INSTITUTE *of* **Museum** and **Library** SERVICES

Fiscal Year 2011 Appropriations Request to the United States Congress

Connecting People to Information and Ideas

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Introduction: *Connecting People to Information and Ideas*

INTRODUCTION: CONNECTING PEOPLE TO INFORMATION AND IDEAS

Message from the Director

Though it has been nearly four years since I was sworn in as Director of the Institute of Museum and Library Services (IMLS) and my term is now coming to an end, I continue to marvel daily at the great positive impact this small agency has on museums and libraries and the communities they serve. Through grants, convenings, research, publications, and numerous special initiatives, IMLS provides museums and libraries—pillars of our nation's educational infrastructure—with much-needed resources and leadership. The Institute maximizes the benefit of its appropriated funds by leveraging non-federal funds, spurring innovation, and inspiring exploration by leaders in the two fields.

In postindustrial America, lifelong learning is fundamental to our nation's success. For Americans to remain competitive we must recognize that formal schooling is only one part of the learning continuum. Museums and libraries make knowledge available to millions at little or no cost. They constitute an expansive network of public and nonprofit institutions dedicated to realizing the democratic promise of a free flow of information and ideas for the public good. The brilliant variety of libraries and museums that supports learning in school, out of school, and from infancy to old age is one of the hallmarks of American education.

Thank you for your continuing support of IMLS and the institutions they serve.

Dr Anne-Imelda M. Radice, Director
Institute of Museum and Library Services

INTRODUCTION: CONNECTING PEOPLE TO INFORMATION AND IDEAS

About the Institute of Museum and Library Services

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

The State of Museums and Libraries

To perform their vital services, these libraries and museums must be supported by a strong and resilient network of public, private, and earned-revenue sources. The continuing economic downturn has eroded that support to nearly devastating effect. While museums and libraries are struggling to maintain current services, they face the additional challenge of increased public use that invariably results from economic hard times.

Increased Use

Libraries
While there is no national-level study of library-use trends during the recession, IMLS research has shown that record numbers of people were using libraries in the decade just prior to its beginning. State-level data and anecdotal evidence strongly indicate that library use has risen well beyond even those record-high figures.

In December 2009, IMLS released of a new research brief, *Service Trends in U.S. Public Libraries, 1997-2007* (www.imls.gov/pdf/Brief2010_01.pdf). In addition to documenting the important changes public libraries have made to address patron needs, the brief also reported on increased library use. The findings, based on a comparison of more than 11 years of Public Library Survey data, include the following:

- The availability of internet terminals in public libraries rose sharply between 2000 and 2007, increasing by 90 percent on a per capita basis. This dramatic increase is one example of the way U.S. public libraries are expanding their range of services to meet patron demand.

- Between 1997 and 2007, per capita visits to public libraries increased nationwide by 19 percent. During the same period, per capita circulation increased by 12 percent. This growth in demand for library services occurred even as people increasingly turned to the internet to meet other information needs.

A number of states, however, have conducted their own surveys. The results bear out anecdotal reports of increased library use across the country. Selected examples follow:

- In Arkansas a study found that in the year-long period ending in March 2009, library use and circulation increased at a rate three times larger than the average increase of the previous nine years. (www.asl.lib.ar.us/news/aug09.pdf)

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- A survey by the Kansas Library Association and the State Data Center found that library circulation in 2008 increased nearly six percent over the previous year. "The most remarkable increases occurred during the fourth quarter, which was up 7.8 percent and December, which saw a 19.9 percent increase over the previous year." The same survey also indicated a significant correlation between Kansas City's unemployment rate and the circulation rate at the Kansas City Public Library. (www.kslib.info/sdc/documents/LibrariesandEconomy.pdf)

- A survey in Colorado shed further light on this trend, with ninety percent of public librarian respondents noting an increase in requests for assistance with computers and/or job-seeking activities. (www.lrs.org/documents/fastfacts/277_Libraries_and_Recession.pdf)

Museums

The John Hopkins Nonprofit Listening Post Project published a report, *Impact of the 2007-09 Economic Recession on Nonprofit Organizations* which identifies several impacts of the recession on a range of nonprofit organizations, including museums. This report found that fewer than half the respondents in its nationwide sample of museums reported a drop in the total number of patrons served during the period of the recession while 35 percent actually reported an increase. Moreover, 21 percent anticipate an increase. (www.ccss.jhu.edu/pdfs/LP_Communiques/LP_Communique_14.pdf)

Budget Cuts

While increased use creates one pressure on libraries and museums, revenue reduction completes the perfect storm of financial distress.

Libraries

The Chief Officers of State Library Agencies (COSLA) recently conducted a survey of its members and found that 77 percent of state library administrative agencies (SLAAs), the entities that administer IMLS's Grants to States funding, experienced budget cuts this fiscal year, ranging from two to fifty percent. Half of the SLAAs that responded to the survey anticipate additional cuts in the next fiscal year.

Predictably these actual and expected cuts have led not only to the SLAAs' diminished ability to sustain basic operations but also to severe reductions in services to libraries in those states and in direct services from the SLAAs to the public. The impact of these cuts includes reductions in state aid to libraries, decreases to book and subscriptions budgets, closure of regional libraries, furlough days causing closure of libraries to the public, reductions in service hours, decreases or elimination of funding for new materials, reduction in number of statewide databases for public use, elimination of 24/7 reference service, and less public access to computers. Elimination or reduction of other services and programs including family literacy and services to the blind is anticipated.

Museums

The Johns Hopkins report referenced above frequently notes the unique nature of arts and culture organizations among nonprofits, specifically that they are the exception to the rule that nonprofits are a counter-cyclical force in the economy:

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Thanks to the substantial partnership that has been forged between government and the nonprofit sector in a wide array of fields, including several that are covered here, nonprofits appear to be at least partly buffered from the impact of economic downturns by government policies that are designed to be counter-cyclical, i.e., to expand when economic conditions deteriorate. This protects nonprofits in many fields from at least some of the effects of such downturns. ***The fact that arts [and culture] organizations, which are least protected by government funding, suffered the sharpest pressures in the recent downturn lends credence to this explanation.*** *[Emphasis added.]*

The report found that 29 percent of museums surveyed reported severe or very severe financial stress. (Ninety percent of those respondents characterized it as "very severe.") Fifty-seven percent of museums surveyed reported a decline in total revenue (measured between September 2008 and March 2009 vs. September 2007 and March 2008), while only 30 percent reported increases. In response to the current economic climate, 12 percent of museums responded that unless there is a significant change in the financial environment, they were concerned for the survival of the organization.

To provide a sense of the vulnerability of nonprofits in general, the report quotes one particular museum respondent:

"As a small historic site museum in a resort town, we are seeing less and less visitors and they are also spending less money. The problem also is that we own 11 buildings and our insurance is HORRIBLY expensive on the coast of North Carolina. We also have extremely high maintenance requirements with these old houses and buildings. Our cash flow is very bad at this time and we are constantly stressed about making ends meet. Membership dues are down as well as income producing enterprises." (www.ccss.jhu.edu/pdfs/LP_Communiques/LP_Communique_14.pdf)

The Special Role of Libraries in a Recession
American public libraries are first responders in a time of economic uncertainty. With national unemployment topping ten percent, many Americans are seeking new technology skills that can help keep them and their families afloat in hard times.

A recent study published by the American Library Association finds that:

- Libraries serve a unique and important role in providing free access to all types of information and telecommunications services. In 2007, 88 percent of public libraries in high-poverty areas provided access to broadband internet and 73 percent of public libraries reported their facilities as being the only source of free Internet access in their community. Library staff report an increase in the use of library computers and Internet access for job-seeking and e-government purposes.

- Public libraries are investing in and improving Internet access speeds, but they still find patron demands are growing faster than their ability to increase bandwidth. Nearly 60 percent of libraries report that connection speeds are insufficient to meet needs at some point in the day. Achieving sufficiency of public access to computers and the internet is an elusive goal. (www.lita.org/ala/research/initiatives/plftas/previousstudies/0708/LibrariesConnectCommunities.pdf)

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In July 2009, IMLS released the report, *Catalyst for Change: LSTA Grants to States Program Activities and the Transformation of Library Services to the Public.* (www.imls.gov/pdf/CatalystForChange.pdf) This report, the first analysis of the Institute's Grants to States program, draws on an analysis of 9,000 state program reports from the Grants to States program between FY 2003 and FY 2006. It identified three broad strategies for the use of Grants to States funding: human capital development, library service expansion and information and technology infrastructure. Eighty percent of libraries report helping patrons connect with government information and services online. Cuts in this area will diminish the ability to provide places where people can file unemployment forms, apply for food stamps or find other government information or services. Additional key findings on the state of internet availability in public libraries include the following:

- More than 90 percent of public libraries provide technology training such as online job seeking and career-related classes, general internet and computer use instruction.
- 76 percent of public libraries offer free wireless access.
- 81 percent of public libraries report there are not enough public internet computers to meet patron demand some or all of the time; increasingly, libraries are having trouble replacing outdated computer workstations due to cost.

Strong libraries bring greatest benefits to those people who need them most: rural, low-income, disabled, elderly, societally and economically disadvantaged and other unserved and underserved segments of the population. Cuts to libraries hurt people who need help the most.

The Value of Museums in Economically Disadvantaged Areas
The need for similar information about the impact of museum services in the United States is sorely needed and IMLS has begun to work with the museum community to identify methodology and data elements that could provide more comprehensive information about the sector.

The IMLS study *Exhibiting Public Value: Public Funding for Museums in the US* (www.imls.gov/pdf/MuseumPublicFinance.pdf) documented gaps in the network of public support for the nation's museums—and identified concentrations of funding based on geography and type of museum. It found the IMLS is the only federal agency that consistently supports all types of museums in every state every year. However, the study also documented significant disparity in the number of museums per capita by state which logically results in uneven distribution of museum services. Many communities lack the opportunities museums provide for education, civic engagement and economic development. IMLS funding helps to remedy that disparity.

IMLS Supports Libraries and Museums in Their Vital Work
Through grants and information resources, IMLS annually reaches 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. Investing public dollars in libraries and museums strengthens services in every community in the nation and reaches people of all economic levels who are seeking to improve and enrich their lives.

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IMLS Performance Goals

The Institute has four major programmatic goals:

Goal One: 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.

Unfortunately, collections are highly vulnerable 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. In addition, IMLS is the only source federal source for digitizing library and museum collections; digitized collections have great educational impact for all types of learners, from scholars to preschoolers, as well as providing access to content without putting the materials at risk.

As a nation we have resolved to be prepared for the next disaster and have made this a call to action, encouraging every citizen, community, and business to have a disaster and continuity of operations plan. The cultural community is no exception. Libraries and museums in particular have unique and irreplaceable objects and documents. They hold these collections in trust for the American public and need public support to preserve and protect them.

Goal Two: Enhancing Learning and Innovation

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

It is clear that the ways people search for and use information and in how they communicate with one another and with institutions are changing. Rather than act as gatekeepers to knowledge, museums and libraries can be facilitators and teachers. Increasingly, museums and libraries of the 21st century are not one-way channels of information that flow from institution to audience. Rather, they are networks of many channels, institution-to-audience, audience-to-institution, among institutions, and among audiences. Digital knowledge resources are stimulating exciting social networking opportunities, mashups, and co-creation of learning resources. IMLS helps library and museum professionals to innovate with new technology and create new services that enable the public to find, use, and interact with library and museum resources in new ways.

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Goal Three: 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.

IMLS is the only federal agency that provides for the professional development of the library and museum workforce. Given the immense trust the American public places in the library and museum professionals, it is imperative for Institute to provide more and enhanced opportunities for the development of professional skills.

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

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

Summary of Appropriations Request

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SUMMARY OF APPROPRIATIONS REQUEST

The President's budget requests $265,869,000 for fiscal year 2011. This amount includes $264,384,000 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).

Overall, this request represents level funding compared to FY 2010. Given the funding decrease many libraries and museums have faced this past year, the Administration carefully reviewed the IMLS funding portfolio and strategically adjusted fund allocation to meet unmet demand without increasing overall spending. Specifically, in Library Services the President's budget seeks to move $1,563,000 from the Laura Bush 21st Century Librarian program to National Leadership Grants for libraries. In Museum Services, this budget requests that $1,000,000 be shifted from National Leadership Grants for museums to the 21st Century Museum Professionals program. These requests do not signal a decreasing commitment to the programs from which funds would be reduced, but a recognition of the exceptional level of unmet demand on the programs that would be increased.

Museum Services

The Administration requests $33,727,000 for the following museum grants and related programs authorized under the MSA.

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

African American Museum Services

The Administration requests $1,485,000 for the grant program authorized by the African American History and Culture Act

Library Services

The Administration requests $213,523,000 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

Policy, Research, Program Evaluation, and Statistics

The Administration requests $2,081,000 for policy, research, and statistics. Note that in FY 2010, funding for these activities were included under Administration.

SUMMARY OF APPROPRIATIONS REQUEST

Institute of Museum and Library Services Administration

The Administration requests $15,053,000 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 policy, research, program evaluation, and statistics.

SUMMARY OF APPROPRIATIONS REQUEST

Table 1: IMLS Appropriations History 2001-2011
(Budget Authority in 000's)

Museum and Library Services Act (MSLA)	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 Request
MLSA General Provisions Sec. 9108											
Policy, Research, Program Evaluation, and Statistics											2,081
Library Services Technology Act (LSTA)											
Grants to States	148,939	149,014	150,435	157,628	160,704	163,746	163,746	160,885	171,500	172,561	172,561
Native American Library Services	2,940	2,941	3,055	3,206	3,472	3,638	3,638	3,574	3,717	4,000	4,000
National Leadership: Libraries	11,299	11,081	11,009	11,263	12,301	12,375	12,375	12,159	12,437	12,437	14,000
Laura Bush 21st Century Librarian			9,935	19,882	22,816	23,760	23,760	23,345	24,525	24,525	22,962
SUBTOTAL, LSTA	**163,178**	**163,036**	**174,434**	**191,979**	**199,293**	**203,519**	**203,519**	**199,963**	**212,179**	**213,523**	**213,523**
Museum Services Act (MSA)											
Museums for America	15,483	15,482	15,381	16,342	16,864	17,152	17,152	16,852	19,176	19,176	19,176
Museum Assessment Program	449	450	447	447	446	442	442	434	460	460	460
21st Century Museum Professionals					992	982	982	965	1,280	1,280	2,280
Conservation Project Support	2,305	2,310	2,792	2,782	2,788	2,772	2,772	2,724	3,052	3,052	3,052
Conservation Assessment Program	818	820	815	815	813	807	807	793	803	803	803
Native American/ Hawaiian Museum Services					843	911	911	895	945	975	975
National Leadership: Museums	3,542	5,167	5,663	6,891	7,539	7,920	7,920	7,782	7,981	7,981	6,981
SUBTOTAL, MSA	**22,597**	**24,229**	**25,098**	**27,277**	**30,285**	**30,986**	**30,986**	**30,445**	**33,697**	**33,727**	**33,727**
African American History and Culture Act											
Museum Grants for African American History and Culture						842	842	827	1,310	1,485	1,485
Agency Wide											
Administration	7,295	7,712	9,202	10,389	11,097	11,797	11,858	13,987[a]	16,917	17,134	15,053[a]
TOTAL, IMLS PROGRAMS AND ADMINISTRATION	**193,070**	**194,977**	**208,734**	**229,645**	**240,675**	**247,144**	**247,205**	**245,222**	**264,103**	**265,869**	**265,869**
Congressional Earmarks	39,251	29,524	35,156	32,595	39,889	0	0	18,285	10,737	16,382	0
TOTAL	**232,321**	**224,501**	**243,890**	**262,240**	**280,564**	**247,144**	**247,205**	**263,507**	**274,840**	**282,251**	**265,869**

[a] In FY2008-2010 the Administration line included funding for activities now listed in the Policy, Research, Program Evaluation, and Statistics line.

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Detailed Program Descriptions

Museums for America

Fiscal Year	Applications	Awards	Budget Authority
2008	371	154	$16,852,000
2009	433	167	$19,176,000
2010	506	NA	$19,176,000
2011	NA	NA	$19,176,000 (request)

Program Description

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

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

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

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

Enhancing Collections Stewardship: Grants support 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 engage 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.

21st Century Museum Professionals

Fiscal Year	Applications	Awards	Budget Authority
2008	49	8	$965,000
2009	59	7	$1,280,000[1]
2010	NA	NA	$1,280,000
2011	NA	NA	$2,280,000 (request)

[b] An additional $500,000 shifted from National Leadership Grants for Museums was used to fund 21MP grants.

Program Description

Museums play a critical role in the education of the U.S. public by preserving America's rich heritage and spurring innovation, creativity, and learning throughout the lifetime. Museum professionals need high levels of knowledge and expertise as they help create public value for both local and national communities. The 21st Century Museum Professionals (21MP) program supports projects that address the preparation of museum professionals for the future by updating and expanding their knowledge and skills.

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

Conservation Project Support

Fiscal Year	CPS Apps.	CPS Awards	AHPG Apps.	AHPG Awards	Budget Authority
2008	120	39	NA	NA	$2,724,000
2009	129	35	202	53	$3,052,000
2010	146	NA	165	NA	$3,052,000
2011	NA	NA	NA	NA	$3,052,000 (request)

Program Description

CPS grants help museums develop a systematic, institution-wide approach to caring for their living and nonliving collections. The Conservation Project Support (CPS) program awards grants to help museums identify conservation needs and priorities and perform activities to ensure the safekeeping of their collections. Support is provided for all types of activities, including survey, storage, treatment, and environmental improvement.

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.

Although all of the Institute's museum grant programs can fund some component of collections conservation, CPS is the one that is entirely dedicated to that important activity. The Heritage Health Index made clear the substantial unmet need in caring for collections, and the CPS applications IMLS receives each year bear that out.

Funding in this budget line also supports American Heritage Preservation Grants (AHPG). This grant program, supported in partnership with the Bank of America, 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.

DETAILED PROGRAM DESCRIPTIONS: MUSEUM SERVICES

Native American/Native Hawaiian Museum Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2008	36	20	$895,000
2009	35	22	$945,000[c]
2010	NA	NA	$975,000
2011	NA	NA	$975,000

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

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.

Museum Grants for African American History and Culture

Fiscal Year	Applications	Awards	Budget Authority
2008	38	8	$827,000
2009	34	11	$1,310,000
2010	NA	NA	$1,485,000
2011	NA	NA	$1,485,000

Program Description

Museum Grants for African American History and Culture are intended to build professional capacity in the African American museum community. The program provides opportunities for the staff of African American museums to gain knowledge and abilities in the areas of management, operations, programming, collections care, and other museum skills identified as a high priority by applicants.

Museum Assessment Program

Fiscal Year	Number of Participants	Budget Authority
2008	100	$434,000
2009	106	$460,000
2010	NA	$460,000
2011	NA	$460,000

The Administration requests $460,000 for the Museum Assessment Program (MAP); the same amount it was appropriated in FY 2010.

Program Description

The purpose of the Museum Assessment Program is to build the capacity of museums to assess their strengths and weaknesses and plan for the future. This program is especially targeted to small museums. IMLS estimates that 75 percent of the nation's museums identify themselves as small institutions, with annual budgets less than $250,000. MAP is carried out through a cooperative agreement with the American Association of Museums (AAM). AAM charges an administrative rate of 34 percent to administer this program.

Conservation Assessment Program

Fiscal Year	Number of Participants	Budget Authority
2008	100	$793,000
2009	102	$803,000
2010	NA	$803,000
2011	NA	$803,000

The Administration requests $803,000 for the Conservation Assessment Program (CAP); the same amount it was appropriated $803,000 in FY 2010.

Program Description

The Conservation Assessment Program assists small museums in laying the groundwork for effective collections management. The program provides professional assistance in analyzing all aspects of care, assessing current practices, and recommending actions to be taken. CAP is carried out through a cooperative agreement with Heritage Preservation (HP). The program complements the Conservation Project Support program by providing general conservation surveys or assessments to small museums, which frequently are just starting to address conservation issues. An administrative rate of 30.9 percent is charged by HP to administer this program.

Grants to State Library Agencies

Fiscal Year	Budget Authority
2008	$160,885,000
2009	$171,500,000
2010	$172,561,000
2011	$172,561,000 (request)

Program Description

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

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

- promote improvement in library services in all types of libraries in order to better serve the people of the United States,
- facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry, and
- encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

These programs also support the Grants to State Library Agencies program priorities, which are to

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

Catalyst for Change: LSTA Grants to States Program Activities and the Transformation of Library Services to the Public

For more than 50 years the U.S. government has supported the delivery of library services. Few public sector agencies in the United States have been as responsive as libraries to the extreme shifts brought on by the information age. Rapid changes in information technology resulted in significant reorganization of library work and major changes to library service in public, academic, school and research settings. Over this period libraries expanded their traditional mission of collecting and circulating physical holdings to one that also

Detailed Program Descriptions

provides access to computers, software, and a host of new services and an ever-increasing pool of digital information services.

The IMLS study, *Catalyst for Change: LSTA Grants to States Program Activities and the Transformation of Library Services to the Public* (www.imls.gov/pdf/CatalystForChange.pdf), the first ever examination of the government's largest program of support for U.S. libraries—documents how the Institute's Grants to States program, has helped build the capacity of state library administrative agencies to engage in statewide planning and contribute to meeting national policy goals for library services in the United States. It includes an analysis of how public dollars support the development of human capital as well as information infrastructure and outreach services. It also includes profiles for each state including interviews with state librarians and examples of exemplary projects. The report has been widely disseminated and is being used at the federal, state, and local levels to support policy decisions about public funding for libraries.

Table 2: State Allotments for FYs 2005–2011

State	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11 Request
AL	$2,556,671	$2,610,549	$2,602,935	$2,545,491	$2,731,363	$2,746,218	$2,747,137
AK	$828,563	$887,453	$888,213	$833,016	$982,962	$984,174	$986,632
AZ	$3,041,222	$3,150,258	$3,211,248	$3,228,606	$3,489,746	$3,560,969	$3,575,566
AR	$1,760,329	$1,820,073	$1,819,735	$1,766,109	$1,936,565	$1,945,548	$1,948,477
CA	$16,457,012	$16,557,920	$16,506,165	$16,431,277	$16,882,749	$16,971,056	$16,906,279
CO	$2,579,074	$2,642,220	$2,650,213	$2,612,765	$2,834,938	$2,869,234	$2,885,879
CT	$2,100,240	$2,154,030	$2,141,681	$2,068,566	$2,232,450	$2,231,803	$2,224,539
DE	$904,235	$965,243	$967,412	$912,962	$1,063,319	$1,066,966	$1,068,571
FL	$8,172,813	$8,332,483	$8,429,449	$8,425,588	$8,770,131	$8,803,371	$8,818,223
GA	$4,433,740	$4,522,400	$4,590,936	$4,622,315	$4,910,851	$4,972,854	$4,995,052
HA	$1,101,687	$1,157,565	$1,157,491	$1,101,262	$1,248,881	$1,250,947	$1,248,587
ID	$1,150,464	$1,215,563	$1,225,259	$1,180,138	$1,344,632	$1,355,376	$1,358,611
IL	$6,214,291	$6,249,722	$6,216,116	$6,133,883	$6,377,081	$6,398,149	$6,347,707
IN	$3,317,057	$3,369,822	$3,357,739	$3,292,765	$3,492,642	$3,506,281	$3,499,765
IA	$1,858,287	$1,909,822	$1,902,157	$1,840,733	$2,004,495	$2,010,773	$2,000,458
KS	$1,759,339	$1,812,456	$1,804,558	$1,745,712	$1,910,501	$1,921,944	$1,917,438
KY	$2,384,878	$2,439,668	$2,433,669	$2,374,218	$2,560,096	$2,572,188	$2,573,908
LA	$2,554,689	$2,604,141	$2,587,884	$2,409,825	$2,583,026	$2,634,925	$2,652,034
ME	$1,123,275	$1,181,762	$1,177,883	$1,116,986	$1,263,871	$1,263,471	$1,258,738
MD	$3,008,965	$3,067,643	$3,062,016	$2,988,627	$3,170,413	$3,176,887	$3,182,088
MA	$3,423,733	$3,449,395	$3,413,560	$3,346,669	$3,538,949	$3,559,988	$3,574,604
MI	$5,059,705	$5,093,053	$5,052,531	$4,941,233	$5,144,483	$5,113,653	$5,056,739
MN	$2,807,289	$2,864,372	$2,856,123	$2,793,089	$2,983,922	$2,993,749	$2,991,883
MS	$1,830,121	$1,886,927	$1,882,233	$1,809,550	$1,973,794	$1,982,436	$1,975,935
MO	$3,096,707	$3,155,054	$3,150,050	$3,087,560	$3,285,694	$3,300,104	$3,308,565
MT	$949,157	$1,008,157	$1,007,986	$952,693	$1,104,586	$1,108,783	$1,108,023
NE	$1,317,786	$1,372,965	$1,370,433	$1,311,709	$1,466,605	$1,470,441	$1,468,721
NV	$1,542,939	$1,634,252	$1,659,300	$1,628,664	$1,817,143	$1,832,430	$1,840,322
NH	$1,115,181	$1,173,868	$1,172,791	$1,114,075	$1,263,260	$1,263,185	$1,261,492
NJ	$4,412,959	$4,464,364	$4,434,773	$4,343,636	$4,530,162	$4,528,274	$4,502,723
NM	$1,378,496	$1,442,371	$1,445,113	$1,392,895	$1,553,194	$1,559,494	$1,562,251

Table 2: State Allotments for FYs 2005–2011 (cont'd)

State	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11 Request
NY	$9,146,819	$9,146,249	$9,074,434	$8,955,719	$9,234,002	$9,318,366	$9,258,755
NC	$4,309,258	$4,394,254	$4,419,501	$4,401,145	$4,696,435	$4,767,500	$4,798,236
ND	$821,842	$878,082	$876,330	$818,116	$963,563	$964,313	$963,966
OH	$5,667,969	$5,691,792	$5,643,980	$5,543,747	$5,762,879	$5,770,712	$5,747,255
OK	$2,112,874	$2,162,902	$2,158,232	$2,100,996	$2,283,428	$2,294,344	$2,298,626
OR	$2,134,437	$2,194,490	$2,199,259	$2,153,972	$2,341,114	$2,359,806	$2,359,475
PA	$6,085,045	$6,075,494	$6,034,092	$5,963,310	$6,191,018	$6,197,247	$6,213,530
RI	$1,020,285	$1,076,537	$1,069,862	$1,006,294	$1,148,900	$1,145,724	$1,142,362
SC	$2,398,034	$2,462,858	$2,469,636	$2,424,418	$2,633,782	$2,665,509	$2,682,399
SD	$880,376	$938,791	$937,650	$881,774	$1,032,934	$1,036,430	$1,036,639
TN	$3,158,288	$3,220,133	$3,221,670	$3,173,028	$3,409,056	$3,434,523	$3,444,074
TX	$10,460,595	$10,597,273	$10,661,984	$10,787,020	$11,275,967	$11,462,047	$11,559,503
UT	$1,592,429	$1,658,384	$1,683,421	$1,652,433	$1,852,581	$1,892,820	$1,902,435
VT	$815,233	$872,315	$870,330	$812,903	$955,380	$955,355	$952,954
VA	$3,851,240	$3,913,359	$3,928,187	$3,872,179	$4,098,498	$4,123,366	$4,140,480
WA	$3,288,255	$3,354,800	$3,364,690	$3,328,627	$3,547,224	$3,582,706	$3,605,601
WV	$1,349,667	$1,394,138	$1,396,003	$1,333,562	$1,483,211	$1,484,197	$1,478,887
WI	$2,992,540	$3,010,271	$3,033,754	$2,962,815	$3,163,009	$3,174,392	$3,162,462
WY	$762,355	$821,234	$820,240	$765,437	$911,752	$916,086	$918,936
DC	$790,234	$842,132	$838,393	$794,432	$940,769	$942,308	$943,251
Puerto Rico	$2,277,522	$2,296,792	$2,318,588	$2,252,920	$2,427,110	$2,432,483	$2,421,651
American Samoa	$65,977	$65,739	$65,449	$65,133	$85,486	$89,087	$88,811
Northern Marianas	$75,106	$75,737	$76,310	$76,850	$98,394	$82,818	$82,602
Guam	$114,513	$114,960	$115,305	$115,602	$137,960	$139,083	$138,331
U.S. Virgin Islands	$88,799	$88,342	$87,823	$87,268	$107,966	$108,676	$108,213
9131(b)(3) (D) Pool[d]	203,404	203,371	203,225	203,040	265,078	265,431	264,619
TOTAL	**$160,704,000**	**$163,746,000**	**$163,746,000**	**$160,885,357**	**$171,500,000**	**$172,561,000**	**$172,561,000**

[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.

Native American/Native Hawaiian Library Services Grants

Fiscal Year	Applications	Awards	Budget Authority
2008	241	217	$3,574,000
2009	245	218	$3,717,000
2010	NA	NA	$4,000,000
2011	NA	NA	$4,000,000

Program Description

Native American/Native Hawaiian Library Services Grants support improved access to library services for Native Americans, Alaska Native Villages, and Native Hawaiians. The grants address the information needs of people who typically live in remote areas or in communities where technology resources are scarce. These funds help extend library hours, purchase educational materials, implement literacy programs, provide professional advice to tribal library personnel, provide community service information, and provide Internet connections and other services for individuals in these communities. Project categories are as follows:

- **Basic:** 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.

Laura Bush 21st Century Librarian Program

Fiscal Year	Applications	Awards	Budget Authority
2008	90	31	$23,345,000
2009	111	33	$24,525,000
2010	98	NA	$24,525,000
2011	NA	NA	$22,962,000

Program Description

The purpose of the Laura Bush 21st Century Librarian Program is to build the professional capacity of libraries by improving staff knowledge and skills. The program supports efforts to recruit and educate the next generation of librarians and the faculty who will prepare them for careers in library science. It also supports grants for research related to library education and library staffing needs, curriculum development, and continuing education and training. Since its inception in 2003, this program has funded 3,220 master's degree students, 186 doctoral students, 1,256 pre-professional students, and 26,206 continuing education students.

DETAILED PROGRAM DESCRIPTIONS: LIBRARY SERVICES

Grant program priorities are as follows:

- **Master's Programs:** Recruit and educate the next generation of librarians. In particular, increase the number of students enrolled in nationally accredited graduate library programs preparing for careers in school, public, and academic libraries.
- **Doctoral Programs:** Develop faculty to educate the next generation of library professionals and library leaders. In particular, increase the number of students enrolled in doctoral programs that will prepare them to teach master's students or to assume positions as library managers and administrators.
- **Pre-professional Programs:** Recruit future librarians. In particular, attract promising junior high, high school, or college students to consider careers in librarianship through statewide or regional pilot projects employing recruitment strategies that are cost-effective and measurable.
- **Research:** Provide the library community with information needed to support successful recruitment and education of the next generation of librarians. In particular, through funded research, establish baseline data and evaluate current programs in library education for their capacity to meet the identified needs. Also, support the early career development of new faculty members who are likely to become leaders in library and information science by supporting innovative research by untenured, tenure-track faculty.
- **Programs to Build Institutional Capacity:** Develop or enhance curricula within graduate schools of library and information science.
- **Continuing Education and Training:** Develop or enhance programs of continuing education and training in library and information science for librarians and library staff.

In FY 2009, in addition to grants awarded through the competitive process, funding from this budget line supported other IMLS activities consistent with the program's goal of improving library staff knowledge and skills. These include the following:

- The Salzburg Global Seminar: *Connecting to the World's Collections* (See page 30)
- The *Connecting to Collections* initiative, including statewide planning grants and the C2C Bookshelf (page 30)
- IMLS's support of the National Endowment for the Arts' Big Read program (www.neabigread.org)
- IMLS's support of the National Book Festival and librarians who travel from around the country to attend (page 32)
- The Pratt Institute's Bloomsbury Conference on E-Publishing
- WebWise (page 32)

National Leadership Grants

Fiscal Year	Applications	Awards	Budget Authority Museums	Budget Authority Libraries
2008	183	76	$7,782,000	$12,159,000
2009	193	80	$7,981,000	$12,437,000
2010	NA	NA	$7,981,000	$12,437,000
2011	NA	NA	$6,981,000	$14,000,000

Program Description

National Leadership Grants support leading-edge projects to enhance library and museum services nationwide. They enable libraries and museums to address current problems in creative ways, develop and test innovative solutions, and expand the boundaries within which our cultural heritage institutions operate. The results of these projects—whether new tools, research, models, services, practices, or alliances—will help shape tomorrow's libraries and museums. Grants are offered in the following categories:

- **Library and Museum Collaboration grants** help libraries and museums to engage with other educational and community organizations to support the educational, economic, and social needs of learners of all ages. Learning communities can be established without regard to geographic boundaries; they can exist virtually or in a particular place or places.
- **Advancing Digital Resources grants** support the creation, use, preservation, and presentation of significant digital resources, as well as the development of tools to manage digital assets.
- **Research grants** help libraries and museums increase their impact on learning by supporting research on issues of national concern and demonstration of new solutions to real-world problems. Research projects, both basic and applied, gather and analyze data in order to investigate specific questions and then evaluate and disseminate the results.
- **Demonstration grants** test potential solutions to problems in library and museum services.
- **Collaborative Planning grants** enable project teams from libraries, museums, and other community organizations to work together on the planning of a project in any of the National Leadership Grant categories.

Included in the table above are the Connecting to Collections Statewide Planning grants described on page 30.

In FY 2009, National Leadership Grant funding also contributed to IMLS support of the Salzburg Global Seminar: *Connecting to the World's Collections*, described on page 30.

DETAILED PROGRAM DESCRIPTIONS: RESEARCH, STATISTICS, AND PROGRAM EVALUATION TO INFORM POLICY AND PRACTICE

Section 9106 of the Museum and Library Services Act requires that IMLS analyze trends in library and museum service, share best practices and evaluate program. Since the last authorization IMLS has taken responsibility for several library data collections, formerly the responsibility of the National Center for Education Statistics, and for functions that had been carried out by the National Commission on Libraries and Information Science. These responsibilities are placed within the IMLS Office of Policy, Planning, Research and Communications. The strategic approach of the office is to provide data and best practices that demonstrate how libraries and museums can best contribute to education, workforce development, and civic engagement. Below are highlights of IMLS research and policy recent work.

National Study to Examine the Impact of Access to Computers in Public Libraries

IMLS and the Bill and Melinda Gates Foundation are working with a research team at the University of Washington Information School to examine the impact of free access to computers and the Internet on the well-being of individuals, families, and communities. The findings of this study will be very useful to the development of the National Broadband Plan currently under development by the Federal Communications Commission.

Public libraries have provided free access to the Internet and computers since the 1990s. Libraries have also provided access to digital resources, databases, networked and virtual services, training, technical assistance, and technology-trained staff. Past decision making regarding public access computer services has been based on such measures as number of users and sessions, length of time computers are in use, number of unfilled requests, and results of satisfaction surveys. However, little research has examined the relationship between free access to computers and outcomes that benefit individuals, families, and communities. The research team is documenting the impact of having public access computing resources in public libraries and developing robust and broadly applicable indicators for that impact. The study will examine the impacts on civic engagement, eCommerce, education, eGovernment, health, employment, and social inclusion.

Public Library and State Library Data Collection

IMLS has taken on administration of the annual state library and public library surveys from the National Center for Education Statistics. IMLS has worked cooperatively with the US Census Bureau and collaboratively with data coordinators in each state to establish a program that 1) provides policy-relevant data, 2) maintains respect for data providers, and 3) establishes credibility among data users.

IMLS has established efficiencies to allow release of data six months in advance of the release date of previous years. IMLS has also sought ways to improve the data's relevance. Beginning this year, IMLS is releasing data with a foreword that provides an in-depth examination of trends over time, making it possible for much more sophisticated use of the data to inform policy and practice.

In addition, IMLS has made the data more valuable by geo-coding it, thereby greatly enhancing the usefulness of data for analysis below the national and state levels. The agency has been providing the library data to Data.gov to enable analysis that can combine library data with a host of other government, economic, education, and social data.

DETAILED PROGRAM DESCRIPTIONS: RESEARCH, STATISTICS, AND PROGRAM EVALUATION TO INFORM POLICY AND PRACTICE

The Future of Museums and Libraries Discussion Guide

In July 2009, IMLS published *The Future of Museums and Libraries: A Discussion Guide* (www.imls.gov/pdf/DiscussionGuide.pdf) to provide a structure for discussion among museum and library professionals, policy makers, funders, users, researchers, and partners. Following on an IMLS-supported National Academy of Sciences meeting, the discussion guide examines three areas in which significant change is anticipated over the course of the 21st century:
- The relationship among museums, libraries, and society
- The evolution of the role or roles of museums and libraries
- The future support, environment, and infrastructure for museums and libraries

The common thread across the publication is the call for museums and libraries to take a proactive and positive stance in facing the challenges and opportunities of the 21st century. The guide is a starting point for museums and libraries to use in sparking a dialogue in their own institutions and communities. The intended uses of this publication include the following:

- Discussing it at staff meetings and board meetings at museums and libraries as part of institutional conversations about future roles and practices
- Coordinating conversations across institutions to imagine the future of the museum or library sector as a whole
- Involving emerging professionals and students in planning for the future at the front end of conversations
- Bringing museums and libraries together to identify the ways in which their missions and services complement one another and how they can work together to envision the future.
- Turning to communities to look at the future of libraries and museums from the outside in, creating forums for community discussion of what future needs for cultural preservation and lifelong learning are, and actively responding to how communities foresee the kind of organization that will meet those needs

Already, IMLS has done presentations on the discussion guide to museum and library professionals and those in academic programs preparing for careers in these fields. The Institute is also about to launch an online forum for the greater museum and library community to participate in and expand the discussion.

Libraries to the Rescue Podcast Series

In June 2009, IMLS launched the *Libraries to the Rescue* series of podcast episodes (www.imls.gov/resources/podcasts_Jun09.shtm). Library use is on a steady rise and the economic downturn has resulted in even greater need for library services. IMLS introduced *Libraries to the Rescue* to share with libraries steps that other libraries have taken to help their communities. The five episodes cover a range of topics, including how libraries are increasing access to key information through virtual libraries, the importance of broadband access, and new partnerships between libraries and state and federal agencies to help citizens access all types of assistance.

DETAILED PROGRAM DESCRIPTIONS: RESEARCH, STATISTICS, AND PROGRAM EVALUATION TO INFORM POLICY AND PRACTICE

Museum Public Finance

The Institute produced and released *Exhibiting Public Value: Government Funding for Museums in the United States* (www.imls.gov/pdf/MuseumPublicFinance.pdf). The study provides the first major review of public finance for the museum sector. It explores public support from federal, state, and local government sources, focusing particular attention on levels of financial support and types of delivery mechanisms.

This is one of the few studies to examine U.S. museums as a sector separate from other cultural institutions. The museum sector includes aquariums, arboretums, botanical gardens, art museums, children's museums, general museums, historic houses and history museums, nature centers, natural history and anthropology museums, planetariums, science and technology centers, specialized museums, and zoos.

The national study sought to collect and provide detailed data to inform the development of sound, evidence-based policy. It also provides examples of existing federal-state partnerships in the cultural sector including the IMLS Library Grants to States program, support for state arts agencies from the National Endowment for the Arts, and support for state humanities councils from the National Endowment for the Humanities.

Partnership for a Nation of Learners: Joining Forces, Creating Value

The Corporation for Public Broadcasting and the Institute of Museum and Library Services—recognizing an opportunity to leverage our shared public service missions—joined forces on a leadership initiative to help public broadcasters, libraries, and museums collaborate on the local level to meet community needs. This initiative resulted in the funding of 20 Community Collaboration projects. *Partnership for a Nation of Learners: Joining Forces, Creating Value* (www.imls.gov/pdf/PNLReport.pdf) provides success stories that can guide local organizations who would like to collaborate on behalf of their communities.

Data Notes and Policy Briefs

IMLS has also launched a series of data notes and policy briefs. The first, *Libraries Use Broadband Internet Service to Serve High Need Communities,* (www.imls.gov/pdf/DataNote2009_01.pdf) provides a look at library adoption of technology and Internet speed in urban, suburban and rural areas. Future analyses will examine trends in circulation and use of libraries in metro, non-metro, and rural areas. Another brief will examine trends in library programming for children.

Service Trends in Public Libraries

In December 2009, IMLS released a new research brief, *Service Trends in U.S. Public Libraries, 1997-2007* (www.imls.gov/pdf/Brief2010_01.pdf). The brief identifies important changes public libraries have made to address patron needs in an increasingly internet-centric environment and explores service differences in urban and rural communities. A comparison of more than 11 years of Public Library Survey data suggests that service changes in U.S. public libraries are having an impact on visitation and circulation, as record numbers of people now use public libraries nationwide.

Findings from the survey include:

- The availability of Internet terminals in public libraries rose sharply between 2000 and 2007, increasing by 90 percent on a per capita basis. This dramatic increase is one example of the way U.S. public libraries are expanding their range of services to meet patron demand.
- Between 1997 and 2007, per capita visits to public libraries increased nationwide by 19 percent. During the same period per capita circulation increased by 12 percent. This growth in demand for library services occurred even as people increasingly turned to the Internet to meet other information needs.
- The study identified very different trajectories between urban and rural communities for select service trends, highlighting the importance of local context for identifying patron needs and improving services.

Program Evaluation

The office has administered program evaluation of the Library Grants to States Program (see *Catalyst for Change: LSTA Grants to States Program Activities and the Transformation of Library Services to the Public* on p. 18) Evaluation of the Museums for America program is currently underway. IMLS plans a program evaluation of the Laura Bush 21st Century Librarian Program in FY 2011.

Special Projects and Initiatives

SPECIAL PROJECTS AND INITIATIVES

IMLS has pursued special projects and initiatives to strengthen the role of cultural institutions in promoting 21st century skills, improve America's library and museum collections, promote the importance of reading, honor innovators in the museum and library worlds, and highlight research and innovation in digital technology. Details on these activities are listed below.

21st Century Skills

Combining traditional strengths in creating powerful learning experiences with strategic investment in modern communications infrastructures, libraries and museums are trusted institutions that are well equipped to build the skills Americans need to succeed in the 21st century, such as problem-solving, critical thinking, entrepreneurship, and creativity.

As part of its effort to engage libraries and museums, community stakeholders, and policymakers at the national, state, and local level in a concerted effort to meet the educational, economic, civic, and cultural needs of communities, IMLS has published *Museums, Libraries, and 21st Century Skills.* The publication and companion Web site (www.imls.gov/about/21stCSkills.shtm) provide a framework for museums and libraries to align their programs and services to deliver 21st century skills and outline possibilities for broader community partnerships and engagement.

IMLS is undertaking a robust effort to raise awareness and encourage action around 21st century skills. This will involve grantmaking with a 21st century skills focus as well as outreach to federal, state, and local policymakers. Specifically, IMLS will

- support the ability of museums and libraries in envisioning and defining their roles as institutions of learning in the 21st century, providing lifelong learning experiences and developing partnerships at the local and state level to deliver 21st century skills;
- engage libraries and museums in early education and K-12 education reform efforts;
- target library and museum services to individuals of diverse geographic, cultural, and socioeconomic backgrounds; to individuals who have disabilities or limited functional literacy or information skills; to persons having difficulty using a library; and to underserved urban and rural communities;
- support the development of a 21st century library and museum workforce; and
- support research, development, and deployment of tools and services and model projects to promote innovative and creative uses of information/education resources and technology.

Connecting to Collections

America's collections are for everyone. They are discovered and explored billions of time each year in libraries and museums across the country. They enlighten and inspire all of us, and collections stewardship is a core activity of these institutions. *Connecting to Collections: A Call to Action* (C2C) is a multifaceted, multiyear strategic initiative of the IMLS that leverages our significant work in this area to shine a nationwide spotlight on the needs of America's collections, especially those held by small to medium-sized libraries and museums, which often lack the human and financial resources to care for their collections.

Each component of the initiative is based on the findings of the 2005 Heritage Health Index (HHI), a comprehensive study funded by IMLS, which argues powerfully for improved collections care in the United States and offers an integrated and systematic strategy (http://heritagepreservation.org/hhi). The study found that

SPECIAL PROJECTS AND INITIATIVES

190 million objects were in need of conservation treatment; 65 percent of collecting institutions had damage to collections due to improper storage; 80 percent of collecting institutions were without an emergency plan for their collections or staff adequately trained to carry out an emergency plan; and 40 percent of institutions had no funds allocated in their annual budgets for preservation or conservation. The study's recommendations call upon libraries and museums to provide safe conditions for their collections; develop emergency plans to protect their collections; assign responsibility for collections to a senior-level staff person; and raise public awareness about the importance of protecting our nation's collections.

The threat to physical collections might be more readily apparent, but digital collections are vulnerable as well and need protection. It is not likely that all cultural heritage institutions will be able to build the institutional and professional capacity to maintain their own digital collections without support. Consortial approaches and service models, which will produce economies of scale, must be developed to ensure that small and medium institutions have viable means to maintain their digital resources.

In 2008 and 2009, the C2C initiative included a national summit on conservation; four forums held across the country focusing on specific aspects of collections care; the distribution of the Connecting to Collections Bookshelf, a core set of essential resources for conservation and preservation; and the awarding of statewide conservation planning and implementation grants.

In FY09, IMLS continued the distribution of the Bookshelf, which has now been sent to nearly 3,000 small and mid-size institutions, and awarded additional statewide planning grants. Forty-three states have received these grants, which foster partnerships among museums, libraries, and archives. The final round of funding will be announced in March 2010. In addition, the C2C initiative spawned the American Heritage Preservation Grants in FY09. This three-year grant program, supported in partnership with the Bank of America Foundation, 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.

In October 2009, IMLS carried C2C's message of collections care to an international audience of 60 people from 32 countries, guardians of the world's cultural treasures, met in Salzburg, Austria, to explore global themes related to conservation and preservation and develop recommendations for protecting collections around the world. The seminar was co-hosted by IMLS and the nonprofit organization the Salzburg Global Seminar and was attended by 59 cultural heritage leaders from 32 countries, including representatives of Africa, the Middle East, South America, and Asia. Participants and leaders issued a set of recommendations to overcome institutional, logistical, political, and financial barriers to the optimal conservation of collections. A publication summarizing these recommendations will be released in winter 2010 and distributed to key stakeholders in the U.S. and around the world.

In 2011 IMLS will continue to build upon these activities to
- support disaster planning and preparedness;
- support the training of conservation, library, museum, and archive workforce;
- support planning and collection assessments to encourage strategic collections care activities in libraries and museums;
- raise public awareness about the need for conservation and preservation to assure that knowledge held in library and museum collections is passed on to future generations; and

- capitalize on the activities undertaken through C2C, to support preservation and emergency planning and implementation on statewide levels.

National Book Festival Pavilion of the States

In September 2009, for the eighth consecutive year, IMLS helped host 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.

National Medals for Museum and Library Service

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

WebWise

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

Special Projects and Initiatives

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IMLS Administration

IMLS ADMINISTRATION

This section highlights administrative improvements that support financial and budget accountability, human resource management, and support and maintenance of the agency's information technology infrastructure and grants management. Justifications of operating costs by object class are also provided to support the IMLS administrative expense request.

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 all of the other offices of the agency in developing and implementing the agency's strategic plan and budget. Over the past year, IMLS has continued to devote considerable effort into the development of its strategic goals and performance measures. 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.

Strategic Human Resources Management

The Director of Human Resources has instituted a new Senior Executive Service (SES) program. The Office of Human Resources (OHR) will submit its SES performance management system to the U.S. Office of Personnel Management (OPM) for provisional certification and approval this year. We have deployed an online staffing and recruitment system, and implemented a new personnel payroll system. These are new and cutting-edge systems that allow the Institute to streamline its internal processes and respond to applicants and employees in a more professional and efficient manner. The Agency plans to further implement on-line systems in the area of training and electronic official personnel folder (e-OPF), as well as proactively look toward strategies to implement in the area of employee relations and policy.

The OHR developed and delivered its first-ever Human Capital Accountability and Assessment Framework (HCAAF) for FY 2009 in December of 2009. The Agency will annotate any milestones and lessons learned in order to provide a more comprehensive plan for our human capital reporting in FY 2010. The Institute's FY 2009 report included both targets and sub-targets to include succession management, Annual Employment Survey, a revised appraisal system for all General Schedule employees of the Institute. In the fall of 2009, OHR completely transformed the job opportunity announcements (JOAs) to meet the criteria of the new Administration. We have put our JOAs in plain English and have mapped our "beginning to end" hiring process to meet the 80-day timeline set by the OPM. The Agency will continue to implement new systems to support the Office Human Resources (OHR) initiatives to further bring the Institute in alignment with other comparable agencies.

In FY 2010 the employees of the Institute will participate in the new Employee Viewpoint Survey given by OPM. This survey replaces the Annual Employee Satisfaction Survey (AES).

During this fiscal year the agency will emphasize employee training, leadership training for agency management, succession management, performance management and engagement. Training on personnel matters focuses on all of the components of the No Fear Act; Understanding Prohibited Personnel Practices and

Whistleblower Protection; Making Accessibility a Reality—Making Panels and Other Meetings More Inclusive; Ethics and Government Service; Employee Performance Evaluation; and Benefits Available to Federal Employees.

The OHR will engage with the incoming agency Director to discuss his/her strategies and objectives that will support the agency's mission for FY 2010-2011. We will strive to meet all deliverables and targets set by OPM for FY 2010 and 2011.

Information Technology

As part of an ongoing infrastructure and technological modernization effort, major hardware and software upgrades were completed during FY 2009-10. The technical solutions to support expanded telework were implemented. NETWORX transition plans were finalized and mandates of the Trusted Internet Connection (TIC) initiative continued. Expanded bandwidth to support increased reliance on cloud resources is being planned. Required support for the government-wide open transparency goals is being planned. Initial steps were taken towards a review of available cloud and virtual technologies that would provide the agency with streamlined cost effective solutions. A comprehensive IT COOP plan was begun with a goal of implementation in FY 2011.

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 Chief Financial 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 (GMLoB) initiative in the upcoming months, and is currently in the process of identifying alternative solutions for a new Grants Management System. This will enable the Institute to retire its legacy internal grants management systems. Utilizing a GMLoB partner is expected to substantially reduce the costs of maintaining an internal grants management system.

- 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 needs of the increasingly tech-savvy museum and library communities, some new features have been added to the IMLS Web site (www.imls.gov). Those who cannot attend IMLS conferences and events—such as WebWise and our Connecting to Collections National Tour forums—can now watch sessions online via Web casts. Subscribers to the IMLS RSS Feed will receive immediate notice of new content on our Web site. Podcasts and streaming video are now available, highlighting IMLS awardees and initiatives. Additionally, IMLS is currently developing a content management system for our public web site, as well as our staff intranet site. This project is seen as a "phase two" of the redesigned Web site that was launched in February of 2006, and will streamline the process for creating, editing, and organizing Web pages. This project also presents an opportunity to make some changes to the site's content and navigation, allowing us to create a new section for our Research & Policy activities.

Improved Financial Performance

IMLS continues to experience an extremely beneficial partnership with the Federal Aviation Administration's (FAA) Enterprise Service Center (ESC). It affords IMLS access to timely reporting and accounting services, and to the financial information necessary to make strategic agency and programmatic decisions. This relationship also enables IMLS to comply with changing financial and budgetary requirements without the necessity of having duplicative in-house experts.

The CFO of the agency continues to collaborate with the other senior managers to improve financial processes and to provide financial data required to manage their operations. Each of the Institute's offices has its own budget. Senior managers are required to monitor and approve expenditures. Quarterly budget meetings with the Chief of Staff and each office are conducted with more frequent discussions as conditions dictate, with the OCFO assisting the Chief of Staff and office directors in managing their budgets. In addition, a Grant Administrator with significant grant program knowledge has been reassigned to the CFO to identify and document needed modifications to existing system and program requirements, update grant guidance, and oversee the Grants Management Line of Business for the Institute.

The Institute continues to contract with one of three GSA-approved travel management centers which eliminated the manual travel management process. This has exceeded the expected savings in staff and processing time.

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

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Salaries and Expenses Request

The FY 2011 budget request for salaries and expenses will support the costs of the staff, overhead, contracts, and other activities needed to administer and monitor IMLS's programs and to award the proposed $248.7 million in grants.

In FY 2011, the IMLS request for administrative costs is $15,053,000, or 5.7 percent of its total budget request of $265,869,000.

In FY 2011, the IMLS request for Policy, Research, Program Evaluation and Statistics is $2,081,000.

Justification of Operating Costs by Object Class
Table 3: IMLS History of Administration Costs (Amounts in OOOs)

Object Class	Description	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Requested
11000/12000/ 13000	Personnel Compensation and Benefits	$9,050	$10,050	$9,750	$9,750
21000	Travel and Transportation of Persons	850	900	1,000	1,000
22000	Transportation of Things	40	40	40	40
23000	Rental of Space (Rent, Communications and Utilities), Equipment Rental, Telephone Services, Postage	2,350	2,400	2,450	2,450
24000	Printing and Reproduction	300	300	200	200
25000	Other Contractual Services	1,170	3,000	3,500	3,500[e]
26000	Supplies and Materials	127	127	94	94
31000	Equipment	100	100	100	100
Total		$13,987	$16,917	$17,134	$17,134

[e] The Policy, Research, Program Evaluation and Statistics request is reflected in this object class code.

This request includes funds for staff salaries, benefits, travel, training, rent, advisory and assistance services, communications and utilities expenses, supplies, equipment, and other operating expenses necessary to manage the Institute's activities. The following narrative, presented by object class, provides more detail on this request.

11000 Personnel Compensation
12000 Personnel Benefits
13000 Benefits for Former Personnel
Amount Requested: $9,750,000
This category provides for salaries and benefits of federal employees, including expected within-grade increases, planned promotions, and performance awards for qualified staff, and reflects the use of lapse sav-

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ings made possible by delayed hires and turnover. This request supports the estimated 1.4 percent cost of living increase effective in January 2011, and is consistent with Administration policy.

Estimates are provided for benefits including the agency's share of contributions for health insurance, life insurance, retirement contributions, Thrift Savings Plan match, unemployment benefits, and injuries sustained in the workplace. Over the past years, federal health insurance premiums, including agency contributions, have increased nearly 15 percent annually, an increase that is reflected in this budget estimate. As in FY2010, this amount will cover the management costs to federal employees of the government's Flexible Spending Accounts. Support for the federal transit subsidy benefits provided under the Transportation Equity Act for the 21st Century is also reflected in this object class. To minimize personnel costs, the salary for National Museum Services Board members is proposed to remain at $100/day.

21000 Travel and Transportation of Persons
Amount Requested: $1,000,000
This object class funds the cost of travel by the Institute's professionals for conference presentations, site visits to oversee grants, outreach activities, consultations with applicants, workshops on IMLS programs, and staff professional development. Funds are provided for regional forums that stimulate sharing of effective practices and expand museum and library collaboration opportunities. This effort allows the Institute to monitor the progress of new programs, provide technical assistance, and build new partnerships. It includes transportation costs associated with the National Award for Museum Service and the National Award for Library Service. This object class also supports grant oversight activities. Also included in this object class is $100,000 to support the important management of grant activities, especially regular site visits in support of the Museum and Library Services Act.

During FY 2011, the Institute will prioritize its administrative funding to enable targeted travel to state library agencies.

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

22000 Transportation of Things
Amount Requested: $40,000
Freight and express charges by common carrier, contract carriers, and other incidental expenses are included in this object class. Attendance at library and museum conventions, conferences, and meetings requires shipment of the Institute's displays and associated materials, such as grant guidelines. This class also includes mail transportation charges for express package services (i.e., charges for transporting freight) and postage used in parcel post. Cost estimates are based on actual costs incurred historically by IMLS for this activity.

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23000 Rent, Communications and Utilities, Rental of Space (Standard Level Usage Charge), Equipment Rental, Telephone Services, Postage
Amount Requested: $2,450,000
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 has been successful in past years in directing more of its efforts toward the Internet, placing an increased emphasis on electronic dissemination and availability of IMLS materials and holding cost increases to a minimum.

24000 Printing and Reproduction
Amount Requested: $200,000
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: $3,500,000
This object class provides for contractual services that are not covered in any of the preceding categories, and includes costs of maintenance for the financial management system, staff training, and costs of access to a federal employee health unit associated with the Department of Agriculture. Also included are costs of temporary clerical and grant application processing services, and production expenses associated with publications.

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

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

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

Additionally, this funding supports regular evaluations of programs to assess programmatic effectiveness and to share best practices, and is consistent with the Administrations' direction on "Increased Emphasis on Program Evaluations." In FY2010 the Agency plans an evaluation of its Museums for America program and in FY2011 an analysis of the Laura Bush 21st Century Librarian Program. Funds in this object class also support the activities in the area of Museum Data Collection.

26000 Supplies and Materials
Amount Requested: $94,000
Expendable supplies such as routine office products and supplies, paper, and copier supplies are needed to carry out the daily business of IMLS. These funds also cover IT supplies, including disks, and toner cartridges and paper for printers and copiers. In addition, the funds cover the cost of maintaining the agency's subscriptions to library- and museum-related periodicals, magazines, and newspapers, which help fulfill the mandate to research trends and needs in these fields.

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: $17,134,000

INSTITUTE *of* Museum*and*Library SERVICES

FY2011 Performance Plan

FY 2011 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 midsized institutions for collections management, preservation and conservation planning, and emergency preparedness at the institutional level.

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

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

- 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.

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 midsized museums.
- Support research and demonstration to develop new tools and services to increase online access to collections.
- Develop models to allow seamless digital searching across library and museum collections.

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

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

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.

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.
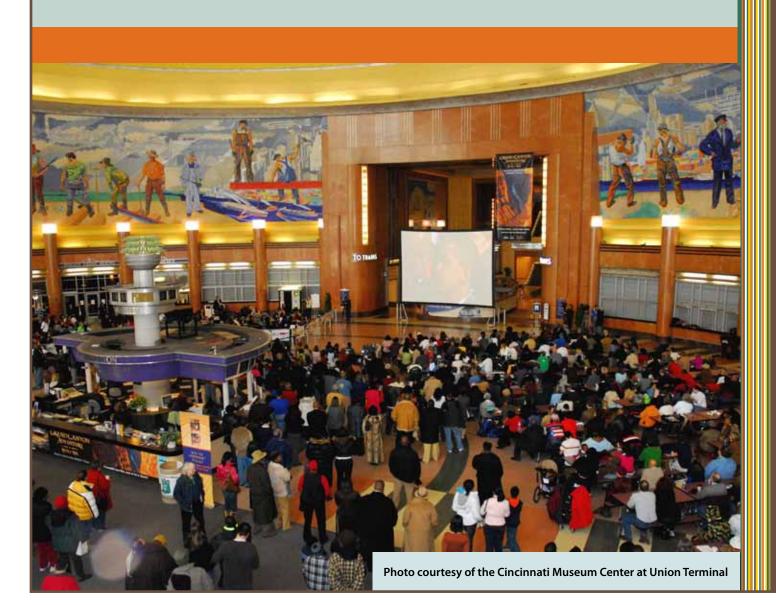- Continue to improve information technology operations.

- 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.

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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 authorization of appropriations for the Museum and Library Services Act (MLSA) of 2003 expired September 30, 2009. MLSA, 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.

When the MLSA was reauthorized in September 2003, 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.

Since the last reauthorization, Congress has directed the Institute to assume responsibility for library data collection (formerly the responsibility of National Center for Education Statistics of the U.S. Department of Education) and provided the Institute with the authority 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.

The MLSA consists of the Library Services and Technology Act (LSTA) and the Museum Services Act (MSA).

General Provisions

The general provisions section of the MLSA 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 also instructs the director to carry out and publish analyses of the impact of museum and library services.

The Library Services and Technology Act

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

The LSTA directs IMLS to
- improve library service to better serve the people of the United States;
- facilitate access to library resources to cultivate an educated and informed citizenry; and
- encourage resource sharing to achieve economical and efficient delivery of library service.

AUTHORIZING FRAMEWORK

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 Museum Services Act

Since 1976, the Museum Services Act has been the primary source of federal support for the nation's museums.

The MSA directs IMLS to
- support museums in their public service role of connecting the whole of society to cultural, artistic, historical, natural and scientific heritage;
- help museums work with schools, families, and communities in support of education;
- encourage leadership in technology; and
- help museums achieve the highest standards of collections stewardship and management.

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

Reauthorization

The authorization of appropriations for the Museum and Library Services Act (MLSA) of 2003 expired September 30, 2009. Since the last authorization IMLS has taken responsibility for several library data collections, formerly the responsibility of the National Center for Education Statistics, and for functions that had been carried out by the National Commission on Libraries and Information Science.

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.