement in reflective practice. As the educators incorporate the learning into program design, they are supported by a social networking site and a final Capstone Workshop to share progress and results.

The Children's Museum of Houston worked with the New York Hall of Science, Oregon Museum of Science and Industry, and Sciencenter to increase the use personal mobile technologies to engage visitors. The 21st Century Exhibit Facilitators and Personal Mobile Technologies Project (21-Tech) target staff and volunteers from museums that provide interactive opportunities to explore science, technology, engineering, and mathematics (STEM). This expertise to use PMT will be focused on providing parents and caregivers support for enhancing the meaning of museum visits for children.

Cultural Heritage Imaging in San Francisco introduced both emerging and established museum professionals to state-of-the-art imaging technology through a series of 10 workshops reaching a minimum of 150 participants. These participatory workshops provide training in Reflectance Transformation Imaging (RTI) and other new technologies based on digital photography. The two-year project is supported by industry, higher education, leading computer scientists, and the museum community

^e In FY 2009 an additional \$500,000 shifted from National Leadership Grants for Museums was used to fund 21MP grants.

^f In FY 2010 an additional \$500,000 shifted from National Leadership Grants for Museums was used to fund 21MP grants.

DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

Conservation Project Support

Fiscal Year	CPS Apps.	CPS Awards	AHPG Apps.	AHPG Awards	Budget Authority
2009	129	35	202	53	\$3,052,000
2010	148	33	175	54	\$3,052,000
2011	136	NA	146	NA	\$3,052,000 (anticipated)
2012	NA	NA	NA	NA	\$2,747,000 (requested)

Program Description

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

Conservation Project Support grants help museums develop and implement a logical, institution-wide approach to caring for their living and material collections.

Funding in this budget line also supports American Heritage Preservation Grants (AHPG). This grant program, supported in partnership with the Bank of America Foundation, was launched in 2009 and provides grants of up to \$3,000 for small museums, libraries, and archives to help raise awareness and fund preservation of treasures held in these institutions.

Recent awards include:

Hagley Museum and Library, Wilmington, DE developed and shared information on how to preserve DuPont fibers, such as nylon, Orlon™, acrylic, Dacron™ polyester, and Qiana™. Important examples of American textile innovations include approximately 600 items of clothing and fabric samples made from the pioneering synthetics.

The **Metropolitan Museum of Art, New York, NY** used IMLS funds conserve and stabilize group of 60 fragile drawings of stained glass window designs from the studios of Louis Comfort Tiffany. These drawings which are currently inaccessible due to microbial infestation, show the inner workings of the Louis Comfort Tiffany design studio.

Seattle Art Museum, Seattle, WA improved collections care and access for 69 Asian folding and sliding screens stored at its historic 1933 Seattle Asian Art Museum facility. These painted screens, currently stored in make-shift storage units, will be re-housed in 16 new, professional-quality screen storage cabinets. The safe handling and storage of the screens enhanced their long-term preservation and access for scholars.

Native American/Native Hawaiian Museum Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2009	35	22	\$945,000 [§]
2010	43	24	\$975,000
2011	NA	NA	\$975,000 (anticipated)
2012	NA	NA	\$975,000 (requested)

Program Description

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

Recent awards include:

The organization **Papahana Kuaola** will implement “Museum On-the Go: Bringing Learning Experiences to the Classroom,” which will connect science educators to third and fourth grade students through easily transportable “discovery boxes.” Created, produced, reviewed, and approved by science and cultural specialists, these boxes will offer 2,000 students and 80 teachers on the Hawaiian islands of O’ahu and Moloka’i to touch scientific specimens and cultural artifacts.

The **Swinomish Indian Tribe in Washington State** will use its grant to fund “Swinomish Journeys,” a permanent outdoor exhibit, which will tell the tribe’s story from ancestral times through the present day. The exhibit will provide a gathering place where community members and visitors will learn about and reflect on the yearly cycles of Swinomish life and culture.

The **Gila River Indian Community of Arizona** will develop a comprehensive collections plan for its archaeological and ethnographic collections, including staff training.

The **Sealaska Heritage Institute** will publish a cultural art catalog of Tlingit art held by the British Museum in London, England. Staff members will visit the British Museum to examine the museum’s Tlingit art and to select items to be photographed. The resulting publication will include photos of the art and describe how the pieces relate to the Tlingit culture.

[§] An additional \$83,035 shifted from National Leadership Grants for Museums was used to fund Native American/Native Hawaiian Museum Services grants.

DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

Museum Grants for African American History and Culture

Fiscal Year	Applications	Awards	Budget Authority
2009	34	11	\$1,310,000
2010	33	14	\$1,485,000
2011	41	NA	\$1,485,000 (anticipated)
2012	NA	NA	\$1,485,000 (requested)

Program Description

Museum Grants for African American History and Culture are for building 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 management, operations, programming, collections care, and other museum skills identified as a high priority by applicants.

Recent awards include:

New Orleans African American Museum of Art, Culture, and History, New Orleans, LA, used its grant to recruit, hire and train a curator and a museum educator to coordinate and manage educational programs.

Texas Southern University, Houston, TX, developed a collections management program for its museum to train current staff members about digitizing works of art. The university hired an experienced archivist to work with the museum registrar and current archival staff members on a program for the safekeeping, cataloging, indexing, and storage of its documents and collections.

The Great Blacks in Wax Museum, Baltimore, MD, is hiring a director of education to develop a new interactive school program, which will be aligned with the Maryland State Standards of Learning. The museum hired two part-time educators to engage in strategic outreach to local schools and other organizations



IMLS Administration



Photo courtesy of Explora Science Center and Children's Museum

IMLS ADMINISTRATION

FY2012 Request: \$15,130,000

Introduction

This section highlights the FY 2012 administrative request and improvements supporting financial and budget accountability, human resource management, maintenance of the agency's information technology infrastructure, acquisition management, and grants management, which enables the agency to support its legislative mission. For FY 2012, IMLS is requesting \$15,130,000 in administrative funds and 72 FTE. Justifications of operating costs by object class are also provided to support the administrative expense request.

The IMLS grant-making function is the primary responsibility that shapes its administrative budget. IMLS administers a budget of approximately \$240 million. The agency works with a network of over 123,000 libraries and 17,500 museums to ensure access to museum, library, and information services throughout the United States.

The agency also develops library services throughout the United States. It administers a comprehensive program that enables every state and territory to deliver a wide range of library services. IMLS reviews and approves five-year plans for the states, administers financial assistance, and reviews annual financial and programmatic reports. It also monitors programs through site visits and an independent evaluation of each state every five years. It holds a two day national training and technical assistance each year one for state employees who receive and administer federal library funds and one for state employees who collect library data.

IMLS Administrative Costs Overview

IMLS is requesting minimal reductions to its already low rate of administrative overhead. Nearly 90 percent of the agency's administrative budget is absorbed through fixed costs, with employee personnel and compensation accounting for over 60 percent of its total administrative budget. The remaining fixed costs include monthly rent payments to the General Services Administration, building security payments to the Department of Homeland Security – Federal Protective Service, and other mandated interagency agreements including payments to the Department of Health and Human Services for the use of Grants.gov and the National Science Foundation for the Grants Management Line of Business Initiative (GMLOB).

IMLS is committed to efficient operations in the government-wide Line of Business areas. IMLS continues to maintain successful partnerships with other government Agencies in the areas of Human Resources and Financial Management Services, and IMLS looks forward to joining a GMLOB consortium provider in the coming months. These partnerships afford IMLS access to timely reporting requirements and other critical information necessary to make strategic agency and programmatic decisions.

IMLS Administrative Highlights and Future Plans

IMLS is committed to improving efficiencies around our administrative expenses and curbing of non-essential administrative spending, and looks forward to participating in the Accountable Government Initiative in 2012. We have a commendable record of achieving the most quality results under our mission and expect this to continue. Due to rising costs in our fixed expense categories, IMLS has made a conscious effort to limit other administrative expenses and increase efficiency. Some recent administrative highlights and improvements include:

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 and the Deputy Director of Policy, Planning, Research and Communications, who coordinate with the other offices of the agency in developing and implementing the agency's strategic plan and budget. The Agency's five- year strategic plan ends in 2011 and IMLS is planning major improvements to align performance planning and measurement with agency goals. The agency'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.

Employee Engagement

IMLS has submitted its 2011 action plan to OPM in response to the findings of the 2010 Employee Viewpoint Survey. This action plan was developed by an internal IMLS task force with representatives from across the agency. The actions center around three major efforts:

- Develop and implement an agency-wide awards and recognition policy that includes quarterly/annual recognition. Awards and recognition are maintained at slightly increased levels in the administration budget.
- Increase training opportunities for managers, supervisors, executives, and team-building for all staff. The training line item is also maintained in the administration budget. Supervisory and managerial training will receive high priority and address the shortcomings uncovered in the 2010 Employee Viewpoint Survey. This will fill the need for building capacity in management and leadership among mid level technical staff, thereby also making for better succession planning.
- Develop agency succession plan. Besides this training, the agency plans to fill vacancies at a lower level under a ladder series that will save salary funding initially but create opportunities for professional growth and support retention of high performing individuals. Other details of this plan are in development.

The staff development force working group is one of several working groups formed to strengthen employee engagement. Other working groups include the Web 2.0 strategic planning task force, the 21st century skills team, and the accessibility working group, which is working to ensure that all aspects of our programs and operations reflect best practice in accessibility and inclusion. In FY 2011 and FY 2012, the agency expects to create and maintain an internal communications working group to ensure better alignment of staff work with senior management and strategic directions.

Finally, the agency plans to extend its success in the recently implemented telework policy and hiring reform through FY 2012.

Employee Wellness

The Institute's Employee Wellness Program will increase the well-being and productivity of all employees, through the enhancement of all aspects of health. The program increases awareness of positive health behaviors, motivates employees to voluntarily adopt healthier behaviors, and provides opportunities and a supportive environment to foster positive lifestyle changes.

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All IMLS employees have access to a fitness facility, as well as a Health Unit, where immunizations, physician prescribed services, health screenings, first aid emergency response, weight watchers program, and other health awareness programs are available.

Employees also have access to an Employee Assistance Program (EAP), which provides free, confidential short-term counseling and, when appropriate, makes referrals to outside organizations, facilities, or programs that can assist the employee in resolving personal and professional issues.

Through an interagency agreement with the Department of Defense, the agency offers ergonomic assessments and provides equipment to accommodate individuals with disabilities.

The agency will continue to strategically invest in employee programming to ensure the well being of its employees and assess employees' awareness of these initiatives annually.

Employee Wellness Program Objectives:

- By the end of FY 2011, 50 percent of employees returning surveys will report they are aware that the Wellness Program is available at IMLS.
- By the end of FY 2012, 80 percent of employees returning surveys will report that having the Wellness Program available contributes to a more positive work climate.
- By the end of FY 2013, 100 percent of employees returning surveys will report that they have participated in at least one wellness activity.

Expected Results:

- It is expected that employees will report that the availability of wellness activities contribute to a positive work environment and healthier behavior.
- Periodic employee-wide surveys to assess awareness of, participation in, and satisfaction with the program.
- Reports of participation in the various lifestyle and awareness activities offered throughout the year.
- Employee focus groups, surveys, and suggestion boxes for obtaining quantitative and qualitative employee input into program activities.
- Session evaluation forms will be completed by participants for educational events.
- Employees may complete a health risk appraisal periodically to assess adoption of healthy behaviors.

Recruitment and Retention

As the agency moves into FY 2012 and beyond, it will utilize its administrative resources to aggressively address human capital issues as a member of the federal community while pressing for needed agency-specific reforms to provide greater flexibility, transparency, and accountability. To achieve a more diverse workforce and ensure equal opportunity, IMLS will ensure that the human resources, equal employment, and diversity programs are more fully integrated in our strategic plan. This integration will result in specific initiatives that move the agency towards this objective.

Initiatives:

- Fully implement USA Staffing Hiring Management system.
- Implement entrance and exit surveys to capture the reasons people come to work for IMLS and their reasons for leaving. Use this data to develop recruitment and retention strategies.
- Implement a Workers' Compensation Return to Work Program in IMLS.
- Use the Career Patterns Guide to better define the structure of occupations in IMLS to inform strategies for recruiting and retaining talent.
- Use the recently implemented category rating procedures to facilitate the process of hiring permanent and temporary hires.

Expected Results:

- Increase minority employment by one percent of total employment using the end of FY 2010 as baseline.
- Reduce OWCP compensation costs in IMLS by two to five percent through return-to-work programs.
- Form strategic partnerships with diverse communities, persons with disabilities organizations, and organizations that represent minority populations.

Performance Culture

To maintain productivity and efficient deployment of its resources to achieve its mission, and to maintain momentum and success in creating a high-performance culture, IMLS must preserve its staffing and administrative funding levels. This culture aims to create a work environment that is results-oriented, motivates employees to perform, and values diversity. Employee and team performance are aligned with organizational goals, evaluations are based on objective measures and focus on results, and the performance management process is used as a tool to improve continuous two-way communication about goals, objectives and accomplishments

Initiatives:

- Develop and implement Performance Appraisal Assessment Tool Improvement (PAAT). Plan strategies for IMLS to improve employee performance and recognition programs.
- Issue a new Policies and Procedures document covering IMLS performance management programs.
- Address issues identified in the 2010 Employee Viewpoint Survey.
- Emphasize the Supervisory/EEO elements in performance plans at IMLS to improve supervisory accountability for performance management responsibilities.

Expected Results:

- All agency performance plans contain measurable results-oriented goals in at least one element.
- All supervisors' performance plans contain a hiring reform and timely appraisal performance element.
- The Government-wide Employee Viewpoint Survey and other employee surveys indicate improvement in employee perceptions of how their supervisors manage human resources.

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Acquisition Improvements

To promote the most efficient use of staff time and assure the most effective and efficient use of contracts:

- Establish protocols to improve timelines for competitive solicitations and ensure best value to the Government from the best source.
- Review period of performances to assure alignment with scope of work to improve efficiency and reduce need for contract modifications.
- Establish protocols for continuous learning and establishment of best IMLS practices including rigorous planning sessions and post completion debriefs. This effort will improve ability to select the most appropriate contract vehicle and facilitate more precise statements of work for future procurements
- Review for reductions in sole source requisitions.
- Incorporate performance measures into contracts to facilitate better assessment of contractor performance.

Acquisition Workforce

Training of the Institute's contracting staff is essential for ensuring compliance with the government-wide FAC-C requirements. The Office of Management and Budget Policy Letter 05-01 states that this training creates a "federal acquisition workforce with the skills necessary to deliver best value supplies and services, find the best business solutions, and provide strategic business advice to accomplish agency missions." With funds requested in the budget, the IMLS Contracting Office will engage in the training necessary to be compliant and current with our FAC-C training requirements. IMLS contracting staff will also participate in programs offered by the Small Agency Council for contracting to keep abreast of new acquisition regulations, policies, procedures, contract news and problem solving techniques on varied issues.

Currently, IMLS contracting functions are performed by a Contracting Officer and Specialist. To ensure quality control and best practices, IMLS may employ short termed Contract Professional assistance.

IT Infrastructure

The Institute assesses its IT infrastructure on an ongoing basis. The agency will reduce its on-site data operations using a variety of alternatives that include shared services, hosting, cloud services, and agreements with another agency or other partner.

The Institute recognizes the benefits of using shared IT services. Over the past few years, the agency has migrated significant administrative support applications to shared service providers through interagency agreements. The agency currently partners with several centers of excellence to support its Human Resources, Financial Management, and Travel systems.

The Institute's current consolidation/migration efforts involve the rewrite of its website that, once completed, will be hosted offsite at a location that will provide continuity of operations. In addition, the Institute will migrate its grants processing functions to one of the Federal Grants Management Line of Business (GMLOB) consortiums which will consolidate three existing internal systems and free up servers and rack space in the IMLS data center.

The Institute is reviewing the vendor capabilities on the NETWORKX contract to select a vendor that will provide MTIPs services and ensure its internet traffic is being routed through a Trusted Internet Connection (TIC).

IMLS's next planned project is email in the cloud. Cloud computing is a prominent undertaking that will allow the IMLS to achieve optimal virtualization and utilization, while supporting both Continuity of Operations (COOP) and Disaster Recovery (DR) requirements. The Institute's ultimate goal is to reduce IT assets and data center space as it increases use of new technology (i.e., lines of business, shared services, cloud computing and virtualization).

The Institute has requested funding for all ongoing IT infrastructure costs, and the above named initiatives, within the administrative line of this budget request.

IT Project Management

Prior to submitting this budget request, the Institute reviewed its IT investment portfolio. The IMLS has no high risk IT projects.

Cyber Security

The Institute has included funding for ongoing network security software and hardware within its request for administrative support. In response to OMB Memorandum M-10-15, "FY 2010 Reporting Instructions for the Federal Information Security Management Act and Agency Privacy Management," dated April 21, 2010, the Institute initiated the procurement of a security monitoring tool that will allow the IMLS to implement continuous (24/7) network monitoring, alert notification, and enhanced reporting, for all internet traffic and all internal network endpoints. Ongoing costs for maintenance of this tool are included in the budget request for administrative support.

Grants Management

IMLS continues to expand its electronic government capabilities 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, which provides application guidelines, publications, and other information; IMLS continues to partner with other federal agencies on Regulations.gov, Grants.gov, and Usaspending.gov.

IMLS actively participates in government-wide initiatives to streamline the federal grant making process. The agency's Grants Management Officer and Deputy General Counsel are members of the federal Grants Executive Board and Grants Policy Committee, respectively, and the agency participates in the Grants.gov User Group. The Grants.gov initiative benefits IMLS and its grant programs by providing a single location to publish grant opportunities and application packages and by providing 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, IMLS is reaching a larger, more diverse applicant pool.

The Institute will continue its work on the implementation of the Grants Management Line of Business (GM-LOB) initiative in the upcoming months, and is conducting a fit/gap analysis with the Department of Education's G5 system. The eventual migration to a consortia provider will enable the Institute to retire its internal legacy grants management systems.

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In addition, IMLS continues to promote the following:

- **Pre-Award:** Synopses and application packages for all IMLS's discretionary grant programs are posted on Grants.gov. Applications via Grants.gov are mandatory for all of these programs.
- **Peer Review Process:** An important element of the Institute's e-government plan is to incorporate online application review into the agency's 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.
- **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:** Responding to the increasingly tech-savvy museum and library communities, IMLS has added some new features to its Web site (www.imls.gov). Those who cannot attend IMLS conferences and events—such as Web-Wise and our Connecting to Collections National Tour forums—can now watch sessions online via Web casts. Subscribers to the IMLS RSS Feed receive immediate notice of new content on the Web site. Podcasts and streaming video are now available, highlighting IMLS awardees and initiatives. Additionally, IMLS is currently developing a content management system for its public Web site.

Administrative Request by Object Class Code

In FY 2012, the IMLS request for administrative costs is \$15,130,000, a reduction from the FY 2011 request. This represents 6.2 percent of the total budget request of \$242,605,000.

The FY 2012 budget request for administrative expenses will support the costs of the staff, overhead, contracts, and other activities, including overhead costs in our research, policy and data collection activities. These costs are necessary for awarding the proposed \$225.5 million in grants, and the ongoing administering, monitoring, and reporting requirements associated with these awards.

Justification of Operating Costs by Object Class

Table 3: IMLS History of Administration Costs (Amounts in 000s)

Object Class	Description	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Anticipated	FY 2012 Request
11000/12000/13000	Personnel Compensation and Benefits	\$10,050	\$9,750	\$9,750	9,725
21000	Travel and Transportation of Persons	900	1,000	1,000	950
22000	Transportation of Things	40	40	40	33
23000	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	2,400	2,450	2,450	2,400
24000	Printing and Reproduction	300	200	200	150
25000	Other Contractual Services	3,000*	3,500*	3,500*	3,630*
26000	Supplies and Materials	127	94	94	76
31000	Equipment	100	100	100	100
Total		\$16,917	\$17,134	\$17,134	\$17,064

*Includes Research, Analysis, Evaluation and Data Collection activities

11000 Personnel Compensation

12000 Personnel Benefits

13000 Benefits for Former Personnel

Amount Requested: \$9,725,000

These object classes fund the salaries and benefits of all employees of the Agency, including full-time, part-time, temporary, and intermittent appointments (for example, the National Museum and Library Services Board (NMLSB)). To minimize personnel costs, the salary for the NMLSB will remain at \$100/day. The personnel benefits provide for the Agency's estimated contributions toward employees' retirement, health, and life insurance plans, as well as unemployment benefits and injuries sustained in the workplace. Additionally, included in this category are costs associated with public transportation subsidies afforded to the Agency's employees. This request is less than the FY2011 request and reflects the proposed federal pay freeze in FY 2011 and in FY 2012. This funding request will provide for 72 FTE in 2012.

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21000 Travel and Transportation of Persons

Amount Requested: \$950,000

This object class funds the cost of travel by the Institute's professionals to support the agency mission and mandates, including 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 also includes transportation costs for the IMLS invitational travelers to conduct panel reviews for the discretionary grant programs. Costs associated with the annual National Award for Museum Service and the National Award for Library Service are also funded within this object class.

In addition, travel for members of the National Museum and Library Services Board (NMLSB), including its three regular meetings is funded in this request. 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.

This request is less than the FY2011 request, as the Agency continues to find more efficient ways of communicating amongst its constituents and grantees, eliminating unnecessary travel costs.

22000 Transportation of Things

Amount Requested: \$33,000

This object class includes freight and express charges by common carrier, contract carriers, and other incidental expenses. Attendance at library and museum conventions, conferences, and meetings requires shipment of the Institute's displays and certain associated materials. This area 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.

This request is less than the FY2011 request as IMLS continues to gain efficiencies in this area by increasing its technological expertise around alternative Web-based option of disseminating information to IMLS users and grantees.

23000 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 the Agency's office space through the General Services Agency (GSA), 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 continues to direct 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.

24000 Printing and Reproduction**Amount Requested: \$150,000**

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.

25000 Other Contractual Services**Amount Requested: \$3,630,000**

This object class provides for a wide range of contractual services that are not covered in any of the preceding categories. Included in this expense category are costs associated with the following:

- The support, maintenance, and improvement of information technology systems, including cyber-security activities;
- Partnerships and interagency agreements for financial management systems, accounting and reporting services, payroll processing, grant indirect cost proposals, building security, and other required government services;
- The agreement with the U.S. Census Bureau for the annual State and Public Library Agency surveys;
- Information technology support such as the IMLS Help Desk, State Program Reporting system, and maintenance of the General Supporting System for all Agency operations;
- Independent financial and IT related audits;
- Grants Management Line of Business and Grants.gov related expenses;
- Employee training;
- Agency contracts for temporary personnel assistance;
- Honoraria for panelist and field reviewers for grant proposals and applications.
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In addition, this object class also funds a convening for managers of State Library Program agencies and State Data Coordinators, as well as a conference of the Native American tribal community for grant workshops, which facilitate outcomes-based evaluation training for the Office of Library Services and Office of Museum Services grantees in all categories.

Additionally, this funding supports regular evaluations of programs to assess programmatic effectiveness and to share best practices, and is consistent with the Administration's direction on "Increased Emphasis on Program Evaluations." In FY2010 IMLS launched an evaluation of its Museums for America program, and in FY2011 an analysis of the Laura Bush 21st Century Librarian Program.

26000 Supplies and Materials**Amount Requested: \$76,000**

This object class funds only the essential office supplies needed in carrying out the business of IMLS, including all IT related supplies and materials. IMLS is a partner in the GSA SmartPay2 charge card program, as well as the Federal Strategic Sourcing Initiative (FSSI) for office supplies, thereby holding these expenses to a minimum.

IMLS ADMINISTRATION

31000 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: \$17,064,000



FY2012 Performance Plan



Photo courtesy of the West Bloomfield Township Public Library.

FY 2012 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.

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 mid-sized 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 2012 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.

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.

FY 2012 PERFORMANCE PLAN

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.

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 midsize 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 midsize libraries and museums establish or strengthen digital collection programs.
- Strengthen knowledge for effective management of Grants to State Library Agencies.

FY 2012 PERFORMANCE PLAN

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 2012 PERFORMANCE PLAN

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 needs of museums and libraries and their users.

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

Strategies:

- Continue to build IMLS staff expertise and provide excellent service to the museum, library, and related communities.
- Make full use of the knowledge and expertise of the members of the National Museum and Library Services Board.
- Maintain and improve the Institute's peer review process for competitive grant programs.
- Maintain and improve the Institute's oversight of Grants to State Library Agencies through increased online assistance, site visits, and conferences.
- Streamline application and award management through transition to the Grants Management Line of Business; develop human capital to maximize use of these systems and to assist applicants and grantees in their use.
- Continue to improve information technology operations.
- 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 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.



Authorizing Framework



Photo courtesy of Conner Prairie Interactive History Park

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 Museum and Library Services Act of 2010 was signed into law (PL 111-340) on December 22, 2010. This law makes modifications to 20 USC Chapter 72, the statutory authorization of most IMLS activities, and reauthorizes appropriations for the agency. The underlying statute, which was enacted into law in September 1996, 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. In establishing the MLSA, Congress reaffirmed the essential role of the federal government in promoting access to information and educational resources to better serve the people of the United States and cultivate an educated and informed citizenry. Congress recognized the special role of museums and libraries in promoting the information and educational needs of a democratic society.

With the 2003 reauthorization of the statute, Congress established the National Museum and Library Services Board to provide policy advice and inform the full range of activities and programs carried out by the Institute. Congress also enhanced the Institute's capacity to monitor trends in museum and library services to better serve the nation's information and learning needs.

The 2010 reauthorization sets into law the agency's responsibility for library data collection (formerly the responsibility of National Center for Education Statistics of the U.S. Department of Education) and resources to carry out the functions of the former National Commission on Libraries and Information Science. The former Commission had been authorized to provide advice to the President and Congress on national and international library and information policies, to appraise and assess the adequacies and deficiencies of library and information resources and services, and to develop overall plans for meeting national library and information needs. These activities had been transferred to IMLS by the White House and appropriations law in the intervening years between reauthorizations.

The MLSA includes General Provisions, the Library Services and Technology Act (LSTA), and the Museum Services Act (MSA).

General Provisions

The general provisions section of the MLSA as amended establishes the agency, provides authority to the director, and defines the duties and responsibilities of the National Museum and Library Services Board, creates a director of the Institute and establishes the composition and role of the National Museum and Library Services Board. It instructs the agency to take an active role in research and data collection and to advise the President and Congress on museum, library, and information services. The law clearly recognizes how libraries and museums contribute to a competitive workforce and engaged citizenry. The recent reauthorization adds language that focuses on the development of essential 21st century skills including critical thinking and problem solving, communication, collaboration, and creativity and innovation. The general provisions section also specifies the agency's role in coordinating federal museum, library, and information services-related activities.

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 organizations that primarily serve Native Hawaiians. The 2010 reauthorization also codifies the Laura Bush 21st Century Librarian grant program, which IMLS had been administering under its national leadership authority.

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 2010 reauthorization places extra attention on conservation, encourages the agency to support statewide collaborative activities, and recognizes the evolution in the museum field brought about by digital technology.

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.