

ABSTRACT

1. Who is the lead applicant and if applicable, who are the collaborators? The New Mexico State Library (NMSL) is the lead applicant. Collaborators on this project are: Creative Startups, a global startup accelerator educating and investing in creative entrepreneurs, startups, and growth companies in USA, Europe, Asia, Middle East, and Fab Lab Hubs, a product prototype development concern and member of the North American Digital Fabrication Alliance.
2. What do you plan to accomplish and why? This project is to plan and implement a replicable and scalable model that will be prototyped, transforming rural and tribal libraries into (1) vibrant community anchors, demonstrating rural and tribal libraries are critical assets for supporting creative entrepreneurs and local economic development in deep learning opportunities and growth; (2) knowledge centers for creative entrepreneurs to gain ongoing access to business support tools, community and information; (3) deepening and making a direct link with measurable results between rural and tribal libraries and economic development through librarians trained to assist patron entrepreneurs and engaging them more deeply in segments of the community relating to economic development. Why? While there is no question that rural and tribal libraries play a role in economic development in New Mexico, the evidence is anecdotal. This planning grant will allow the program to produce measurable results and definitive data creating strong ties between local libraries and business organizations and thereby assist in local library advocacy and funding and enhancing their role as community anchors.
3. What is the timeframe for the project? 1 year
4. What library and community needs will the project address? This planning process will allow for the creation of sustainable economic development centers with trained librarians, collections, technology suites and an educational portal to support community economic development efforts further strengthening libraries as community anchors.
5. Who is the intended audience for the activities? The intended audiences include but are not limited to rural and tribal librarians and potential entrepreneurs.
6. What will be the specific project activities, performance goals, outcomes, results and tangible products? Activities will include one day seminars that will serve to communicate project objectives and in depth surveys on the role of the librarians and their participation; meeting of the advisory council to advise on collections including reference materials, technology suites and an online portal development for entrepreneurs. Products will include a synthesis of librarian surveys, plan for the seminars, a collections list and recommendations and a framework for establishing an online portal.
7. What are the intended outcomes for audience members in terms of measureable changes in knowledge, attitudes, or behavior? Librarians will have enhanced knowledge, tools, and confidence to assist local developing entrepreneurs .

## Libraries Lead: A Creative Economy Initiative

The New Mexico State Library (NMSL), a division of the New Mexico Department of Cultural Affairs (DCA) in partnership with Creative Startups, a global startup accelerator educating and investing in creative entrepreneurs, and Fab Lab Hub, member of the North American Digital Fabrication Alliance, request \$50,000 under the National Leadership Grants for Libraries Program (NLG) to plan the implementation of the newly titled “Libraries as Launchpads” initiative to transform rural and tribal libraries into vibrant economic development hubs. Our goals are to: (1) strengthen the role of public libraries as community anchors, and (2) build a scalable model to be taken to libraries nationally in 2020. Project activities include: blended, intensive learning through LABS and workshops serving entrepreneurs, creating a statewide cohort of 60 rural and tribal entrepreneurs; professional training for library staff and local educators; and the implementation of robust library services and collections that target the needs of creative entrepreneurs by the creation of a sustainable economic development hub housed at rural and tribal libraries. Through this project, rural and tribal libraries will become change catalysts, driving economic opportunity, wealth creation and forging new alliances with the business community, a powerful advocacy community that can support rural and tribal libraries.

### Statement of National Need

In the U.S., growth in the Creative Economy outpaces almost all other economic sectors. Globally, growth ranges between 4-12% annually. Nationally, 14 million people work in the Creative Economy<sup>1</sup>. This number is projected to increase by 12% by 2022<sup>2</sup>. New Mexico’s cultural and creative economy resonates with national and international trends, contributing \$5.6 billion to the economy and providing 1 in 10 jobs. The Creative Economy of New Mexico contributes more revenue than manufacturing and construction combined. Despite this growth and significance, very few dedicated resources exist for creative entrepreneurs, in New Mexico or nationally. Creative entrepreneurs frequently tell us they were “dismissed as entrepreneurs” or “feel left out, like we aren’t helping our local economy.”<sup>3</sup>

Otis College of Art and Design defines the Creative Economy as “many creative activities whether expressed as art or innovation. The creative economy is largely a designated set of industries that depend upon individual creativity to generate employment and wealth.” This type of creative placemaking attracts tourism and appeals to a more highly skilled and talented workforce which leads to more livable communities with active and engaged citizens. A UNESCO Cultural Times reports data indicating that development projects that focus on building creative and cultural infrastructure strengthen local identity and build stronger local economies.

Libraries are ideal locations for Creative Economy support services. As recognized knowledge centers with existing infrastructure, rural and tribal libraries are poised to act as catalysts for local creative economies. Our pilot affirmed this fact. Furthermore, this project expands upon prior NMSL project success: in 2013-2017, NMSL led the NM Makerstate Initiative, a statewide mobile makerspace project that delivered science, technology, arts, engineering and math (STEAM) concepts to a multigenerational audience mostly in rural locations.

According to the winter 2008 “Rural Research Report” produced by the Illinois Institute for Rural Affairs, rural libraries are “natural partners in local economic development efforts.”<sup>4</sup> This is primarily due to the basic infrastructure existing at rural and public libraries in terms of knowledge, technology, and information. Indeed, in most rural and tribal areas, the library is the sole cultural institution, community center, and digital access point. The report references the fact that microenterprises, which are comprised of 5 or fewer employees, have a significant impact on rural economies. According to the

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<sup>1</sup> <https://www.citylab.com/life/2016/04/how-do-the-worlds-top-creative-economies-stack-up/479022/>

<sup>2</sup> US Department of Labor

<sup>3</sup> Creative Startups’ *Exit Interviews with Accelerator Alumni*. 2014-2018.

<sup>4</sup> [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=993821](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=993821)

Small Business Administration Office of Advocacy, small businesses make up 99.7 percent of U.S. employer firms, 49.2 percent of private-sector employment, and 46 percent of private-sector input.<sup>5</sup>

The “Libraries as Launchpads” initiative will change how communities perceive their public libraries and will transform rural and tribal libraries into entrepreneurial and economic development community anchors. While there is general and anecdotal evidence that libraries contribute to economic development, it is time that this anecdotal evidence is converted into hard evidence through demonstrated results and direct job creation through rural and tribal libraries.

“Libraries as Launchpads” participating libraries will unequivocally demonstrate that they are critical assets for economic development through supporting creative entrepreneurs with (1) deep learning opportunities, (2) knowledge centers for creative entrepreneurs, (3) ongoing access to business support tools through a learning portal, (4) networking events that will include local chambers of commerce and local Small Business Development Centers and any relevant local business community partners, and (5) librarians equipped to assist small business patrons in accessing the wealth of library and community resources. Notably, “Libraries as Launchpads” has been conceived and will be piloted as a replicable and scalable model that we aim to introduce nationwide.

*“It’s been an extraordinary learning and community building experience.”  
~ 2018 Launchpads Alumni*

The parameters of this planning grant have been modified from the original proposal consisting of 4 phases. Due to interest by local granting bodies, the “Libraries and Launchpads” team was able to test portions of Phase 3 (Model Prototype –LABS for Entrepreneurs), and Phase 4 (Wrap up and Evaluation) at five pilot libraries in different parts of New Mexico. These library locations include Raton, Zuni Pueblo, Las Cruces, Southside Albuquerque, and Southside Santa Fe.

*“I could tell from five minutes into our first class that this would be a life-changing experience, and—wow—was that an understatement!”  
~ 2018 Launchpads Alumni*

Participating libraries promoted applications for three weeks and in this short period received 60 applications. The public library in Raton, NM with a population of 6,103, received 12 applications. 15 startups were selected for the program, 3 for each library.

The pilot was taught online and in-person, using distance learning technologies and on-site educators. The program includes six modules, online assignments, mini-lectures via videos, and peer-to-peer learning. The program proved effective: 80% of participants reported increased knowledge, networks, and awareness of community resources for entrepreneurs.

The program was effective, but not quite perfect. Our recent 2 day Reflections Workshop with librarians, Educators, and startups brought forward 3 key elements that need to be adjusted: (1) Librarians want to be more effective “guides” to entrepreneurs seeking enterprise support at their libraries, (2) the classes can be facilitated wholly by local educators who receive ample training and support from Creative Startups lead faculty, and (3) the online learning portal can include both existing Creative Startups LABS, library databases, and additional startup support resources. These insights demonstrated the need to adjust and focus the parameters of this planning grant request. Further discussion will follow, but it is important to elaborate on each component of the “Libraries as Launchpads” project to provide perspective on this request.

### **Project Elements and Implementation**

There are four basic components to the “Libraries and Launchpads” program: (1) Librarian & Educator Workshops and Trainings, (2) Creative Startups LABS Course, (3) Access to maker spaces/ FabLab Hub, and (4) transforming rural and tribal libraries into sustainable community economic development hubs.

<sup>5</sup> [https://www.sba.gov/sites/default/files/newsletter\\_aug-sep\\_2012.pdf](https://www.sba.gov/sites/default/files/newsletter_aug-sep_2012.pdf)

The 4 elements of the “Libraries as Launchpads” program will be implemented over a 6-month period with a given library. The librarians and educators will join workshops prior to launching the program in their region. This will be followed by opening the applications and outreach process to attract entrepreneurial startups, entrepreneur selection, and then the course will be delivered with support from an educator. The program will provide sustained support as economic development hubs for creatives through additional librarian training and the entrepreneurial collections, which are defined as traditional collection items (books, media and subscriptions) and non-traditional items such as appropriate technology suites and an online entrepreneur education and interactive portal.

**1) Librarian & Educator Workshops** The NMSL, in developing the project concept, approached Creative Startups with the idea of utilizing the existing infrastructure of rural and tribal libraries to deliver onsite entrepreneurial training. Creative Startups enthusiastically joined into partnership with the NMSL. Together, we built a training process and series of workshops for Librarians and Educators. These include:

<b>Prior to Launching</b>	Librarian meets Launchpads staff on site. Discuss program requirements, needs, and outcomes. Librarian identifies, with staff support, an ideal Educator.
<b>Month 1</b>	Librarian and Educators join 1.5 day workshop, <b><i>Welcome to Creative Entrepreneurship!</i></b>
<b>Month 2</b>	Outreach and marketing in library’s area, applications open.
<b>Month 3</b>	Applications close. Startups selected. Educators do 1-day workshop: <b><i>Facilitating Success</i></b>
<b>Month 4</b>	LABS Course delivered. Outcomes measured.
<b>Month 5</b>	Librarians and Educators participate in a 1.5 day <b><i>Reflections and Next Steps</i></b> workshop including librarians’ 1-day training on <b><i>Portal to Success</i></b> .
<b>Month 6</b>	Report back to funders and community.

***Workshop: Welcome to Creative Entrepreneurship!***

The first workshop will be an orientation for librarians and educators. Day 1 will provide participants with overall information, planning tools and implementation tools for marketing and outreach, and a general orientation to entrepreneurship as a way of thinking, leading, and managing. The librarians and educators become a part of the statewide network of libraries hosting the Launchpads program.

Day 2 Librarians will focus on community outreach, connecting with small business and entrepreneurship resources, and improving library presence as a center for economic development. Educators will focus on the curricular content , becoming familiar with the programs teaching and learning tools.

***Workshop: Facilitating Success (for educators)***

Teaching entrepreneurship requires skilled facilitation, cultivation of peer-to-peer learning, and a solid grasp of basic entrepreneurship best practices. “Libraries as Launchpads” innovated upon the original Creative Startups LABS program to focus on libraries through including a local, embedded educator selected by librarians and provided with training and support from Creative Startups lead faculty. Educators serve as a local resource, facilitating the course and providing connections to the area business community and mentors. ***Facilitating Success*** provides educators with a pedagogical framework, teaching tools, and hands-on practice facilitating classroom success for startups.

### ***Workshop: Portal to Success***

Feedback from the Librarians tells us they want to be **more** involved, specifically, they want: (1) to connect with area business resources and organizations, (2) to have, at their disposal, a “Reference Interview for Entrepreneurs”, (3) to have an online education portal that is easy for entrepreneurs to use, and (4) to be able to co-host entrepreneurship events with area organizations such as local Chambers of Commerce and Small Business Development Centers to name just a few. This planning grant will address this feedback.

Three experienced local librarians will be asked to work with the business librarian, who will be a member of the Advisory board, to create a librarian reference interview that can be used for rural and tribal library entrepreneur patrons seeking support for their small business. The interview will provide librarians a pathway for successfully engaging and serving entrepreneurs while also gathering additional information regarding the needs of entrepreneurs, thus informing collections development.

***Portal to Success*** will provide librarians a day-long workshop that orients them to entrepreneurship resources in their community, online, and across the region. The librarians will develop an outreach plan to meet with community economic leaders and reframe the library as a center for local economic development. Additionally, the online learning portal will be reviewed in depth and librarians will be trained to utilize the resource. Finally, librarians will receive training from other librarians on using the (to be developed) reference interview for entrepreneurs.

- 2) Creative Startups LABS for Entrepreneurs.** Creative Startups is a not-for-profit accelerator company that supports the development of the creative economy and creative entrepreneurs around the world, through delivering accelerators in the United States, Middle East, and Asia, along with strategic initiatives to develop the broader entrepreneur ecosystem via pre-accelerator programs, workshops, training, and seminars. Additionally, Creative Startups has led award-winning economic development programs in rural and tribal communities across New Mexico for over a decade. They were the lead partner on the highly successful Fast Forward New Mexico program (2009-2012) serving 27 rural and tribal libraries, teaching over 2,500 small business owners in three languages.

A pre-accelerator program, Creative Startups LABS is designed to move startups from idea-stage, past prototyping, and into the market, working with customers and earning revenue. LABS serve as the vital segment of the “Libraries as Launchpads” learning system. This program is ideal for startups just getting moving in the market, providing entrepreneurs with a framework for building a customer-centric company with the foundation in place that are essential to scaling. LABS help nascent startups prepare for growth - and to be prepared for a full-time accelerator.

The LABS utilize a blended (online and in-person) learning model including an intensive 4-week course with online content, peer-to-peer learning, and twice-weekly engagement in an online class. One-on-one mentoring with Creative Startups faculty is available via Skype. The locally embedded educator facilitates online learning sessions, providing technical and differentiated learning support. The 6-module course explores business fundamentals, market trends and practices for developing creative ideas into thriving enterprises in context of the gig economy. Entrepreneurs form peer-circles, building confidence and community. Educators, in coordination with local librarians, connect entrepreneur participants to mentors, locally or statewide.

Creative Startups provides additional face-to-face, “Creative Tech Workshops” teaching skills needed to pursue business development such as “How to Etsy,” “Podcasting for Profit,” and “YouTube for Small Business.”

Curriculum for the LABS learning model was developed by Creative Startups with Lena Ramfelt, PhD, lead faculty for the organization. Lena currently teaches courses in entrepreneurship at Stanford University with the Management Science and Engineering Department. Dr. Ramfelt is the lead author of the best-selling *Gear Up!* series: *Gear Up: Bring Business Opportunities to Life*, 2013; *Gear Up: Test your Business Model Potential and Plan your Path To Success*, 2014; and *Gear Up: Test your Business Model Potential and Plan your Path to Success*, 2014. Dr. Ramfelt will deliver the educators' **Facilitating Success** workshop. She also works with entrepreneurs accepted into the program -- which is her true passion!

*"This is an incredible program. The concepts I have already learned – in just weeks – improved the way I am running my business."*

*~ 2018 Libraries as Launchpad Alum*

Each Creative Startups LABS' component ends with a Reflections and Next Steps workshop bringing all the librarians, educators and participating entrepreneurs to engage in dialogue and discussion, assessing successes and gaps. As stated, five test sites were identified and

LABs training has taken place. Creative Startups just concluded its Reflections and Next Steps workshop two weeks ago.

Feedback and next steps from our participating Librarians are mentioned above; this planning grant is essential to our ability to building and implementing the above described improvements (workshops and collections). Educators' feedback included their confidence in delivering the course fully themselves, without lead faculty needing to join the course sessions. This is very positive as it will enable national scale and tells us the course content, which all involved with the LABS reported as "excellent", stands alone. Educators do want to allocate more time to their engagement, believing they could be even more useful to librarians and startups. Participating entrepreneurs generally raved about the program. However, two participants dropped out as they "didn't realize the program was this intense". Librarians, educators, and staff agree, however, that the program is reasonable and that less time or intensity would diminish outcomes and value for the majority of startup entrepreneurs.

- 3) Access to FabLabs and Maker Spaces for Product Prototyping** We are in partnership with FabLab Hub, housed at the Santa Fe Community College, Cruces Creative Maker space in Las Cruces, and Albuquerque's FUSE Maker Space, to provide the "Libraries as Launchpads" LABS program participants access to prototype and product development support. The development of product prototypes for those participating in the program is essential component of the program in that it will facilitate entrepreneurs in seeking financing for their products in pitch sessions. These partnerships are a natural outgrowth of the successful "Makerstate Initiative" maker-space library program which received national recognition from the Institute for Museum and Library Service (IMLS), as well as from, Harvard University which saw New Mexico's maker space program as a model for national implementation. The "Makerstate Initiative" focused primarily on an interactive, hands-on experience to deliver science, technology, engineering, arts and math concepts to intergenerational library patrons. In moving into the area of supporting entrepreneurs and economic development, it was clear that different and more advanced technologies needed to be utilized in order to support the production of prototypes. Fab Lab Hubs promotes a suite of technologies for product prototype development: laser cutting and marking, CNC machining, advanced 3D printing, microelectronics work stations, vinyl cutting which are all tied together utilizing Computer Aided Design or CAD Software. Fab Labs are a community that collaborates and shares while enhancing the individual lab's experience. With over 1,000 Digital FABrication LABORatories throughout the world, Fab Labs are as different as the international locations where you'll find them operating. Started in response to local needs, Fab Labs may be in libraries, universities, K – 12 schools, community colleges, innovation centers, museums and community centers. From rural India to inner city Detroit, communities of Fabbers come together to change the world using the tools of Digital Fabrication. Fab Lab Hubs enthusiastically embraced the "Libraries

and Launchpads” initiative agreeing that rural and tribal libraries could develop tailored technology suites housed onsite, as a part of developing the sustainable economic development hub onsite. In addition to supporting the LABS participants, the Advisory Board will examine library economic development suites in moving forward. Fab Lab Hubs also has mobile labs in other states. The potential for a mobile Fab Lab Hub for New Mexico will also be examined by the Advisory Board.

Additionally, at each library, media equipment will support the growth of digital literacy skills surrounding the project and provide tools for entrepreneurs to develop product services, and relationships with consumers. Entrepreneurs will use equipment to create graphics, social media marketing campaigns, YouTube videos/commercials, online stores, podcasts and overall web business presence. Creative Startups will train library staff on equipment use; skill-focused workshops will train entrepreneurs on tools.

**4) Implement Sustainable Economic Development Centers in Libraries.** Creating a sustainable economic development hub or center in tribal and rural libraries is a key objective of the “Libraries as Launchpads” initiative. Feedback from pilots tells us librarians very much want to be effective community anchors in supporting local potential entrepreneurs through these hubs. The core components of these library economic development centers will include:

- Creating an online learning portal. The portal will be developed with support from the Advisory Board, which includes a Business Librarian, three experienced New Mexico librarians, a collections consultant, and Creative Startups staff. We define the term “collection” to include not only traditional items such as publications, books, and data bases but also non-traditional items such as entrepreneur technology suites and an online educational portal to provide services to entrepreneur patrons when LABS are not in progress. The access to all curriculum and content on the portal will be free. Together the team will identify existing databases, collections elements and resources held by the NMSL while mapping out ideal collections for the Portal, and designing a user interface that is easy, accessible, interactive, and engaging for patrons.
- Librarians and staff will be trained to utilize a designed reference interview relating to entrepreneurs, to utilize the online educational portal, collections, technology suites, and other tools necessary to supporting small business owners. The portal is a sustainable and essential element of the rural and tribal library economic development centers. A business librarian consultant will prepare pilot site staff to use library-thinking and services to support creative entrepreneurs and local creative economy. Additional training will prepare libraries to lead ongoing community conversations and events, cultivating community among rural and tribal entrepreneurs and local organizations that support business development and networking. The business librarian will prepare the library to be a facilitator, knowledge provider, and community connector for small businesses and creatives, conducting community-wide engagement events. Event topics might include creative placemaking and developing a community theme. Librarians will receive training to conduce flipped classroom events to teach entrepreneurs to use library economic development center resources practically. Librarians will also be trained on the “Libraries as Launchpads” online portal in order to assist patrons in navigating through the portal.

The funding from this grant would be utilized in relation to what was Phase 1, the establishment of the advisory board and portions of Phase 2 relating to redirected workshops for librarians and planning the entrepreneurial collections, technology suites and an educational portal to fulfill the objectives of the “Libraries as Launchpads” initiative.

The advisory board will consist of: Michael S. Delello, Deputy Cabinet Secretary, New Mexico Department of Cultural Affairs, Joy Poole, Deputy State Librarian, New Mexico State Library, Dr. Alice Loy, Director and Cofounder of Creative Startups, Sara Boisvert, Fab Lab Hubs, Founder, Joan Divor, Business Services Librarian and Coordinator of Community Partnership of the Burlington County Library System in New Jersey, and Dr. Carnell Chosa, Co-founder of the Leadership Institute of the Santa Fe Indian School.

### Activity 1: Librarian Workshop

As a result of the wrap up session and feedback received from participating librarians and librarians wishing to participate in the “Libraries as Launchpads” initiative, it became apparent that workshops with the librarians were needed to bring the program on point from their perspective. Interestingly enough, while the establishment of sustainable economic development center was considered to be the main emphasis with librarians, participating librarians desired more participation in the LABS being offered onsite. Though the LABS are meant to be intensive training for the participating entrepreneurs, it became clear that the LABS presented a perfect opportunity for librarians to reach out to the business community in terms of beginning to create the local library business network. 30 librarians that serve tribal, rural and underserved populations would be invited to the workshop which would be held late November or December of 2018 after workshop materials have been completed.

One aspect of the workshops would be to plan and complete, in coordination with participating librarians and those on deck to participate, a replicable outreach event template that would be associated with the LABS to start bringing the business community into the library in anticipation of the sustainable economic development hub being established.

- a. Produce a replicable outreach event template for librarians to connect with their local business groups during LABS.

Another aspect of these workshops would be to train librarians on how to reference their existing entrepreneurial collections to entrepreneur patrons. Many librarians stated that they formulate interview questions for patrons on different topics in order to be sure they are meeting the needs of those patrons. Librarians wish to have such a reference interview targeted for entrepreneurs. Completing a patron interview script would also be a product of the workshops.

- b. Produce a librarian reference interview template for entrepreneurs.

Finally, a key objective of the workshops will be to work with librarians on guiding them to identify their existing entrepreneurial collections in addition to discussions relating to improved collections, entrepreneurial technology suites and what an educational and resource portal may look like.

- c. Collect and formulate collections, technology suite and educational resource portal recommendations to be considered by the Advisory Board for the production of a final list that will be implemented at participating tribal and public libraries.

The Advisory Board would be involved in and assist in all aspects of the workshop design and feedback.



## Activity 2. Collections Development

- a. An assessment of current entrepreneurial resources. In conversations with librarians, it became clear that an assessment of current resources, especially those housed at the NMSL, needed to be conducted. Resources do exist, but they are not easily identified or accessible. The business librarian will execute the assessment, as well as, recommend a means to make entrepreneurial collections easily identified and accessible.
- b. A recommended list of expanded entrepreneurial collections. Once the assessment is complete, the Advisory Board, with the lead of the business librarian will compile a recommended list of additional collection items that would strengthen rural and tribal libraries collections in order to support entrepreneurs.
- c. Technology Suite recommendations for entrepreneurs. The Advisory Board, with a special lead on this initiative from Fab Lab Hubs, will identify technologies that will assist entrepreneurs in being able to make a pitch for their ideas for financing. This could be related to logo design and development as well as technologies that will assist in product prototype development. A tiered and prioritized technology plan will be produced that will recognize the special needs of rural and tribal libraries. One technology suite will be installed at a participating rural or tribal library.
- d. An Educational Portal for Entrepreneurs. This is a crucial aspect of the “Libraries as Launchpads” initiative. It is very important that a sustainable educational portal, available exclusively at libraries, be created to further strengthen rural and tribal libraries as community anchors. The Advisory Board, with a special lead by Creative Startups, will assist in the design of a portal rich with content that has a pedagogical approach to educating entrepreneurs with interactive components such as office hours with experts. In addition to Creative Startups, other entities specializing in educating entrepreneurs have offered to participate and offer free content. The content will be consistent with the training offered through LABS for those patrons that are unable to participate in LABS training.

### **Diversity Plan**

This initiative is targeted to rural, tribal and underserved populations in New Mexico. Test projects with the LABS component of “Libraries as Launchpads” took place at Zuni, Pueblo, (pop. 6,367,tribal) Raton Public Library (pop. 6103, rural), Brannigan Public Library of Las Cruces (pop. 101, 759), the South Valley Branch of the Albuquerque Bernalillo (underserved) and the Southside Branch of the Santa Fe Public Library (underserved). We define underserved populations as areas that contain a large immigrant and Hispanic based populations that suffer from low wages and poverty. Tribal, rural, Hispanic, immigrant and underserved populations will be served by the “Libraries as Launchpads” program.

The following tribal and rural libraries have expressed a desire to participate in the “Libraries as Launchpads” program: Ohkay Owingeh (tribal), Santa Domingo(tribal), Jemez (tribal), Laguna (tribal), San Ildefonso (tribal), San Felipe (tribal), Cochiti (tribal), Acoma (tribal), Anthony (rural pop. 9,360), Hatch (rural pop. 1,590), Deming (rural pop. 14,488), Hobbs (rural pop. 38,143), Lovington (rural pop. 11,399), and Silver City (rural pop. 9,907). These participants were identified through the outreach of the NMSL in coordination with Creative Startups.

New Mexico, as a geographically large and rural low population state, faces many challenges. In terms of the tribal participants in the program, we are consulting with tribal librarians to assure that the

program is culturally sensitive to their needs. Rural and tribal libraries have a special place in the hearts of the patrons they serve due to the fact that these libraries are the central location for e-services like internet access and free computer use in these communities. Libraries often serve as the community center and the only cultural institution for long distances. Tailoring this particular program to these communities is of paramount concern as rural and tribal libraries are a natural for implementing this program not only in New Mexico but nationwide.

New Mexico is a creative state in terms of both creative entrepreneurial endeavors, as well as, a large rural and tribal population that practices traditional and contemporary handicraft work. Due to the great distances necessary to travel to receive business or entrepreneurial services that are offered in more urban areas of New Mexico, these populations do not have the ability to hone their entrepreneurial skills to either move forward with an entrepreneurial creative idea that has merit, or for those involved in handicraft arts to become more adept at business and marketing their goods.

Through the implementation of all segments of The “Libraries as Launchpads” program these concerns will be addressed. Intensive onsite LABS programming, enhanced collections, technology suites and an educational portal will establish these rural libraries as local economic development centers and further enhance their roles as valued community anchors.

Input for this developing project is being received from librarians directly, and will also be received from the Advisory Board. Input from the librarian community has already been received as a result of the test LABS and has redirected this grant request. Rural and tribal librarians will continue to provide input through the workshops proposed.

### **National Impact**

This planning grant will assure that the “Libraries as Launchpads” project, once fully initiated, will be scalable and will be replicable at the national level. Once the model is complete, NMSL will work with other state libraries to implement the project in libraries representing rural, tribal and underserved populations. The model will include products such as a plan necessary to deliver entrepreneurship labs for developing entrepreneurs, a training plan for librarians to serve their entrepreneur patrons, a recommended collections list for entrepreneurs, a technology suite recommendation list and an educational portal for exclusive use at libraries for developing entrepreneurs.

While tribal and rural libraries are the focus of this particular project, with a particular focus on the creative economy, it is fully expected that the model can be implemented at urban libraries and to entrepreneurs in general. The planning of the portal would include general entrepreneurship content and there is consideration of including particular tracks in specific fields.

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## **DIGITAL PRODUCT FORM**

### **Introduction**

The Institute of Museum and Library Services (IMLS) is committed to expanding public access to federally funded digital products (i.e., digital content, resources, assets, software, and datasets). The products you create with IMLS funding require careful stewardship to protect and enhance their value, and they should be freely and readily available for use and re-use by libraries, archives, museums, and the public. However, applying these principles to the development and management of digital products can be challenging. Because technology is dynamic and because we do not want to inhibit innovation, we do not want to prescribe set standards and practices that could become quickly outdated. Instead, we ask that you answer questions that address specific aspects of creating and managing digital products. Like all components of your IMLS application, your answers will be used by IMLS staff and by expert peer reviewers to evaluate your application, and they will be important in determining whether your project will be funded.

### **Instructions**

You must provide answers to the questions in Part I. In addition, you must also complete at least one of the subsequent sections. If you intend to create or collect digital content, resources, or assets, complete Part II. If you intend to develop software, complete Part III. If you intend to create a dataset, complete Part IV.

## **PART I: Intellectual Property Rights and Permissions**

**A.1** What will be the intellectual property status of the digital products (content, resources, assets, software, or datasets) you intend to create? Who will hold the copyright(s)? How will you explain property rights and permissions to potential users (for example, by assigning a non-restrictive license such as BSD, GNU, MIT, or Creative Commons to the product)? Explain and justify your licensing selections.

**A.2** What ownership rights will your organization assert over the new digital products and what conditions will you impose on access and use? Explain and justify any terms of access and conditions of use and detail how you will notify potential users about relevant terms or conditions.

**A.3** If you will create any products that may involve privacy concerns, require obtaining permissions or rights, or raise any cultural sensitivities, describe the issues and how you plan to address them.

## **Part II: Projects Creating or Collecting Digital Content, Resources, or Assets**

### **A. Creating or Collecting New Digital Content, Resources, or Assets**

**A.1** Describe the digital content, resources, or assets you will create or collect, the quantities of each type, and format you will use.

**A.2** List the equipment, software, and supplies that you will use to create the content, resources, or assets, or the name of the service provider that will perform the work.

**A.3** List all the digital file formats (e.g., XML, TIFF, MPEG) you plan to use, along with the relevant information about the appropriate quality standards (e.g., resolution, sampling rate, or pixel dimensions).

## **B. Workflow and Asset Maintenance/Preservation**

**B.1** Describe your quality control plan (i.e., how you will monitor and evaluate your workflow and products).

**B.2** Describe your plan for preserving and maintaining digital assets during and after the award period of performance. Your plan may address storage systems, shared repositories, technical documentation, migration planning, and commitment of organizational funding for these purposes. Please note: You may charge the federal award before closeout for the costs of publication or sharing of research results if the costs are not incurred during the period of performance of the federal award (see 2 C.F.R. § 200.461).

## **C. Metadata**

**C.1** Describe how you will produce any and all technical, descriptive, administrative, or preservation metadata. Specify which standards you will use for the metadata structure (e.g., MARC, Dublin Core, Encoded Archival Description, PBCore, PREMIS) and metadata content (e.g., thesauri).

**C.2** Explain your strategy for preserving and maintaining metadata created or collected during and after the award period of performance.

**C.3** Explain what metadata sharing and/or other strategies you will use to facilitate widespread discovery and use of the digital content, resources, or assets created during your project (e.g., an API [Application Programming Interface], contributions to a digital platform, or other ways you might enable batch queries and retrieval of metadata).

## **D. Access and Use**

**D.1** Describe how you will make the digital content, resources, or assets available to the public. Include details such as the delivery strategy (e.g., openly available online, available to specified audiences) and underlying hardware/software platforms and infrastructure (e.g., specific digital repository software or leased services, accessibility via standard web browsers, requirements for special software tools in order to use the content).

**D.2** Provide the name(s) and URL(s) (Uniform Resource Locator) for any examples of previous digital content, resources, or assets your organization has created.

## **Part III. Projects Developing Software**

### **A. General Information**

**A.1** Describe the software you intend to create, including a summary of the major functions it will perform and the intended primary audience(s) it will serve.

**A.2** List other existing software that wholly or partially performs the same functions, and explain how the software you intend to create is different, and justify why those differences are significant and necessary.

### **B. Technical Information**

**B.1** List the programming languages, platforms, software, or other applications you will use to create your software and explain why you chose them.

**B.2** Describe how the software you intend to create will extend or interoperate with relevant existing software.

**B.3** Describe any underlying additional software or system dependencies necessary to run the software you intend to create.

**B.4** Describe the processes you will use for development, documentation, and for maintaining and updating documentation for users of the software.

**B.5** Provide the name(s) and URL(s) for examples of any previous software your organization has created.

### **C. Access and Use**

**C.1** We expect applicants seeking federal funds for software to develop and release these products under open-source licenses to maximize access and promote reuse. What ownership rights will your organization assert over the software you intend to create, and what conditions will you impose on its access and use? Identify and explain the license under which you will release source code for the software you develop (e.g., BSD, GNU, or MIT software licenses). Explain and justify any prohibitive terms or conditions of use or access and detail how you will notify potential users about relevant terms and conditions.

**C.2** Describe how you will make the software and source code available to the public and/or its intended users.

**C.3** Identify where you will deposit the source code for the software you intend to develop:

Name of publicly accessible source code repository:

URL:

### **Part IV: Projects Creating Datasets**

**A.1** Identify the type of data you plan to collect or generate, and the purpose or intended use to which you expect it to be put. Describe the method(s) you will use and the approximate dates or intervals at which you will collect or generate it.

**A.2** Does the proposed data collection or research activity require approval by any internal review panel or institutional review board (IRB)? If so, has the proposed research activity been approved? If not, what is your plan for securing approval?

**A.3** Will you collect any personally identifiable information (PII), confidential information (e.g., trade secrets), or proprietary information? If so, detail the specific steps you will take to protect such information while you prepare the data files for public release (e.g., data anonymization, data suppression PII, or synthetic data).

**A.4** If you will collect additional documentation, such as consent agreements, along with the data, describe plans for preserving the documentation and ensuring that its relationship to the collected data is maintained.

**A.5** What methods will you use to collect or generate the data? Provide details about any technical requirements or dependencies that would be necessary for understanding, retrieving, displaying, or processing the dataset(s).

**A.6** What documentation (e.g., data documentation, codebooks) will you capture or create along with the dataset(s)? Where will the documentation be stored and in what format(s)? How will you permanently associate and manage the documentation with the dataset(s) it describes?

**A.7** What is your plan for archiving, managing, and disseminating data after the completion of the award-funded project?

**A.8** Identify where you will deposit the dataset(s):

Name of repository:

URL:

**A.9** When and how frequently will you review this data management plan? How will the implementation be monitored?