INSTITUTE of Museum and Library SERVICES

Creating a Nation of Learners

Strategic Plan 2012–2016

Why Plan

- Strategic plans are required of every federal agency and comprise the main elements of the Government Performance and Results Act of 1993.
- The Administration places emphasis on:
  - Using performance information to lead, learn, and improve outcomes;
  - Communicating performance coherently and concisely for better results and transparency; and
  - Strengthening problem-solving networks, inside and outside government, to improve outcomes and performance management practices

IMLS Strategic Planning Process

- **Phase 1**: External Environmental Scan
- **Phase 2**: Stakeholder Workshops
- **Phase 3**: Strategic Planning Workshop
- **Phase 4**: Prioritization of Goals and Objectives
- **Phase 5:** Public Comment – IdeaScale
- **Phase 6:** Congressional/Administration Meetings
- **Phase 7:** October 2011 Board Review
- **Phase 8:** Public Roll-Out

Strategic Plan Hierarchy

Where do we want to be?

Why are we here?

What opportunities do we have to do public good?

What can IMLS do to address strategic issues?

Strategic Plan Hierarchy

How will do it?

What activities will we do?

How will we measure our progress?

Strategic Issues	Strategic Questions
#1: IMLS has an opportunity to improve public access to content by developing infrastructure; promoting preservation, stewardship, and conservation; and supporting the creation and management of data in museums, libraries and archives.	**#1:** How can IMLS leverage its resources, position, reputation and relationships to promote effective public access to physical and digital content?
#2: IMLS has an opportunity to promote effective information policy by developing infrastructure; promoting preservation, stewardship, and conservation; and supporting the creation and management of data in museums, libraries, and archives.	**#2:** How can IMLS leverage its resources, position, reputation and relationships to promote information services policy that sustains access to the American Public?
#3: IMLS has an opportunity to support learners throughout their lifetimes in order to produce a competitive workforce and an engaged populace.	**#3:** How can IMLS leverage its resources, position, reputation and relationships to support learners throughout their lifetime in order to produce a competitive workforce and an engaged public?

Strategic Issues	Strategic Questions
#4: IMLS has an opportunity to help museums and libraries strengthen their roles as community anchor institutions to enhance the vibrancy and sustainability of their communities.	**#4:** How can IMLS leverage its resources, position, reputation and relationships to help museums and libraries strengthen their roles as community anchor institutions to enhance the vibrancy and sustainability of their communities?
#5: IMLS has an opportunity to be recognized as a model Federal agency by effectively aligning and leveraging resources to maximize the value of taxpayer investments.	**#5:** How can IMLS achieve excellence in public management and effectively align and leverage its resources to maximize the value of taxpayer investments?

Quotes from Idea Scale

"IMLS should support and promote libraries and museums as the heart of the community."

"Making an initiative that is particularly supportive of small and remote institutional collections would also be a huge help to the field and the public."

"IMLS should be fully engaged with large scale digitization and access efforts like the Open Library project at the Internet Archive and the Digital [Public] Library of America project at Harvard."

"Museums and libraries exist to support engaged minds and critical thoughts. … intellectual freedom is at the center of our service to knowledge."

"IMLS can support libraries and museums in identifying a variety of effective ways to convene groups in constructive dialog and learning about issues of significance to society."

Vision

A democratic society where communities and individuals thrive with broad public access to knowledge, cultural heritage and lifelong learning.

Mission

The mission of IMLS is to inspire libraries and museums to advance innovation, learning, and cultural and civic engagement. We provide leadership through research, policy development and grant-making.

Values

- Working for the public good
- Integrity
- Collaboration
- Continuous learning

Goals

1. Engaging, empowering learning experiences
2. Community anchor institutions
3. Discovery of knowledge and cultural heritage
4. US policies sustain access to knowledge
5. Excellence in public management

Goal 1: Learning

IMLS places the learner at the center and supports engaging experiences in libraries and museums that prepare people to be full participants in their local communities and our global society.

Goal 1: Learning — Objectives

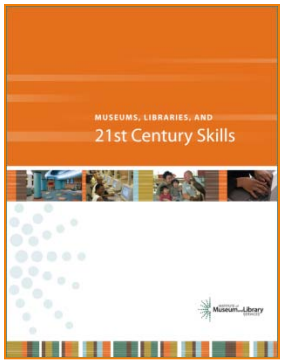
- Promote and support inclusive and accessible learning opportunities
- Support communities of practice based on research-based impactful experiences
- Facilitate partnerships among libraries, museums, and other learning providers
- Support library and museum leaders to meet the needs of diverse communities in rapidly changing environment

Goal 1: Sample Benchmarks

- Starting in FY 2012, IMLS will issue annual reports on trends and potential gaps in availability and use of museum and library services.
- By FY 2016, at least 75 percent of grantees will complete have completed new reporting requirements that highlight project lessons and best practices.

Goal 1: Learning — Highlight

Museums, Libraries, and 21st Century Skills



Report

Community Learning Scan

Self-Assessment Tool

www.imls21stcenturyskills.org

Goal 1: Learning — Highlight

Learning Labs in Libraries and Museums

- $4M for 30 Learning Labs in libraries and museums
- Based on YOUmedia model in Chicago Public Library
- Creates empowering learning opportunities for youth
- Early November: First phase announcements
- Spring 2011: Second phase announcements

MacArthur Foundation

Goal 2: Community

IMLS promotes museums and libraries as strong community anchors that enhance civic engagement, cultural opportunities, and economic vitality.

Goal 2: Community — Objectives

- Invest in projects that strengthen libraries and museums as core components of community infrastructure
- Partner with other federal agencies to leverage library and museum resources
- Ensure that public /private sector leaders know value of libraries and museums

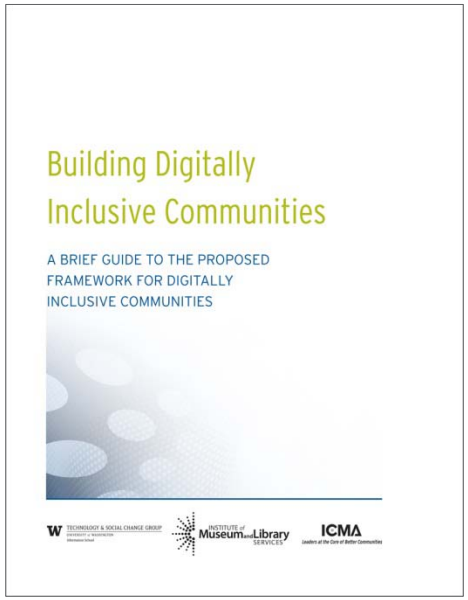
Goal 2: Sample Benchmarks

- By FY 13, 70 percent of IMLS grants from FY 2005 through FY 2011 will be categorized by project taxonomy and available on the IMLS Web site.
- By FY 14, 80 percent of applicants for community engagement projects will use IMLS-provided community assessment tools.

Goal 2: Community — Highlight

Digitally Inclusive Communities

- FCC asked IMLS to develop framework for digital communities
- With University of Washington and ICMA, produced draft Framework for Digitally Inclusive Communities
- Gathering feedback for final draft and implementation plan by early 2012



Goal 2: Community — Highlight

Public Libraries and the Workforce

- Partnership with US Department of Labor
- The Training Administration (ETA) and IMLS are working together to highlight effective practices and encourage additional collaboration between the workforce investment system and public libraries.
- Project Compass - North Carolina State Library and Webjunction providing focused workforce assistance training for libraries nationally

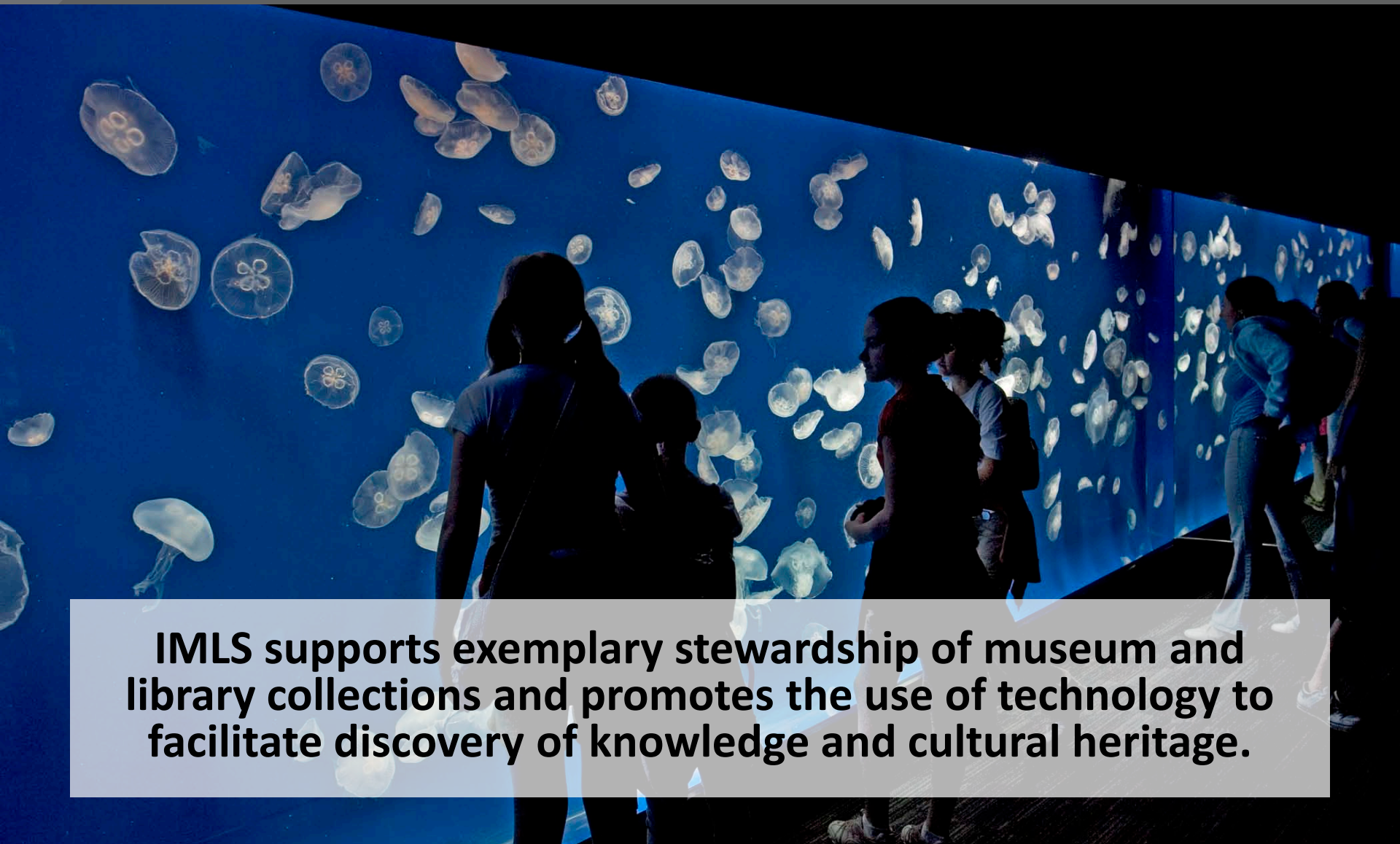
Goal 2: Community — Highlight

Let's Move! Museums & Gardens

- Developed in coordination with national museum and garden leaders and in conjunction with First Lady Michelle Obama's campaign to overcome childhood obesity
- Museums and gardens seeking to teach young people to make healthy food choices and be physically active.
- More than 450 museums and gardens signed on within the first two months of the program.

LET'S MOVE! Museums & Gardens

Goal 3: Content



IMLS supports exemplary stewardship of museum and library collections and promotes the use of technology to facilitate discovery of knowledge and cultural heritage.

Goal 3: Content — Objectives

- Support care and management of nation's collections to sustain and expand access
- Develop and implement a nationwide strategy to expand public access to information, meeting and content found in museum and library collections

Goal 3: Sample Benchmarks

- By FY 13, IMLS and partner organizations will publish and share consensus-based guidelines on the digitization and digital curation of collections.
- By FY 14, 80 percent of digitization applicants will include standardized best practices as part of their digitization project proposals.

Goal 3: Content — Highlight

Connecting to Collections

- Give priority to providing safe conditions for collections
- Develop emergency plans
- Encourage private and public sector support for collections care

Goal 4: Equitable Access to Knowledge

IMLS advises the President and Congress on plans, policies, and activities to sustain and increase public access to information and ideas.

Goal 4: Equitable Access to Knowledge — Objectives

- Promote federal policies that improve access and remove barriers to information services for underserved communities
- Identify trends and provide consistent and reliable data on museum and library services and use
- Support and extend a national digital infrastructure that leverages libraries and museums as key providers of access to digital information and services

Goal 4: Equitable Access to Knowledge — Sample Benchmarks

- By FY 14, IMLS will implement annual national, regional, and state reports on the state of the museum sector.
- By FY 14, all IMLS statistical collections on library and museum services and use will be integrated into federal statistical repositories

Goal 4: Equitable Access to Knowledge — Highlight

Digital Public Library of America (DPLA)

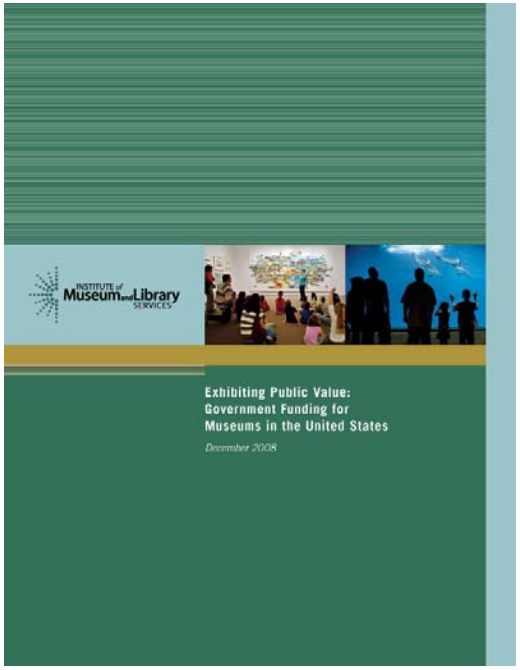
- Planning for a large-scale digital public library to make museum, library, and archive information available, free of charge, to all
- Managed by Berkman Center at Harvard, funded by Sloan Foundation
- Working groups focusing on governance, content, technology, legal issues
- All federal partners involved – IMLS, NARA, LOC, Smithsonian Institution

Goal 4: Equitable Access to Knowledge — Highlight

Publishing Research, Data Analysis, and Issue Briefs

To inform policy makers at all levels, IMLS has released analysis in the following areas:

- Impacts of Budget Cuts to State Libraries
- Distribution of Public Access Broadband by Rural, Suburban, and Urban Areas
- Demographics of Public Library Computer Users
- Ten Years of Increasing Public Demand for Library Services and Decreasing Budgets
- Characteristics of Public Funding for Museums in the U.S.



Goal 5: Public Management Excellence

IMLS achieves excellence in public management and performs as a model organization through strategic alignment of its resources and prioritization of programmatic activities, maximizing value for the American public.

Goal 5: Public Management Excellence — Objectives

- Develop an exemplary mode of efficient Federal grants management
- Cultivate a culture of planning, evaluation and evidence-based practice to maximize the impact of public investments
- Promote greater transparency and accountability of IMLS operations
- Encourage and promote an engaged and energized IMLS workforce

Goal 5: Public Management Excellence — Sample Benchmarks

- By FY 14 IMLS will achieve a 60 percent decrease in the time to process an application from receipt of proposal to decision.
- By FY 14, a least 70 percent of grant reports from FY 08 – FY 13 will be posted on the IMLS Web site.

Goal 5: Public Management Excellence — Highlight

IMLS E-Communications

- **Primary Source:** Free monthly e-mail update, sent to over 12,000 subscribers.
- **Twitter:** @US_IMLS
- **UpNext Blog:** blog.imls.gov
- **E-mail Alerts:** www.imls.gov/signup.aspx
- **RSS Feed:** www.imls.gov/rss/news.aspx

To Learn More About IMLS

Web site: www.imls.gov