



**Budget Request to  
The United States Congress  
For Fiscal Year 2005**

**INSTITUTE OF MUSEM AND LIBRARY SERVICES  
BUDGET REQUEST TO  
THE UNITED STATES CONGRESS  
FOR FISCAL YEAR 2005**

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## ***Introduction***

Along with our homes and schools, museums and libraries provide the strongest foundation for learning in our communities. Children and adults know that when they have a question about the world, their local museum or library is the place to go. And someone will always be there to help them find the answer - our dedicated museum directors and librarians. Our nation runs on the fuel of information and imagination that museums and libraries provide. Museum directors and librarians educate and inform the public, and by doing so, strengthen our great democracy.

First Lady Laura Bush

### **Creating and Sustaining a Nation of Learners**

This budget is the first developed under the reauthorization of the Museum and Library Services Act. The Act (P.L. 108-81) was signed by the President in September 2003. The reauthorization affirmed the role of IMLS to build the capacity of libraries and museums to serve their communities by creating and sustaining our nation of learners. The Administration is requesting \$262,240,000 for IMLS programs in FY 2005, the same funding level as in FY 2004.

The reauthorization of IMLS clearly affirmed the wisdom of bringing federal programs for libraries and museums into one agency. Museums and libraries individually and in collaboration provide the broad and equitable access to high quality knowledge resources that is essential to our democracy. Together libraries and museums create public value in areas of national concern: civic engagement, education, and lifelong learning.

The FY 2005 President's request for IMLS leverages this synergy by establishing several essential themes that will be addressed agency-wide. These themes are developed in response to three drivers of change in our society: the need to create a knowledge society; the promise of digital technology, and the need to demonstrate public value. The cross-agency themes are: building digital resources, advancing learning communities, preparing librarians and museum professionals for the 21<sup>st</sup> century workforce, and supporting research to establish best practices and improve service.

American libraries and museums play a critical role in the education of the public in the United States. There are more than 122,000 libraries in the U.S.; they include public, academic, school, and research libraries, and archives. The country is also home to about 15,000 museums, including art, history and natural history museums, children's museums, science centers, zoos, and planetariums. America's libraries and museums preserve our rich cultural heritage and help to transmit it from one generation to the next. Their numbers and vitality are a testament to a great democracy. Libraries and museums play a significant role in the development of an

educated citizenry, and the Institute of Museum and Library Services is the primary source of federal support for these knowledge institutions.

This budget helps IMLS create and sustain a nation of learners by building the capacity of library and museum services to serve their communities. Specifically, funding will

- Expand, create, and preserve educational and cultural content in digital form.
- Strengthen learning through new models for library and museum programs.
- Build sustainable partnerships among museums, libraries, communities, and schools.
- Increase support for state library administrative agencies whose work strengthens library service nationwide and makes a significant impact on information and technology literacy as well as supporting homework centers, early reading programs, expanded digital resources, technology training, and more.
- Sustain cultural heritage, enhancing civic engagement and providing opportunities for lifelong learning.
- Update and expand the skills of librarians and museum professionals to support their role in the 21<sup>st</sup> century workforce.
- Enhance learning through new digital tools and optimal practices for delivering services.

## **Background**

Libraries and museums are core resources in our quest to transform knowledge into economic value, meet social needs, and create civic engagement. A vital and state-of-the-art network of libraries and museums is arguably the fuel that supports learning in all its aspects. Everyone who pursues knowledge, from a child learning to read to a scientist pursuing high level research, benefits from well provisioned knowledge institutions. IMLS seeks to foster institutions that are adept at identifying and meeting the needs of learners, able to use technological tools that make access to knowledge faster and better, and are skilled partners able to engage with a wide range of other learning institutions so that all of our communities can be learning communities.

Through its grant making, research, partnership, and leadership activities IMLS encourages new models of leadership and governance that are attuned to broader social, technological, political, educational, and community realities. In each grant program and through planning and evaluation activities IMLS goes beyond asking, "Are we building strong libraries and museums?" and asks, "Are our museums and libraries creating public value? Are they helping to build stronger communities?"

This budget addresses three drivers of change in our society and supports libraries and museums as they develop strategies to address these changes and serve our nation of learners. The drivers of change are: the need to create a knowledge society, the promise of digital technology, and the commitment to public value.

### **The Need to Create a Knowledge Society**

Societal prosperity and individual achievement depend upon the ability to learn continually, to adapt to change readily, and to evaluate information critically. A learning society requires a new vision in which learning is seen as a community-wide responsibility, supported by both formal and informal educational entities.

Over the past twenty years, there has been an explosion of neuroscientific research. We now know more than ever about how the human brain learns, from infancy throughout the senior years. We are discovering that although there are intense periods of rapid brain development, as in early childhood, our brains continue to develop and form new connections throughout our entire lives. We know that children are never too young to learn and we know that lifelong learning extends the quantity and quality of life. Studies demonstrate that the capacity to learn increases at age 50 and extends well into the senior years.

We see the emergence of a triad for learning where the importance of learning in the community and in the workplace will take equal importance to learning in school. This approach to learning creates civic engagement, helping to develop communities where diverse interests can be supported and diverse people can discover shared values and interests.

Libraries and museums are important knowledge navigators. They play a role in learning throughout the lifetime, whether that learning happens in communities, at work, or at school.

### **In Communities**

Today's communities demand attention to civic engagement, where diverse interests can be encouraged and addressed, and where diverse people can discover shared values and interests. IMLS supports museums and libraries in their roles as cornerstones of civic engagement.

Grants to libraries and museums help to build the skills of children and adults, they stimulate individuals to pursue additional paths of inquiry, and they create learning communities of shared understanding and interest. Exhibits and programming offer learning opportunities in every subject from science and history, to art and literature.

### IMLS-Supported Examples

- The Arizona State Library & Archives and the Arizona State Museum, together with a number of tribal partners, are using IMLS support to convene a National Conference of Tribal Libraries, Archives, and Museums in the spring of 2005 to expand collaboration at the national level for tribal cultural organizations. The project will also support local collaboratives and a national survey of tribal resources and cultural needs culminating in a directory and report.
- The Pratt Museum, in collaboration with the City of Homer, Arctic Studies Center, Kachemak Bay Estuarine Research Reserve, Chugachmiut, Kachemak Bay Campus, Kenai Peninsula College, and the University of Alaska Anchorage has developed a comprehensive master plan for new exhibitions and public programs around the unifying topic of "people and place." In the form of community-based videos, photo essays, computer interactives, visitor-controlled remote video technology, and a Web site, the new exhibits go beyond museum walls to contemporary life around Kachemak Bay.
- In Countdown to Kindergarten, the Boston Children's Museum collaborates with a number of civic and community organizations to help at-risk children prepare for transition from preschool to kindergarten. The project involves parents, kindergarten teachers, and preschool educators and addresses communication, support, and readiness. A set of "readiness expectations" guides activities for children, teachers, and parents. The project has resulted in a model that will be disseminated to other children's museums to help them build connections among educators and the families of young children.
- The Frist Center for the Visual Arts, in Nashville, Tennessee, and the Nashville Public Library will collaborate to increase adult English language learners' skills in language, arts, and computer literacy. Two hundred participants in the program will engage in art making, computer-based learning, museum and library visits, and Web site production through the Metropolitan Nashville Public School Adult Education Programs.

### **At Work**

Today's workplace demands employees with higher levels of knowledge and expertise. Skills become outdated at an accelerating rate. In addition to supporting projects in libraries and museums that are improving workforce skills in the general population, IMLS is addressing the critical need to prepare library and museum professionals for the future. Through its 21<sup>st</sup> Century Librarian grants IMLS is helping to recruit and train the next generation of librarians. The 21<sup>st</sup> Century Museum Professional category helps to build the skills of museum staff.

### IMLS-Supported Examples

- Kent State University School of Library and Information Science is partnering with several state library entities to train students to become school library media specialists and young adult librarians, and place them in professional positions. The scope of the project is statewide. Recruitment will focus on Ohio's growing Latino population.
- The Free Library of Philadelphia is collaborating with the Free Library of Philadelphia Foundation and the Clarion University of Pennsylvania, Graduate Department of Library and Information Science to implement new recruitment strategies, create electronic outreach materials, and provide tuition assistance for master's level students. The focus will be on candidates who are minorities, speak foreign languages, or have an interest in children's services.
- ExhibitsUSA, a national non-profit museum service organization is partnering with the Texas Association of Museums to provide training that will improve professional practices and advance institutional capacity for small and midsize museums in rural Texas communities. The project will provide participant museums with affordable temporary arts and humanities exhibitions appropriate for the locale. It will promote best practices in museum management and invigorate or establish networks among participating museums to facilitate continued resource sharing.

### **In Schools, Colleges, and Universities**

Today's schools demand higher levels of student achievement. The job is too big to be done by the schools alone. Museums and libraries have a long history of working with schools and, increasingly, they are creating curriculum-linked programming and training teachers to help students achieve standards of learning. School libraries have an essential role in supporting both teachers and students. Research has demonstrated that the quality of school libraries impact student achievement.

Last January IMLS released its second study of K-12 educational programs offered by the nation's museums. The study found that the percentage of museums' median annual operating budgets spent on such programming increased four-fold since 1996. The study also calculates that America's museums commit more than 18 million instructional hours every year on programs for K-12 schoolchildren.

### IMLS-Supported Examples

- Through "Becoming a Partner in the Brooklyn Academy for Science and the Environment (BASE)," the Brooklyn Botanical Garden serves as a lead partner in designing and operating a New York City public high school, focusing on environmental science, and serves 500 inner city students.
- Through Literacy for the 21st-Century Learner: Preparing Students to Learn for Life," the Northern Illinois Learning Resources Cooperative college

faculty and librarians will work with high school librarians and teachers to develop information literacy for community college students at risk for failure, and to provide them with support to improve their chances for success.

- The State Historical Society of Wisconsin, in partnership with National History Day, will create “Contact! Eyewitness Accounts of Early American Exploration,” a digital library containing the full texts of approximately 150 exploration narratives. The project will also develop and distribute instructional guides to 40,000 teachers in the National History Day program to promote effective use of the narratives.
- The New Hampshire Historical Society is developing a new overview exhibition about New Hampshire history as part of the Society's gallery usage project. Using distance learning equipment, education programs related to the exhibits will be offered regionally from the Concord location. Elements of the exhibits will be available on the Society's Web site through online school lessons, tying the concepts students learn on their museum trip with larger historical events.
- The Douglas County Library in Minden, Nevada, has helped teachers and aides at The Aurora Pines Girls Facility in Nevada, a residential incarceration camp for girls aged 12 to 18 serving sentences of up to six months, to establish a satellite library collection, classroom collections, and a recreational collection in the dormitory. The collections provide access to a wide range of literature that support the curriculum and encourage extracurricular reading.
- The 4th and 5th Grade Social Studies Initiative developed by the Connecticut Historical Society (CHS) will allow each of Hartford's 3,900 4th and 5th graders to visit CHS twice and participate in a grade-appropriate museum field trip. The program is an outgrowth of a request by the city's public school social studies director, who thought that CHS could help bring to life a newly adopted social studies curriculum. CHS intends to make the program a permanent feature of its outreach to Hartford's under-performing public schools. The IMLS grant is providing the seed money needed to launch the full program and collect the assessments that will strengthen the case for long-term funding from local sources.

### **The Promise of Digital Technology**

Digital technology enables the full range of holdings in our museums, libraries, and archives—audio, video, documents, artifacts—to be cataloged, organized, combined in new ways, and made accessible to audiences as never before. The magnificent scientific, historic, aesthetic, and cultural resources in our libraries and museums can be presented—both within and across institutions—within a matrix of interpretive and didactic materials that enriches meaning and increases



the audience's understanding. New telecommunications initiatives allow learners to access more than museum and library collections, they bring learners "face-to-face" electronically with curators, scientists, artists, and scholars. Technology-based learning initiatives also recognize and address individual and localized learning needs through customized programming and presentation.

IMLS has acted as a convener to ensure sharing of information about advances in digital technology among cultural heritage organizations, both at the expert and practitioner level. In 2003, it convened workshops on Digital Resources for Cultural Heritage (report pending) and on Research Opportunities on the Creation, Management, Preservation, and Use of Digital Content (report posted at <http://www.imls.gov/pubs/pdf/digitalopp.pdf>). In addition, it joined with the National Science Foundation's National Science Digital Library and Digital Library Initiative-2 programs to host a meeting of principal investigators working on digital projects and hosted the fourth annual Web-Wise Conference on Libraries and Museums in the Digital World, which drew an audience of more than 300 participants nationwide as well as representatives from Europe, the UK, Canada, and Asia. IMLS also signed a Memorandum of Understanding with the National Information Standards Organization for ongoing maintenance of the IMLS Framework of Guidance for Building Good Digital Collections, a document developed with IMLS support in 2002. IMLS awarded a major grant to the University of Pittsburgh in 2003 for a two-year national user study of the needs and expectations of users and potential users of online information.

### IMLS-Supported Examples

- The University of Washington Libraries is working with Olympic Peninsula Tribal Associations, the Clallam County Historical Society, and other partners on a digitization project that will document artifacts, stories, and events of tribal heritage in the Pacific Northwest using photographs, videotape, and oral histories. The community-based curatorial and exhibition project will create Web sites, kiosks for online and physical exhibitions, and workshops developed by West Olympic Council on the Arts; a toolkit for creating a community museum; and curriculum materials developed by the University's Center for the Study of the Pacific Northwest.
- The Media Library of the WGBH Educational Foundation is partnering with the Birmingham Civil Rights Institute (BCRI) and Washington University to produce a prototype of a digital library collection focused on the Civil Rights Movement in the United States. This project will develop broadband solutions to the challenge of matching rich media archives with educational needs. Building on public television's WGBH Teachers' Domain online platform ([www.teachersdomain.org](http://www.teachersdomain.org)), this initiative will feature multimedia assets of all three organizations, highlighted by extensive oral histories recorded by BCRI, the encyclopedic resources of the Henry Hampton Collection housed within the Media and Film Archive at Washington University, and broadcasts and video programming at

WGBH. The archives include primary source interviews, dramatic recreations, and historical footage. The project's supporting teacher guides and companion Web sites will significantly extend the educational impact of these materials.

- The library at the University of Illinois at Urbana-Champaign will create a collection-level registry of digital collections created with IMLS funding from 1998 to 2005 and will research, design, and implement a prototype item-level metadata repository service based on the Open Archives Initiative Metadata Harvesting Protocol.
- The Oriental Institute and two universities are collaborating on "This History, Our History: Ancient Mesopotamia Online." This interactive project about ancient Mesopotamia, now present-day Iraq, will be developed for nationwide educational use. The project will use curriculum-based interactives modeled after the Institute's current materials and will use visual thinking strategies as the foundation of its learning theory. The grade 6-12 student-focused interactives will relay the concepts behind the science of archaeology, the discovery of Mesopotamian civilization and its artifacts, and the understanding of its history over time. A searchable database of artifacts, called a Learning Collection, will be created to support independent educational exploration of ancient Mesopotamian culture.

### **The Commitment to Public Value**

In a society that demands accountability, every museum and library must demonstrate its public value. Through the development and dissemination of planning and evaluation strategies IMLS helps its constituents to be entrepreneurial, innovative, strategic, and customer-focused.

IMLS offers assistance to all of its grantees in planning and evaluation. It is one of a small number of federal agencies that provides grantees with resources and training in results-based planning, evaluation, and reporting. This year IMLS conducted 12 two-day evaluation workshops for grantees and provided introductory programs for constituents at state, national, and local professional meetings. Fifty-two of 56 Grants to States grantees have participated in intensive workshops. And over the past two years, six states have participated in IMLS on-site training and technical assistance to facilitate adoption of outcomes measures.

IMLS frequently receives requests for information and training. To begin to meet the local demand for training, IMLS funded a two-week institute at the University of Illinois at Urbana-Champaign to train 30 library professionals in outcomes evaluation consulting. Formal evaluation of that program will be available in 2004, after participants conduct independent evaluations and project staff completes the online Institute curriculum.

To make similar information available to all potential applicants and the greater library and museum communities, IMLS is creating a suite of educational and reporting tools to support results-based project design, management, measurement, and reporting. These resources, the first for the museum and the library community, were initiated in 2003 with the IMLS Online Planning Tutorial (posted at [http://e-services.imls.gov/project\\_planning/](http://e-services.imls.gov/project_planning/)).

Another way IMLS creates public value is through partnerships. The Museum and Library Services Act directs IMLS to "support resource sharing and partnerships among museums, libraries, schools, and other community organizations." IMLS accomplishes this by encouraging collaboration throughout the agency's grant programs, having found that learners' needs are best met through partnerships among a variety of organizations within a community.

IMLS also places a priority on partnership activities within the agency itself. In 2003, IMLS established an Office of Strategic Partnerships to engage in interagency and other collaborations that further the IMLS mission and use the educational resources of museums and libraries more effectively across government and non-governmental entities. This effort includes strengthening ongoing partnerships such as Save America's Treasures, the National Book Festival, and the Lewis and Clark Commemoration, as well as initiating new collaborations with federal partners such as the Corporation for Public Broadcasting and the Department of Labor.

Libraries and museums can be found in nearly every community in the nation. They reach out to learners every day of the week and together are a powerful force that makes progress and achievement possible for millions of citizens.

**Institute of Museum and Library Services  
Summary of Appropriations – FY 2005 Request  
Grants and Administration**

Programs and Operations	2003 Omnibus Enacted	2004 Omnibus Enacted	2005 President's Request
Grants to States	150,435,000	157,628,000	170,455,000
Native American Library Services	3,055,000	3,206,000	3,675,000
National Leadership Grants for Libraries	11,009,000	11,263,000	16,500,000
Librarians for the 21 <sup>st</sup> Century	9,935,000	19,882,000	23,000,000
Museums for America	15,381,000	16,342,000	20,700,000
Museum Assessment Programs	447,000	447,000	450,000
Conservation Project Support	2,792,000	2,782,000	2,810,000
Conservation Assessment Program	815,000	815,000	820,000
National Leadership Grants for Museums	5,663,000	6,891,000	12,000,000
Native American Museum Services	NA	NA	644,000
<b>Subtotal, All Programs</b>	<b>199,532,000</b>	<b>219,256,000</b>	<b>251,054,000</b>
Administration	9,202,000	10,389,000	11,186,000
<b>TOTAL, Programs and Administration</b>	<b>208,734,000</b>	<b>229,645,000</b>	<b>262,240,000</b>
Congressionally Directed Grants	35,156,000	32,595,000	NA
<b>GRAND TOTAL, IMLS</b>	<b>243,890,000</b>	<b>262,240,000</b>	<b>262,240,000</b>

## Agency Wide Programs

**National Leadership Grants** provide incentives through a national competition for libraries and museums, either individually or in collaboration with partner organizations, to develop model programs, identify best practices to improve information access and services, and disseminate findings. National Leadership Grants have national influence and provide models that can be widely adapted or replicated by others to extend the benefit of federal support. National Leadership Grants address current issues and needs related to library and museum services and have a far-reaching impact throughout the library and museum communities. These grants provide creative solutions on issues of national importance and provide leadership for other organizations

**IMLS requests \$16,500,000 for libraries this program, an increase of \$5,237,000 from the FY 2004 budget. The request for museums is \$12,000,000, an increase of \$5,109,000 from the FY 2004 budget.**

### LIBRARY NLG PROGRAM

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2001	132	49	\$11,116,150
2002	188	46	\$12,013,000
2003	205	42	\$11,009,000
2004	N/A	N/A	\$11,263,000
<u>2005</u>	<u>N/A</u>	<u>N/A</u>	<u>\$16,500,000 (President's Request)</u>

### MUSEUM NLG PROGRAM

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2001	83	20	\$3,796,941
2002	95	17	\$5,167,000
2003	113	22	\$5,663,000
2004	N/A	N/A	\$6,891,000
2005	N/A	N/A	\$12,000,000 (President's Request)

## **Program Description**

The President's budget recommends significantly increased support in this area to advance library and museum leadership activities in support of a nation of learners. The level of investment recommended in this grant program for FY 2005 will help to address several issues that have been identified through the grantmaking process and through conversations with the museum and library communities.

A significant strategic restructuring is occurring throughout the cultural sector. Our nation's institutions are considering the challenges around them and seeking ways to address them effectively. Museums and libraries are considering new delivery strategies, including formal partnerships, consortia, innovative use of digital media, and merged organizations, in efforts to meet the needs of today and tomorrow.

Since 1998 IMLS National Leadership Grants have been offered in seven categories, three library categories, three museum categories, and one category for museum/library collaborations. Streamlining and refocusing of these categories beginning in 2005, along with increased investment, will allow libraries and museums to leverage the work being done in several key areas. IMLS will streamline and refocus these priorities into three cross-agency priorities: Advancing Learning Communities, Building Digital Resources, and Research/Demonstration.

Creating three cross-agency priorities will enhance synergy and increase the pace of transfer of best practices. In each category IMLS encourages multi-institutional partnerships based on shared purposes to address individual and community learning needs.

## **Categories of Funding**

***Advancing Learning Communities*** will support the development of learning networks and services for people of all ages with a broad variety of learning goals. Emphasis is placed on both communities of place and communities of interest. These projects are undertaken both by individual institutions and by institutions working in partnerships that may include multiple libraries or museums, as well as other learning organizations.

- Support the development of high-quality library and museum programs, based on current research in cognitive science.
- Develop strong learning and literacy partnerships among early, adult, and community learning providers at the federal, state, and local levels.
- Support collaborations between libraries and museums, with other organizations as appropriate, to meet the documented needs of communities.

- Support partnerships of libraries and museums with public broadcasters to bring library and museum content to wider audiences and promote learning communities.
- Support the development of innovative learning technologies using library and museum content in applications such as computer games, simulations, virtual reality and interactive learning environments.
- Create new ways to integrate the physical and digital experiences provided by libraries and museums.

***Building Digital Resources*** supports the creation, use, and preservation of digital library and museum collections and of tools to improve the management of digital resources.

Because of its broad mandate to support cultural heritage institutions, IMLS is uniquely positioned to help libraries, museums, and archives develop ways to provide seamless access to digital content from all types of institutions. This program provides funding for digitization of nationally significant resources and for applied research and demonstration projects to improve electronic access to digital collections. It also supports model projects in several states to develop statewide digital collaboratives and has encouraged efforts to create rich multimedia learning resources and integrate them into school curricula and informal learning environments.

- Support innovative projects to preserve and enhance access to valuable library and museum resources that will foster the development of learning communities.
- Support the development of tools to help libraries and museums manage and share digital assets and to help educators and others draw on digital library and museum assets to create individualized resources and applications.
- Support projects that address the challenges of preserving and archiving digital media.
- Support projects that enhance interoperability, integration, and seamless access to digital library and museum assets, particularly projects that are of statewide, regional, thematic, or national scope.

***Research and Demonstration*** encourages strong proposals for research in library science and museum service and for demonstration projects to test potential solutions to problems in real-world situations. Encourages proposals to research theories on museum- and library-based learning and to validate strategies for delivering service.

- Support cognitive research to enhance museums and libraries' understanding of learning in different age groups and intergenerationally,

utilizing collections and primary materials appropriate for curricula and lifelong learning.

- Support research on the effectiveness of library and museum services and their impacts on users.
- Support research on users' needs and expectations, including user and usability studies.  
Support research that addresses knowledge integration, digital preservation, or the integration of physical and digital experiences.
- Support projects that conduct research and/or demonstrations to enhance library and museum services through the effective use of new and appropriate technologies.
- Support collaborative projects that lead to the development of new methodologies, standards, or practices for library and museum services.

### **2005 Budget Request**

IMLS is requesting \$16,500,000 for National Leadership Grants for libraries and \$12,000,000 for National Leadership Grants for museums.

Demand for these programs is much greater than what can be supported by current funding levels. The requested increase will enable more institutions to engage in leadership activities that will inform library and museum practice nationwide and serve learners in communities across the U.S. This increase will help to assure that library and museum resources are available online in classrooms and homes across the nation. It will also support the development of innovative practice both in technology and in community service.

### **Program Performance Information**

IMLS National Leadership Grants spur innovation and leadership activities that will lead to model programs, develop solutions to broadly-shared problems, demonstrate utility of new strategies, increase knowledge through research, and support creative partnerships among museums and libraries. Although the number of projects supported might be small, IMLS expects that their impact will be increased by demonstrated outcome and strong dissemination of results and products.

**Building Digital Resources:** IMLS expects a significant increase in the quantity or quality of digital resources as a result of the funding. IMLS will evaluate whether the grant funding leads to the development of sustainable infrastructures for digital content. IMLS expects the results of the grant funding to contribute significantly to sustainability, interoperability, or accessibility of digital content in support of lifelong learning.

**Advancing Learning Communities:** IMLS will evaluate whether the grant funding supports the development of learning networks and services that successfully met the needs of target communities. IMLS expects the creation of models that can be applied to varied communities with diverse learning



goals. IMLS will evaluate how well grant funding develops effective strategies for employing museum and library resources to enhance community learning. IMLS will evaluate whether the grant funding documents viable collaborative solutions to community learning needs. IMLS expects that funded projects will document successful dissemination of results.

**Research and Demonstration:** IMLS will evaluate the success of the grant funding in producing significant research in library science and museum services. IMLS will evaluate the success of the grant funding in documenting viable solutions to problems that impact the delivery of library and museum service. IMLS expects that funded projects will document successful dissemination of results.

# OFFICE OF MUSEUM SERVICES

## *Introduction*

To implement the agency goals, the IMLS Office of Museum Services manages several grant programs.

- **Museums for America** is a grant program that provides funding to build the capacity of museums to advance strategic planning initiatives and create public value. Within this museum operations program, IMLS funds a 21<sup>st</sup> Century Museum Professional initiative that supports professional training, leadership development, and strategic planning. **IMLS requests \$19,700,000 for this program.** Within this line item is funding for the **21<sup>st</sup> Century Museum Professionals** program, which supports professional training, leadership development, and strategic planning. **IMLS requests \$1,000,000 for this program.**
- The **Museum Assessment Program** provides grants of technical assistance to museums in the areas of institutional operations, collections management, public programs, and governance. **IMLS requests \$450,000 for this program.**
- **Conservation Project Support** provides funds to assist museums to conserve the cultural, historic, and scientific heritage of the United States. **IMLS requests \$2,810,000 for this program.**
- The **Conservation Assessment Program** provides grants of technical assistance to museums for the assessment of their collections' conservation needs. **IMLS requests \$820,000 for this program.**
- **Native American Museum Services Grants** provide new authority for a program to support tribal museums. **IMLS requests \$644,000 for the first year of this program.**

# Museum Operations

## Museums for America

**Museums for America** provides funding to build the capacity of museums to serve their communities through technology and education. **IMLS requests \$20,700,000 for this program.**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2001	826	178	\$15,517,000
2002	839	179	\$15,482,000
2003	933	169	\$15,381,000
2004	N/A	N/A	\$16,342,000
2005	N/A	N/A	\$20,700,000 (President's Request)

### Program Description

The goal of Museums for America is to address the nation's interest in preserving heritage and telling the story of history, natural history, science, and creativity from one generation to the next.

This program is designed to flexibly meet the full range of statutory purposes of the Museum Services Act, which include

- Connecting the whole society to the cultural, artistic, historical, natural, and scientific understanding that constitutes our heritage.
- Providing opportunities for learning in conjunction with schools, families, and communities.
- Conserving museum collections.

Museums for America replaces the General Operating Support (GOS) program, once the largest federal program specifically for museums. Over a period of three years IMLS consulted formally and informally with the field to determine how to meet mutual needs to demonstrate to stakeholders the need for and impact of continued funding. IMLS held focus groups, conducted a national survey, and designed a transitional grant program. The agency also sought to create a funding structure that reflected and supported museums' substantial cultural, educational, and economic contributions to their communities and to the nation.

The result is Museums for America. These grants will strengthen the ability of museums to support high priority activities that advance the museums' missions and strategic goals for public service. The grants are designed to

- **Sustain cultural heritage.** Grants will fund projects for collections management and care; research, scholarly, and popular publications; and exhibit planning, design, and implementation.
- **Support lifelong learning.** Grants will support the full range of learning opportunities in museums, including exhibition; working with schools to develop curriculum and programs; family and adult programs; and Web site content development and implementation.
- **Provide centers of community engagement.** Grants will fund support of projects that actively engage museums with their community, including public programs, visitor experience improvements, institutional strategic plan enhancement and planning activities, and continuation of public programs to support widened access and inclusion.

Museums for America grants are flexible. They can be used for ongoing museum activities, planning activities, new programs, purchase of equipment or services, or initiatives that support the efforts of museums 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. All grants must support clearly demonstrable public value. Evaluation will be a key emphasis of this program, and specific evaluation strategies will be developed in consultation with IMLS after an award is made.

The 21<sup>st</sup> Century Museum Professional program was previously supported within the National Leadership Grants Program under the Professional Practices category. This category has been renamed and included in the Museum Operations section of the Office of Museum Services budget to reflect the need for enhancing museum professional skills to address the challenges of providing learning opportunities to their communities in a rapidly changing educational, social, and technological environment. The program will continue to carry out the purposes of that priority which are to support professional training, leadership development, and strategic planning.

### **2005 Budget Request**

IMLS is requesting \$19,700,000 for the Museum for America program and \$1,000,000 for the 21<sup>st</sup> Century Museum Professional program in fiscal year 2005.

### **Program Performance Information**

The first projects funded through Museums for America will begin between October 1, 2004 and December 31, 2005 and will be completed three years later. At that time, IMLS will begin the annual process of cumulating evaluation information.

IMLS will evaluate the impact of grant funds in sustaining cultural heritage. IMLS expects to find enhanced care, entailing physical protection, management policies and practices, and public understanding and participation.

IMLS will evaluate the impact of grant funds to support lifelong learning. IMLS expects to find more and more effective educational programs across the spectrum of individual learning styles, audience demographics, and methods of access.

IMLS will evaluate the impact of community engagement resulting from grant funds. IMLS expects to document increased museum involvement in the core interests of their communities. Indicators will include healthy and productive partnerships, representative inclusion of community members, and attention to viable solutions.

IMLS will evaluate the success of grant funds in enhancing the skills of targeted groups of museum professionals, in facilitating development of museum leadership, and in increasing strategic planning skills and practice. IMLS expects to document the transfer of knowledge and skills resulting from the funded projects.

### **Museum Assessment Program (MAP)**

The **Museum Assessment Program** provides grants of technical assistance to museums in the areas of institutional operations, collections management, public programs, and governance. **IMLS requests \$450,000 for this program.**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2001	240	222	\$452,025
2002	189	177	\$450,000
2003	180	168	\$447,000
2004	N/A	N/A	\$447,000
2005	N/A	N/A	\$450,000 (President's Request)

### **Program Description**

The purpose of the Museum Assessment Program is to help institutions assess their strengths and weaknesses and plan for the future by providing grants of technical assistance. This program is especially targeted to small museums. IMLS estimates that 75 percent of the nation's museums identify themselves as small institutions.

The program offers four types of museum assessments: Institutional, Collections Management, Public Dimension, and Governance. The program encourages institutional strategic planning, better operations, enhanced collections care and

management, improved communications with the museum's public, and increased ability of governing bodies to fulfill their stewardship roles.

Each grant provides the tools for an extensive institutional self-study, followed by site visits from the consultant or assessor. Following the site visits, the consultant prepares a comprehensive report with specific suggestions for enhancement. Grantees report that the Museum Assessment Program is a useful tool for assisting museums in improving their operations so that they can better serve the public.

### **2005 Budget Request**

The IMLS is requesting \$450,000 for the Museum Assessment Program in fiscal year 2005.

### **Program Performance Information**

The Museum Assessment Program is a partnership between IMLS and the American Association of Museums, with IMLS providing oversight and funding, and the American Association of Museums providing program development and administration. This successful partnership of over 20 years has enabled the Museum Assessment Program to help thousands of museums increase attendance and community support, improve programming and service to the community, and improve collections care and management. These grants primarily serve smaller museums, with 60 percent of the grants continuing to benefit museums with annual operating budgets under \$250,000. IMLS will gather evidence from MAP grantees of increased museum staff knowledge as to how they can improve their management practices to deliver better public value.

## ***Conservation***

The funding of IMLS in the area of conservation has made a dramatic difference in the way museums care for cultural, historic, and scientific heritage. Independent evaluations of both the Conservation Project Support Program and the Conservation Assessment Program recognized that these grant programs have had a tremendous impact on the preservation of America's collections held in museums. The agency's impact on the approach to caring for collections in the American museum was clearly documented in its 25<sup>th</sup> anniversary publication, *Sustaining Our Heritage*. IMLS conservation grants require museums to take a holistic view of conservation practices, building from assessment to treatment to preservation.

In addition to its own conservation grants, IMLS is an active partner in the national preservation program, Save America's Treasures (SAT), which continues to raise awareness of the great need for preserving America's notable historic structures and collections. IMLS plays a key role in the administration of SAT, working with its sister agencies to implement external expert review of applications for non-federal collections, and helping to raise the visibility of America's fragile ties to the past

through its notable monuments and artifacts. IMLS is also in partnership with Heritage Preservation, Inc. to implement the Heritage Health Index.

The Heritage Health Index will be a national survey of the condition and preservation needs of U.S. collections. This project will—for the first time— result in a comprehensive picture of the state of artistic, historic, and scientific collections held by the full range of institutions that care for them. Archives, historical societies, libraries, museums, scientific research organizations, and archeological repositories will be assessed during the survey. The statistics gathered by the Heritage Health Index will be used to articulate a clear, detailed analysis of the most pressing preservation problems threatening our collective heritage. The survey results will also facilitate consensus building and long-range planning within the fields of preservation and conservation.

## **Conservation Assessment Program**

**Conservation Assessment Program** provides grants of technical assistance to museums for the assessment of their collections' conservation needs. **IMLS requests \$820,000 for this program.**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2001	191	147	\$819,770
2002	173	142	\$820,000
2003	154	116	\$815,000
2004	N/A	N/A	\$815,000
2005	N/A	N/A	\$820,000 (President's Request)

### **Program Description**

The Conservation Assessment Program (CAP) continues to be one of IMLS' most successful efforts to meet the needs of the nation's thousands of small museums. Across the country, in communities of all sizes, these small institutions are frequently the touchstones to their community's unique story. Many of these institutions require assistance in establishing the policies and practices that will assure the preservation of these irreplaceable collections. The CAP program assists small museums in laying the groundwork for effective collections management. The program provides technical assistance in establishing all aspects of care, assessing current practices and recommending actions to be taken. For institutions housed in historic structures, it also provides funding for architectural assessments.

The assessment combines self-study with a technical on-site review by an appropriately matched consultant from the conservation or architectural profession. The resulting report identifies collections care issues that the museum faces,

empowering the individual institutions to prioritize conservation needs and develop long-range plans for preserving its collections. Each grant is coordinated for IMLS by Heritage Preservation, Inc.

### **2005 Budget Request**

IMLS requests \$820,000 for this program in fiscal year 2005. The grants awarded to small museums through this program provide the initial formalized steps toward institutional planning for conservation and collections care.

### **Program Performance Information**

IMLS will gather evidence from CAP grantees of increased museum staff knowledge as to how they can improve their conservation care practices to deliver better public value.

The Conservation Assessment Program is a partnership between the IMLS and Heritage Preservation, Inc., with IMLS providing oversight and funding, and Heritage Preservation providing program administration. The program serves as an adjunct to IMLS Conservation Project Support providing general conservation surveys or assessments to small museums, which frequently are just starting to address conservation issues.

## **Conservation Project Support**

**Conservation Project Support** provides funds to assist museums to conserve the cultural, historic, and scientific heritage of the United States. **IMLS requests \$2,810,000 for this program.**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2001	169	73	\$2,234,212
2002	219	67	\$2,310,000
2003	234	86	\$2,792,000
2004	N/A	N/A	\$2,782,000
2005	N/A	N/A	\$2,810,000 (President's Request)



## **Program Description**

Conservation Project Support provides funding to preserve and conserve America's museum collections, whether material culture, fine art, scientific specimens, or living treasures such as plants and animals. The program has been instrumental in the conservation of living collections, funding projects at zoos, aquariums, and botanical gardens for the continuation of many endangered species.

## **2005 Budget Request**

IMLS is requesting \$2,810,000 for this program. Funding for these projects has an important impact on the conservation field as a whole, although this program awards grants to only 36 percent of the requesting institutions. The Conservation Project Support program has increased awareness of the need for long-range conservation plans, and the 1:1 cost share leverages private funds for conservation. In 2003, over \$4 million in non-federal funds were raised by institutions that received grants from this IMLS program.

## **Program Performance Information**

IMLS will evaluate the impact of Conservation Project Support awards in preserving collections. IMLS will document improvement in management and care, in staff expertise and practices, and in public understanding.

Recognizing the wide range of activities necessary for continued preservation of these collections, this program funds a variety of activities, including research, surveys, environmental improvements, and training, as well as treatment. Botanical gardens have used funds to address reproductive and conservation problems in endangered plant species. Zoos and aquariums have used IMLS funds for research, particularly in the area of species survival.

To expand the general public's understanding of conservation, IMLS supports an educational activity component.

## **Native American Museum Services**

### **Program Description**

The Museum and Library Services Act provides new authority for a program to support tribal museums. The statute provides that:

- d) SERVICES FOR NATIVE AMERICANS- From amounts appropriated under section 275, the Director shall reserve 1.75 percent to award grants to, or enter into contracts or cooperative agreements with, Indian tribes and organizations that primarily serve and represent Native Hawaiians (as defined in section 7207 of the Native Hawaiian

Education Act (20 U.S.C. 7517)), to enable such tribes and organizations to carry out the activities described in subsection (a).

Subsection a:

- (1) supporting museums in providing learning and access to collections, information, and educational resources in a variety of formats (including exhibitions, programs, publications, and websites) for individuals of all ages;
- (2) supporting museums in building learning partnerships with the Nation's schools and developing museum resources and programs in support of State and local school curricula;
- (3) supporting museums in assessing, conserving, researching, maintaining, and exhibiting their collections, and in providing educational programs to the public through the use of their collections;
- (4) stimulating greater collaboration among museums, libraries, schools, and other community organizations in order to share resources and strengthen communities;
- (5) encouraging the use of new technologies and broadcast media to enhance access to museum collections, programs, and services;
- (6) supporting museums in providing services to people of diverse geographic, cultural, and socioeconomic backgrounds and to individuals with disabilities;
- (7) supporting museums in developing and carrying out specialized programs for specific segments of the public, such as programs for urban neighborhoods, rural areas, Indian reservations, and State institutions;
- (8) supporting professional development and technical assistance programs to enhance museum operations at all levels, in order to ensure the highest standards in all aspects of museum operations;
- (9) supporting museums in research, program evaluation, and the collection and dissemination of information to museum professionals and the public; and
- (10) encouraging, supporting, and disseminating model programs of museum and library collaboration.

In its 1992 study on the needs of small, emerging, minority and rural museums, IMLS learned that the most critical need for this community is technical assistance in the care of collections, exhibition, and museum management. These museums hold collections that preserve native culture and folkways and hold extraordinary value for native people and the whole of society.

In FY 2004 IMLS will conduct a series of national meetings with tribal museum stakeholders and experts to shape the grant criteria and guidelines for this new program.

### **2005 Budget Request**

For the first year of this newly mandated program, IMLS requests \$644,000, an amount consistent with the levels required of the new legislation.

### **Program Performance Information**

IMLS will develop performance information as the program develops and will submit an amended performance plan for this program.

## **OFFICE OF LIBRARY SERVICES**

IMLS focuses on enhanced library services through three programs.

- Through the **Grants to States program** IMLS provides funding to State Library Administrative Agencies for initiatives and services to meet individual state needs as identified in the plan each state is required to submit. Each state and U.S. territory develops a five-year plan that coordinates with the LSTA Grants to States purposes. **IMLS requests \$170,455,000 for this program**
- **Native American/Native Hawaiian Library Services** is a program for IMLS to provide grants that improve information resources and services for indigenous groups. **IMLS requests \$3,675,000 for this program.**
- **Librarians for the 21<sup>st</sup> Century** invests in the future of libraries through recruitment and education programs at both the master's and doctoral levels; sponsors research that establishes baseline data and evaluates current library education programs; and supports programs that strengthen graduate schools of library and information science through activities such as curriculum development. **IMLS requests \$23 million for this program.**

### **Grants to States**

**Grants to States** provide funding to State Library Administrative Agencies for initiatives and services to meet individual state needs as identified in the plan each state is required to submit. Each state and U.S. territory develops a five-year plan that coordinates with the LSTA Grants to States purposes. **IMLS requests \$170,455,000 for this program.**

#### **Program Description**

Grants to States is the largest IMLS program and is authorized by the Library Services and Technology Act (LSTA) subchapter of the Museum and Library Services Act. The program, in partnership with the State Library Administrative Agencies (SLAAs), reaches users of all ages in every community in the nation. The funds for this program are distributed using a formula that consists of a base sum, plus an additional amount determined by population. In order to receive these funds, each State Library Administrative Agency submits a five-year plan.

In the five-year plans that they submit to IMLS each State Library Administrative Agency maps out how their state will strive to fulfill the purposes of the Act, based on the individual state needs. In all types of libraries, awards promote improvements in library management in order to better serve the people of the United States. They facilitate access to resources for the purpose of cultivating an educated and informed citizenry. They support resource sharing and partnerships among museums, libraries, schools, and other community organizations.

SLAAs may use the funds to establish or enhance electronic linkages among libraries; electronically link libraries with educational, social, or informational services; establish consortia and share resources; assist libraries in accessing information through electronic networks; pay for computer systems and telecommunication technologies; 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.

The Grants to States program differs from previous federal funding for libraries in that it brought about a major shift in service priorities and initiated two elements that were new to the State Library Administrative Agencies: the mandate to open the funding previously reserved to public libraries to all types of libraries and a requirement for an evaluation of the program at the end of the five years to demonstrate the impact of the program.

#### Five-Year Evaluation of Library Services and Technology Act Grants to States.

The Library Services and Technology Act of 1996 (LSTA) requires independent five-year evaluations by all 50 states, the District of Columbia, and three U.S. territories. In 2003 IMLS administered this evaluation initiative, including collection of the state reports and a national analysis of the data. Two key trends in library service are facilitated by IMLS funds; both relate to the changing role of libraries through technology advancement.

First, libraries increasingly act as a conduit through which information from external sources is identified and retrieved. Library services now include telephone and online reference via electronic networks; Internet access, including for users who lack it at home and work; regional, statewide, and interstate library loan and document delivery networks; and licensed access to electronic journals and databases that include specialized sources once restricted to privileged users. These changes provide public access to information that would otherwise be prohibitively expensive or inaccessible to the individual and to many individual libraries.

The second trend involves libraries directly in education for information literacy. To find and use the information now available, individuals must be able to use rapidly developing tools and to evaluate information accurately and critically. Libraries have become instrumental in broadening this new literacy by training staff and patrons in necessary skills.

This IMLS program has had its greatest impact on library technology adoption and increased efficiencies of information access, as intended by the Act, but statistical review of the data indicates success across all the areas of Library Services and Technology Act purposes. Reports indicate that states *made progress, met, or surpassed* high proportions of the service goals they identified in all eligible categories. Reports also describe the high importance the states place on the Grants to States program both in meeting the needs of targeted audiences and traversing the changing technology environment. Recommendations resulting from the study will be integrated into this program.

### **2005 Budget Request**

IMLS is requesting \$170,455,000 in FY 2005, an increase of \$12,827,000 from the FY 2004 budget. This increase will aid in meeting the needs of the additional types of libraries included in Grants to States and is necessary to implement the new funding formula set out in the 2003 reauthorization of the Museum and Library Services Act. The additional funding supports collaborative efforts to improve library services statewide, expand library services to communities across the nation, and leverage critical local and state funding. The base funding formula had not been increased since 1971 and this budget request fully funds the new recommended minimum base.

### **Program Performance Information**

As required under the law, each state submitted an evaluation report. IMLS asked states to report on their overall results in achieving the goals and objectives in the five-year plan (FY 1998-FY 2002) and their results of the evaluations of a technology and a targeted service goal that were chosen for in-depth evaluation, as well as lessons learned and a brief review of their evaluation process. State Program Officers reviewed the reports and compiled a concise listing of the accomplishments of each state and other useful data so that some information would be immediately available and easily utilized.

Each of the states used their evaluations to inform the creation of new five-year plans (FY 2003- FY 2007). The new plans reflect "lessons learned" from initial implementation of the program, improved needs assessment and strategies to meet those needs, and enhanced evaluation components that will show the impact of the funding on those that libraries serve. IMLS, in partnership with the State Library Administrative Agencies, will continue to invest a substantial amount of resources in building the capacity of grantees and sub-grantees to utilize outcomes based evaluation methods to document progress in meeting needs and impact of Grants to States.

IMLS solicited an independent analysis of the evaluation reports to synthesize the impact of the states' evaluations of their use of Grants to States funding. This analysis was completed in the summer of 2003. An executive summary will be

available on the IMLS Web site. In addition, more detailed information regarding the analysis of the individual states will be used in future program management.

Preliminary results identify two key national trends supported by Grants to States.

- Libraries are information brokers—providing the means for information acquisition and acting as a conduit through which information is identified and retrieved. In essence, they are helping to make information and services that are often prohibitively expensive more readily available to individuals and libraries.
- Libraries are promoters of information literacy—training patrons and staff to use available technology tools to access and evaluate information.

A statistical review of data provided in the reports suggests that the Grants to States program has been successful in meeting the broad range of goals in the Act.

By statute, the purposes of the Grants to States program are determined by the states and carried out under a five-year plan approved by IMLS. The states have broad authority to assess and address their library service needs within the provisions of the legislation.

For the FY 2005 appropriation, IMLS and the State Library Administrative Agencies will cooperate to report on performance measures that are broadly applicable to state library service needs:

- IMLS, with the SLAAs, will evaluate the successful delivery of library services to the states' residents by establishing and maintaining consortia and other means to share resources across different areas and different types of libraries through the use of IMLS funding.
- IMLS, with the SLAAs, will evaluate the successful delivery of 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 through the use of IMLS funding.

## ***Native American Library Services Grants***

**Native American/Native Hawaiian Library Services** provide funding to improve information resources and services for indigenous groups. **IMLS requests \$3,675,000 for this program.**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2001	319	288	\$2,940,000
2002	306	269	\$2,941,000
2003	325	266	\$3,055,000
2004	N/A	N/A	\$3,206,000
2005	N/A	N/A	\$3,675,000 (President's Request)

### **Program Description**

Native American Library Services grants support enhanced access to library services for Native Americans, Alaskan 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.

### **2005 Budget Request**

IMLS requests \$3,675,000 for this program, an increase of \$469,000 over the fiscal year 2004 budget. This increase is consistent with the statutory funding levels authorized by the Museum and Library Services Act.

### **Program Performance Information**

IMLS will document the successful delivery of library services to their communities as reported by the approximately 200 tribal libraries who receive basic grants. IMLS will document successful acquisition of professional assistance by the approximately 50 tribal libraries who receive these grants as demonstrated in their reports.

IMLS will evaluate the performance of projects in delivering enriched library services to the target communities for this category of grants.



## **Librarians for the 21<sup>st</sup> Century**

**Librarians for the 21<sup>st</sup> Century** invests in the future through several initiatives, including recruitment programs for a new generation of librarians for the 21<sup>st</sup> century, recruitment of doctoral candidates who will become the faculty to education new librarians, pre-professional training programs to prepare students and library support staff to make the transition to professional library education at the master's level, and research to establish baseline data and evaluate current library education programs. **IMLS requests \$23 million for this program.**

<u>Year</u>	<u>Applications</u>	<u>Awards</u>	<u>Budget Authority</u>
2003	76	27	\$9,935,000
2004	N/A	N/A	\$19,882,000
2005	N/A	N/A	\$23,000,000 (President's Request)

### **Program Description**

Librarians are essential partners in the education of successful learners. They help parents teach their children before they enter school, they are partners with the schools in their communities, they provide college students with advanced information search skills, they assist researchers in information discovery and knowledge organization, and they help adults continue to achieve and enjoy learning throughout their lifetimes. Perhaps most important, they serve as a primary social agency in support of education by providing resources and services that complement the structures of formal education and extend education into an enterprise that lasts a lifetime. As central agencies of community engagement and independent learning, libraries are "crossroads for communities."

Libraries provide a broad range of information services, and professional librarians are central to these vital institutions. Librarians are especially skilled in selecting, organizing, and enhancing access to information and can evaluate its validity and relevance. The basic credential for admission into practice as a professional librarian is a master's degree from an accredited program.

More than 125,000 librarians now work in academic, school, and public libraries across the country. Based on Census data, more than one-quarter of all librarians with master's degrees will reach the age of 65 before 2009. At the same time, new information technology has had a profound impact on the delivery of services in libraries. Advanced technology skills are needed by librarians, skills that are also in high demand in other sectors of the economy. Because of this critical need, incentives must be developed that encourage librarians to continue to serve their communities in the library field.

Recently IMLS completed a survey of Education and Training Resources for Library Workers. This survey was completed in 2003 to inform the development of the President's requested IMLS program to recruit and educate librarians. Anticipated shortages of professional librarians, the reduction of new hires of professional librarians through persistent state and local budget constraints, and wide adoption of advanced library technologies have significantly increased levels of responsibility for the 66 percent of the 396,200 paid library workers who lack a professional library degree or certification. Figures for staff of medical, legal, corporate, or other special libraries are unknown. New roles require increased knowledge and skills. This study describes the availability and capacities of education and training for library pre- and paraprofessionals.

Program priorities include

- **Master's level programs** to recruit and educate the next generation of librarians.
- **Programs at the doctoral level** to develop faculty to educate the next generation of library professionals and to develop the next generation of library leaders.
- **Pre-professional programs** to recruit future librarians.
- **Research** to provide the library community with information needed to support successful recruitment and education of the next generation of librarians.
- **Programs to build institutional capacity** that develop or enhance curricula within graduate schools of library and information science.

### **2005 Budget Request**

IMLS requests \$23,000,000 for this program, an increase of \$3,118,000 from the 2004 budget. The impending crisis in librarianship as the current generation of librarians reaches retirement age is real and potentially devastating to library service across the nation. Investments made now will reap benefits for countless communities now and into the future.

In 2003, the first year of the program, IMLS received 76 applications requesting a total of more than \$27,000,000 and is making 27 awards that total more than \$9,900,000. Awards made in 2003 support the recruitment and education of more than 300 new master's degree librarians and 36 doctoral students, as well as research and pre-professional education projects. Targeted programs will prepare students in a wide range of specializations including school library media, youth and children's services, academic librarianship, science and health sciences, urban and rural library services, and services to Native American and other minority communities. Additional funds will support the recruitment of faculty and the development of programs to meet the information needs of the future, including programs in digital librarianship, research, and leadership.

## **Program Performance Information**

The first awards for this program were announced in October 2003. IMLS has begun to measure the impact of those first awards. It will continue to measure their impact annually.

### **Recruit and educate the next generation of librarians**

IMLS will evaluate the success of the grant funding in attracting new students to master's degree programs in library and information studies (LIS), and in educating these students to provide library services in the 21<sup>st</sup> century.

IMLS expects an increase in the number and percent of students enrolled in master's degrees programs in library and information science. IMLS expects an increase in the number of those who graduate and accept library employment.

### **Enable pre-professional library staff to make the transition to librarianship, especially in locations where recruitment is historically difficult.**

IMLS will evaluate the success of the grant funding in assisting pre- and paraprofessionals in improving their capacity to deliver high quality library services.

IMLS expects to increase or improve the resources available for pre- and paraprofessionals to increase their skills. IMLS expects an increase in individuals who enter library service or improve their library skills through IMLS-funded projects.

### **Develop faculty to educate the next generation of library professionals**

IMLS will evaluate the success of the grant funding in attracting new students to doctoral programs to become the next generation of LIS faculty and in educating these students to teach the next generation of librarians.

IMLS expects its funding to increase the number and percentage of enrollments in LIS doctoral programs through IMLS-funded projects. IMLS expects that LIS schools in the U.S. will hire and retain faculty graduate school faculty at a rate equitable to the enrollment needs in master's degree programs.

### **Provide the library community with information needed to support successful recruitment and education of the next generation of librarians.**

IMLS will evaluate the success of the grant funding in increasing knowledge of the nature and function of libraries, the education needs of library personnel, and library staffing and retention patterns.

IMLS expects its funding to increase the number of research projects that address questions related to recruitment, education, staffing, and retention.

**Provide the library community with programs to build institutional capacity.**

IMLS will evaluate the extent to which grant recipients develop or enhance curricula within graduate schools of library and information sciences. IMLS expects its funding to shape curricula that are responsive to preparing new librarians with the knowledge and skills to meet emerging library service needs.

# **ADMINISTRATION**

## ***Introduction***

The IMLS budget has two distinct parts—the program budget and the administrative budget. The program budget covers the funds distributed through grants and cooperative agreements, and the administrative budget funds the cost of administering these programs.

The administrative budget for IMLS includes all operating costs to support its core mission of helping museums and libraries enhance their services to the public. The primary costs are those to maintain offices and staff and to support professional communications, technical assistance, and leadership and development activities. Administrative funding allows IMLS to provide the highest quality service to the American public. Full consideration has been given to efficiency and the streamlining of operations. The management of IMLS is committed to the goals of the Government Performance and Results Act of 1993 as well as to the principles of reinventing government and putting its customers first. In support of those goals, we have implemented the following measures:

- IMLS is one of only a few federal funding agencies to develop and routinely provide training in outcomes based evaluation for its staff and grantee project management staff. The number of State Library Administrative Agencies incorporating outcomes measurement initiatives for their Grants to States programs continues to grow, and IMLS will continue to build constituent capacity for results-based measurement in this and subsequent years. Outcomes based evaluation training and other resources are provided to all competitive program grantees.
- IMLS is further strengthening constituent capacity for high quality performance through training for systematic needs-based planning. All State Library Administrative Agency (SLAA) grantees have participated in training for both evaluation and planning, and IMLS guidelines for these agencies' new five-year plans were based on these principles.
- IMLS regularly reviews and improves its processes for the evaluation of applications, criteria for making awards, evaluation of awards made, and its information technology (IT) systems for the receipt and management of grant applications, awards, and related reports. In fiscal year 2004 all of the SLAAs will be able to file the reports on line. Since May 2003, a new resource has been available for potential National Leadership Grant (NLG) applicants, a Web-based project planning tutorial about developing effective project plans. Reviewers for IMLS programs submitted their evaluation via a

Web interface in FY 2003. IMLS also participated in several aspects of the Grants.gov initiative and will use that portal for FIND and APPLY functions in FY 2004 and beyond.

- In conjunction with regularly scheduled national and regional conferences held by professional library and museum associations, IMLS convenes approximately twenty sessions per year in which members of the museum and library communities share with the Director and Deputy Directors their concerns and their views on how IMLS could best serve them. IMLS uses feedback from these meetings to focus the mission of the agency and to form the basis for long-range planning.
- IMLS solicits additional policy advice regarding potential changes to its funding categories from the National Museum and Library Services Board. Such discussions are held in open, public sessions of regularly scheduled meetings.
- The Director of IMLS is engaged in a program of regular, periodic, informal meetings with members of the professional museum and library communities, educators, and representatives of professional library and museum organizations. These meetings are convened for the purpose of informing the Director about the needs of the agency's primary constituents.

## **Program Evaluation**

IMLS regularly evaluates its programs and conducts studies of issues important to museum and library services to gauge its effectiveness in meeting the needs of its constituents and their audiences. In both cases an important goal is program improvement. In the past year IMLS has completed studies of its Grants to States program for library services; patterns of user needs assessment in digital project grants; trends in museum-school partnerships for education; and the status of education and training opportunities for staff development of library workers.

## **The President's Management Agenda**

The President's Management Agenda (PMA) includes five government-wide initiatives: Strategic Management of Human Capital; Competitive Sourcing, Improved Financial Performance; Expanded E-Government; and Budget and Performance Integration. All five of the PMA's government-wide initiatives are interrelated in that all are designed to give managers the ability to deliver services effectively. IMLS has worked over the last year to adapt its administrative goals to better meet the Management Agenda, striving to:

- Achieve budget and performance integration to link funding decisions to results.

- Manage information technology resources, using e-gov, to improve service for service for IMLS customers and partners.
- Develop and maintain financial integrity and management and internal controls.
- Improve the strategic management of the agency's human capital.

For FY 2005, IMLS plans to further develop its budget-performance integration, financial management, human capital, and e-government initiatives within the PMA framework, in preparation for a PART review in the very near future.

### **Budget and Performance Integration**

Integrating budget and performance is one of five government-wide initiatives in the President's Management Agenda. Its purpose is straightforward—to link funding to results. The PMA helps IMLS focus on how best to further elevate its efforts to integrate budget and performance

IMLS has an integrated approach to budgeting and long-range planning. These activities are distributed throughout the program offices, with coordination activities centralized within the Office of Administration and Budget. Responsibility for development, coordination, and innovation in GPRA activities resides with the Office of Research and Technology. IMLS will continue to improve the connection between its budget request and desired program outcomes.

### **E-Government**

IMLS is expanding electronic government capabilities consistent with the goals of the PMA. IMLS is committed to leveraging technology to minimize the burden on grantees and increase efficiencies agency-wide. IMLS delivers a number of services electronically. In addition to the IMLS Web site, which provides application guidelines, publications, and other information electronically, IMLS is planning expanded Web-based services. IMLS continues to serve as a partner to other federal agencies in the development of regulations.gov and the federal grants.gov portals, contributing to data and integration surveys to the FIND pilot. Grants.gov was implemented in October 2003, and IMLS plans employ it in all programs by FY 2005.

IMLS is currently piloting additional agency-specific Web-based application and award management tools. These activities provide for integration with the IMLS electronic application and award management system and better position IMLS to participate in government-wide initiatives.

IMLS implemented the second phase a Web-based reporting system, which all grantees of the Grants to States program began using in 2003. Successful strategies for this pilot reporting process will shape reporting for other IMLS programs. Online

reporting for the agency's major competitive grant program, National Leadership Grants, is planned for FY 2004, with expansion to other programs in FY 2005.

An important part of the IMLS e-government plan is to incorporate electronic review of applications into the overall process. Electronic peer review has been embraced by IMLS reviewers in FY 2003 and is expected to shorten the length of time of the review period and provide more rapid feedback to all applicants. IMLS will continue this successful implementation of electronic review.

In addition to these steps in the application and award management process, IMLS is developing additional assistance for potential applicants to help them develop better projects. A self-paced Web-based course in project planning, the IMLS Online Planning Tutorial, was deployed in May 2003. IMLS is also planning to develop and implement a suite of Web-based tools in outcomes based evaluation in FY 2004.

### **Financial Management**

OMB guidance and the PMA addresses improved financial performance for federal agencies, including erroneous payments. In addition, the General Accounting Office (GAO) recently issued executive guidance which outlines strategies for agencies to effectively manage improper payments. In FY 2002, IMLS, in partnership with the National Endowment for the Humanities (NEH), invested in a Web-based financial management system that ties the budget and accounting information of the agency together to better manage resources and assets. This Oracle application was deployed on 2003, and is improving timeliness by instituting the ability to deliver accurate quarterly financial statements, prepare timely end of year reporting, and comply accurately with OMB and Treasury financial reporting requirements. In FY 2005, the Oracle system will allow IMLS and NEH to prepare for their first audited financial statement. Finally, the Oracle system is compatible with GSA's e-Travel initiative and is well positioned to transition to the federal government's centralized travel management portal.

### **Human Capital**

Throughout the federal government there is increasing recognition that human capital is a valuable asset that needs to be managed strategically. As with any federal agency, succession planning, recruitment, retention, and adapting the skills mix of employees are critical human capital factors that IMLS must address. IMLS works to use creative methods to keep human resource costs to a minimum. IMLS contracts with outside vendors to input grants management data into the agency's database and to manage the mailing and processing of grant applications, keeping clerical and processing staff levels down. In FY 2005, IMLS expects to focus on ensuring that the organizational structure meets the needs of the agency's constituents and that IMLS employees have needed competencies and skills, in order to ensure that the agency is in alignment with the PMA.



## **JUSTIFICATION OF OPERATING COSTS BY OBJECT CLASS**

This request includes funds for staff salaries, benefits, travel, training, rent, advisory and assistance services, communications and utilities expenses, supplies, equipment, and other operating expenses necessary for management of the agency's activities. The following narrative provides greater detail of this request, presented by object classifications.

**1100** Personnel Compensation

**1200** Personnel Benefits

**1300** Benefits for Former Personnel

**Amount Requested: \$5,300,000**

Resources in this category provide funding for salaries and benefits of federal employees. These object classes combine funding for personnel costs including the expected increases of within-grade increases, planned promotions, and performance awards for qualified staff, and includes use of the effects of lapse savings made possible by delayed hires and turnover. This request provides for the proposed 1.5 percent pay raise to be effective in January of 2005, and is consistent with Administration policy. This estimate also provides for the annualization of the anticipated 2004 pay increase of 4.1 percent.

Estimates provided for benefits include the Agency's share of contributions for health insurance, life insurance, FERS, CSRS, and FICA, TSP match, unemployment benefits and for injuries sustained in the workplace. Over the past years, federal health insurance premiums, including agency contributions, have increased nearly 10 percent annually, and this increase is also reflected in this budget estimate. Finally, IMLS made a management decision this year to absorb the costs of managing the government's Flexible Spending Accounts (FSA).

In fiscal year 2003, IMLS added staff to support the agency's core mission program areas. For the Office of Museum Services, additional program specialists were hired to offset the increased workload brought about with the enhancement of the General Operating Support grants into Museums for America.

For the Office of Library Services, three additional FTEs were hired to support the Recruitment and Education Initiative (21<sup>st</sup> Century Librarian). These positions support the outreach and program development needed to ensure program success.

Additional staff was also added to support the activities of the Office of the Director. One additional staff member for the Office of Grants Administration will augment this professional audit liaison and grants management unit as our complement of grants awarded grows. The Office of Public Affairs staff, which manages our publications

and the IMLS Website, will also receive one additional staff member to manage the growing number of publications sponsored by the agency, both on the Web and through traditional distribution methods. Finally, IMLS added the position of Director for Strategic Partnerships, in order to better leverage IMLS and its interests and collaborations to other federal and public sector entities.

In FY 2005, an increase of two FTE is proposed: one is a position of Evaluation Officer for the Office of Research and Technology. This new position is requested to fulfill the increased reporting responsibilities that are included within the (currently) proposed Museum and Library Services Act. This reporting responsibility requires IMLS to report annually on issues of importance within the museum and library communities. Specifically, the Act requires the agency to “identify national needs for, and trends of, museum and library services....., and report on the impact and effectiveness of programs”. At this time, the IMLS evaluation activities fall within the duties of the Research Officer. As both evaluation activities and research activities have increasing importance in the ability of IMLS to pursue its mission, one person will not be able to continue to manage both functions. Adding an Evaluation Officer will allow the agency to better manage both of these important responsibilities. The second position is a support position to the Director for Strategic Partnerships.

Agency support for the federal transit subsidy benefits, provided under the Transportation Equity Act for the 21<sup>st</sup> Century, is also reflected in this object class. And to minimize personnel costs, the salary for National Museum Services Board members is proposed to remain at \$100/day.

**2100 Travel and Transportation of Persons**  
**Amount Requested: \$500,000**

This object class funds the cost of travel by IMLS professionals to make presentations at conferences, site visits to oversee grants, outreach activities, consult with applicants, conduct workshops on IMLS programs, and travel costs for staff professional development. Funds are provided for regional forums that stimulate sharing of best practices and expand museum and library collaboration opportunities. This effort allows IMLS to monitor the progress of new programs, provide technical assistance, and build new partnerships. It also includes transportation costs associated with the National Award for Museum Service and with the National Award for Library Service. This object class also supports the outcome based evaluation process and grant oversight activities.

As a result of the reauthorization of the Museum and Library Services Act, IMLS will, beginning in 2004, expand its board structure to include a library component. These ten potential new board members will result in a greater resource need for board members to attend national board meetings and as well as participate in the selection of the national award winners and service on panels and review activities at the agency.

This object class supports travel for members of the National Museum and Library Services Board (NMLSB), including its three regular meetings. In addition, this funding supports NMLSB representatives to attend IMLS panel meetings, as well as the annual Museum Assessment Program Advisory Committee meeting, convened by the American Association of Museums.

**2200 Transportation of Things**  
**Amount Requested: \$35,000**

This object class funds the shipment of funding applications to field reviewers and panelists nationwide. It also includes the cost of shipping guidelines, brochures, and other IMLS materials to conferences and workshop sites. Cost estimates are based on actual costs incurred historically by IMLS for this activity.

**2300 Rent, Communications, and Utilities, Rental of Space (SLUC),  
Equipment rental, Telephone services, Postage**  
**Amount Requested: \$775,000**

This rent estimate assumes this agency will remain in its current location, the Old Post Office building, through 2004. If GSA secures approval from OMB to proceed with renovation of the Old Post Office in 2004 and if Congress approve the proposal out of cycle, IMLS's administrative request for rent is inadequate to cover the increased rent costs and the moving expenses IMLS is likely to incur.

This object class also includes funding for communication technology services, including data, voice, and wireless services, equipment rental such as copier rental and rental of audio visual equipment used in presenting conference sessions at meetings off-site. Postage includes the cost of mail applications and guidelines, messenger services, other IMLS publications, and briefing books for the National Museum and Library Services Board meeting.

The amount for this object class is increased slightly over FY 2004 due to increased building security costs and higher communications costs due to a new phone system.

**2400 Printing and Reproduction**  
**Amount Requested: \$200,000**

This object class funds the composition and printing of program applications and guidelines, research publications and Federal Register notices. IMLS continues to expand the electronic dissemination of all public materials to prospective customers from institutions of all sizes and in all geographic areas, ensuring that printing costs are kept to a minimum.

**2500 Other Contractual Services**  
**Amount Requested: \$4,125,000**

This object class provides for contractual services that are not covered in any of the preceding categories, and includes costs of maintenance for the financial management system, staff training, alterations to office space, general maintenance and repair of agency-owned buildings, travel and honoraria for panelists, per capita costs for processing payment transactions by the Department of the Treasury, per capita charges for the employee health unit, services to facilitate distribution of IMLS public affairs announcements. Also included are costs of deliveries of the IMLS display booth and materials for presentations at meetings and conferences, temporary clerical and grant application processing services, and production expenses associated with publications.

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

This object class funds a management conference for managers of State Library Program agencies. These funds also support convening meetings of the Native American tribal community for grant workshops, and to facilitate outcome-based evaluation training for OLS and OMS grantees in all categories. These activities are supported through the contracting of meeting planning specialists. This object class also supports the cash awards for the winning National Award Museum/Library Services agencies.

These funds support essential interagency agreements, including payroll services provided by the Department of Agriculture's National Finance Center, as well as an agreement with the Department of Interior and the Department of Health and Human Services for negotiation of indirect cost rates.

In addition, this object class funds the interagency agreement with NEH that provides fundamental administrative services such as personnel management, accounting, administrative services, equal employment opportunity, automated data processing, and LAN, server and desktop computer management services. The expense of separately creating, staffing, housing, and providing equipment for positions currently serving these functions would far exceed the cost of their services as currently charged, on an as-needed or per-purchase basis. In 2003, NEH and IMLS implemented a Web-based Oracle financial management system, and the cost of maintaining this system is included in this request. These costs include sharing in the

cost of a systems accountant, as well as the cost of remote hosting and maintenance and operations of the system. IMLS intends to support its share of this ongoing support and maintenance costs for the new system. Funds are also requested in this object class to facilitate outcome-based evaluation training for grantees in all categories.

If GSA's proposal to move federal tenants out of the Old Post Office Building due to renovation moves forward in FY 2004, additional funds would be needed to support aspects of the move not be covered by GSA. It would be the responsibility of the agency to bear costs associated with moving furniture and records, installation of phone systems, cabling, disassembly and reassembly of modular furniture, and building modifications that may be necessary in the new space.

**2600 Supplies and Materials**  
**Amount Requested: \$120,000**

This budget category provides funding for expendable supplies such as paper, pens and copier supplies needed to carry out the daily business of IMLS. These funds also cover IT supplies, including disks and toner cartridges for printers, and the cost of maintaining the agency's subscriptions to periodicals, magazines, and newspapers. An advantage of the cooperative agreement between IMLS and NEH is the opportunity for IMLS to combine purchases of supplies and materials with NEH bulk orders, where possible, to qualify for quantity discounts. This practice will be continued in the request year, as well as carefully comparing prices from a variety of vendors, including items on GSA schedule, for the lowest possible costs.

**3100 Equipment**  
**Amount Requested: \$80,000**

This budget category provides for all equipment, furniture, and office machines having a useful life in excess of one year – items such as chairs, desks, file cabinets, IT equipment, software licenses, leased copy and fax machines, and printers. The majority of equipment expenditures that are anticipated will be technology renewal of office automation equipment, systems software, and furniture where repair would be more expensive than replacement. IMLS intends to maximize the usefulness of existing hardware by upgrading equipment rather than purchasing new units wherever possible.

This request also includes upgrades to local area network equipment hardware and software in order to accommodate upgrades in database management and accounting. It is anticipated that costs will be kept to a minimum by working closely with NEH to ensure volume purchase discounts and compatibility of systems, so that the service to our constituents is enhanced.

**Total Administrative Services Request: \$11,135,000**

# Strategic Plan FY 2004-FY 2009

## *Introduction*

IMLS programs and activities are structured to create and sustain a nation of learners by building the capacity of museums and libraries to serve their communities. Libraries and museums are central features of a community's landscape. Museums' and libraries' educational roles and resources anchor them to their communities. Across the nation 122,000 libraries and 15,000 museums enter the lives of the nation's residents in positive ways every day.

Societal prosperity and individual achievement depend upon the ability to learn continually, to adapt to change readily, and to evaluate information critically. The learning society requires a new vision in which learning is seen as a community-wide responsibility supported by both formal and informal educational entities. Libraries and museums are needed to create and sustain a nation of learners.

The social, educational, cultural, and economic needs of individuals and communities are at the center of library and museum services. At their library, people use reference material, newspapers, and magazines. Adults learn to read and take their children to story hour to help them learn to read, and students use homework centers. At their library, people have free use of computers and Internet connections. People get librarians to help them find the information they need. Library users take home tapes, CD's, videos—and even books.

At the museum, people encounter unique examples of art, science, and history. In museums, people learn how things fit together, come apart, how they work, and what they mean. At the museum, people discover how the past intersects in the present, why we need to preserve evidence of the past, and what it may mean for the future.

People never outgrow libraries and museums. Museums and libraries respond to their community needs and community changes. Libraries and museums strive to keep their resources highly accessible to the broadest community. Children, parents, adults, and grandparents meet their information and imagination needs in museums and libraries. People get information in multiple languages and multiple media. People can even visit museums and libraries via the Internet without leaving home, work, or school.

But people do come to libraries and museums in great numbers for all sorts of activities. People come for exhibitions, research, classes, meetings, performances,

and lectures. People come to learn, to create, to appreciate, to meet, and to interact. People will also always come for solitude, to sit alone and read a book, or to stand aside and contemplate a work of art. Libraries and museums are for everyone.

Part of the IMLS Strategic Plan for FY 2004-2009 is to help position museums and libraries to address three drivers of change in our society: the need to create a knowledge society; the promise of digital technology, and the commitment to public value.

### **The Need to Create a Knowledge Society**

Today, global prosperity and individual productivity depend upon the ability to learn constantly, to adapt to change readily, and to evaluate information critically. We have both a need to learn and the capacity for learning throughout the lifetime. That learning occurs before, after, and outside of formal educational environments is increasingly recognized and valued. Advances in the science of learning demonstrate that we can and do learn when we are infants and when we are in our senior years. Libraries and museums play an important role in learning throughout the lifetime, whether that learning happens in communities, at work, or at school.

### **The Promise of Digital Technology**

Digital technology enables the full range of holdings in our museums, libraries, and archives—audio, video, documents, artifacts—to be cataloged, organized, combined in new ways, and made accessible to audiences as never before. The magnificent resources in our libraries and museums can be presented—both within and across institutions—within a matrix of interpretive options that enriches meaning and increases the audience's understanding. New telecommunications initiatives allow learners more and more access to museum and library collections; they can bring learners "face to face" electronically with curators, scientists, artists, and scholars. Technology-based learning initiatives can also recognize and address individual and localized learning needs through customized programming and presentation.

### **The Commitment to Public Value**

In a world where the public demands accountability, where no institution is guaranteed unquestioned support, where there is increased competition from across the public, private, government, and commercial realms, no museum or library can simply assume continued public support. Our institutions therefore face increasing pressures to be entrepreneurial, innovative, strategic, and customer-focused.

To help our institutions create public value in this environment, IMLS offers assistance to all of its grantees in planning and evaluation. IMLS is one of a small number of federal agencies that provides grantees with resources and training in results-based planning, evaluation, and reporting. IMLS conducts workshops for grantees and provides introductory programs for constituents at state, national, and local professional meetings. IMLS funded a two-week institute by University of Illinois at Urbana-Champaign that trained 30 influential library professionals in outcomes evaluation consulting.

To make similar information available to potential applicants and the greater library and museum communities, IMLS is creating a suite of educational and reporting tools to support results-based project design, management, measurement, and reporting. These resources, the first for the museum and the library community, were initiated in 2003 with the IMLS Online Planning Tutorial. Other tools are in development.

IMLS helps museums and libraries continue to make invaluable contributions to maintain and improve the quality of American life. IMLS disperses federal funds to museums and libraries for all the types of work they do. IMLS researches and evaluates library and museum activities, trends, and issues to enhance knowledge of and practices for museum and library services. And, IMLS helps museums and libraries tell about all the good they bring to people. Over 95 percent of IMLS' current appropriations is expended in direct support of library and museum activities and services.

## **Mission**

IMLS creates and sustains a nation of learners by building the capacity of museums and libraries to serve their communities. The Institute of Museum and Library Services exercises leadership in increasing and enhancing museum and library services to a broad and diverse public. A federal role to improve museum and library services is necessary because national leadership can accomplish many goals that cannot be achieved through other means. Federal leadership encourages public access, helps leverage additional public and private support, and provides a national forum to convene experts and disseminate promising practices.

The Institute of Museum and Library Services draws its mission from the statements of purpose provided in the Museum and Library Services Act of 2003.

IMLS, an independent federal agency, fulfills its mission through the Office of Museum Services by

- Encouraging and supporting museums in connecting the whole of society to cultural, artistic, historic, and natural, and scientific understandings that constitute our heritage. Encouraging and supporting museums in their educational role.
- Encouraging leadership, innovation, and applications of the most current technologies and practices.
- Assisting, encouraging, and supporting museums in the conservation and care of the nation's heritage to benefit future generations.
- Assisting, encouraging, and supporting museums in achieving the highest standards of management and service to the public and easing the financial burden resulting from increasing public use.



- Supporting resource partnerships and collaboration among museums, libraries, and other community organizations.

IMLS fulfills its mission through the Office of Library Services by

- Promoting improvements in library services in all types of libraries in order to better serve the people of the United States.
- Facilitating access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry.
- Encouraging resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

IMLS builds the capacity of museums and libraries by employing seven performance goals:

- Enhance a lifetime of learning opportunities.
- Provide access to information, resources, and ideas.
- Provide tools for the future.
- Strengthen families and children.
- Strengthen communities.
- Sustain our cultural heritage.
- Manage operations efficiently and effectively.

***Goal One: Enhance a lifetime of learning opportunities***

Objective:

IMLS programs help libraries and museums respond to the educational needs of learners of all ages.

Strategy

Create and sustain nationally significant funding programs and nationally significant activities to promote the role of libraries and museums as centers of learning for all learners.

Continue to support the broad range of educational programs in libraries and museums which address the needs of lifelong learners and which engender the values of learning for continuing individual development and

civic engagement. Programs will support the development and deployment of resources that support learning for all age groups.

Continue to support professional development and training opportunities for museum and library workers that contribute to their ability to help visitors become engaged learners. In particular, professional development will target activities to enhance the skills museum and library professionals need to lead in the 21<sup>st</sup> century environment.

Continue to support the development of educational resources in libraries and museums. In particular, support programs that make both traditional and newly available resources easier to find and use and that provide broad access to informal learning environments.

Continue to support collaborative projects that bring rich educational resources and innovative educational activities of libraries, museums, and other community partners to the lives of students, families, and the public. In particular, support collaboration and partnerships to create strategic alliances in support of learning and community development.

Continue to strengthen and expand museum and school partnerships, integrating museum resources and programs with classroom learning. Contribute to the development of museum materials and programs to meet curriculum goals and learning standards in all appropriate disciplines for both elementary and secondary schools.

## ***Goal Two: Provide access to information, resources, and ideas***

### Objective

IMLS programs help libraries and museums reach the broadest range of people with their services and learning resources.

### Strategy

Create and sustain nationally significant programs and activities to promote and support access to all types of museum and library services and resources for diverse audiences using a variety of delivery methods in a spectrum of media.

Continue to support programs and projects that advance the availability of information and educational resources through basic and technical literacy, through relevant and freely available content, and through the ability to find and use information. In particular, address the specific needs of non-traditional audiences for appropriate content and format.

Continue support of delivery of training and other educational resources through distance education programs to provide anytime/anywhere

access that reaches underrepresented groups and those in remote locations.

Continue to support statewide, Web-based information for minimal cost and for maximum use, particularly in regard to information to improve the lives of the state's residents.

Continue to support projects to address problems of access relating to multi-lingual and multi-ethnic audiences, making research collections accessible through translation, through improved finding aids, and through digitally cumulating dispersed materials.

Continue to promote the use of emerging technologies to break the geographic and financial barriers to new audiences and for those who have difficulty accessing library services due to disabilities or mobility restrictions.

### ***Goal Three: Provide tools for the future***

#### Objective

IMLS programs help libraries and museums have the best technology to provide library and museum services to the public today and to plan for technology needs of tomorrow.

#### Strategy

Create and sustain nationally significant programs and activities which will promote and support adoption of effective emerging technologies to improve museum and library service and will promote and support research and development of new tools and practices.

Continue to support research to identify, develop, and test new ways to manage technology to expand access to museum and library resources. Particular attention will be given to problems that affect large numbers of libraries and museums.

Continue to support the investigation of new techniques to provide efficient use of resources to convert collections to digital formats and to provide new approaches to large-scale preservation projects.

Continue to support the development and testing of standards for electronic resources, particularly in regard to interoperability, national measures of performance, description and retrieval, and usability for the online visitor.

Continue to support the adoption of proven technologies to provide high quality library and museum services. In particular, support collaborative

ventures that improve the efficiency, effectiveness, and educational value of public service, and support efforts to provide equitable levels of technology resources to all communities.

#### ***Goal Four: Strengthen families and children***

##### Objective

IMLS programs help libraries and museums provide high quality services for the changing informational and educational needs of all types of families.

##### Strategy

Create and sustain nationally significant programs and activities to promote and support both basic library and museum services as well as enriched opportunities across generations. In particular, support programs that are informed by learning research for young children, adults, and seniors.

Continue to support programs to help parents and other caregivers understand their importance to the successful development of their children and to provide a place and the resources to help them learn and use their skills. Support literacy and parenting activities, afterschool and summer enrichment programs, safe havens, and homework help.

Continue to support intergenerational museum and library programs that foster the sharing of values and life experiences from seniors to toddlers, from teens to retirees, and programs that enable families to interact in informal learning environments and even across distances.

Continue to support programs that help teens and young adults with the transition to adulthood, including such activities as college and career planning, job preparation and search, and GED readiness skills.

Continue to support programs to strengthen school libraries and museum/school collaborations through increased open hours, better training for staff, and enhanced resources, particularly in financially stressed schools or those serving at-risk student populations.

#### ***Goal Five: Strengthen communities***

##### Objective

IMLS programs and activities help museums and libraries maintain and expand their role as centers of community engagement.

##### Strategy

Create and sustain nationally significant programs and activities to foster library and museum contributions to learning communities.

Continue to support community-centered projects that engage community organizations in addressing their needs. In particular, support activities that promote community self-discovery and tolerance, community values, self-reliance, cultural tourism, citizen participation, and inclusion across traditional socioeconomic boundaries.

Continue to support tribal library and museum services to help eligible tribal libraries and museums provide museum and library services to their communities. Support professional development opportunities to expand the skill and knowledge base of the staff who manage tribal library and museum services.

Continue to support projects that bring the latest developments for facilitating public access to quality-of-life information resources, such as health and safety, job-training, government information, and economic revitalization, particularly to remote and underserved populations.

Continue to support projects to involve representatives of ethnic communities to develop, manage, and share special collections documenting their cultural history and to train staff to work with diverse populations to provide culturally sensitive information literacy instruction.

### ***Goal Six: Sustain our cultural heritage***

#### Objective

IMLS helps museums and libraries preserve our cultural heritage so that it can be used by people today and by future generations.

#### Strategy

Create and sustain nationally significant programs and activities for the continued preservation, interpretation, access, and development of the nation's cultural heritage.

Continue to promote cost efficient preservation activities to museums and libraries to include core preservation practices as part of their basic operations, such as assessment of preservation status, staff training, providing safe environments, disaster preparedness, and stabilization of collections or objects as needed. Promote activities to broaden public awareness of the importance of resources needed to protect our cultural heritage.

Continue to support projects to bring the broad range of America's multi-cultural richness to the general public to engender an appreciation of the value of preserving our shared and unique past. In particular, support preservation of collections that represent the heritage of people or events that have lacked wide coverage and which may be imperiled or fugitive.

Support research that contributes to the health and survival of the collections of zoos and botanical gardens and that contributes to the ability of the staff of zoos and botanical gardens to improve care of their collections. Continue support of research and implementation of projects to protect endangered species and help the public understand the relationship between habitat and survival.

***Goal Seven: Manage operations efficiently and effectively***

Objective

As IMLS moves into a results-oriented environment, it will use its resources to continue its hallmark of efficient operation.

Strategy

IMLS will operate as an efficient, responsive, and responsible agency in meeting its mission to help museums and libraries improve their services to the public.

Continually seek to maintain and improve administrative activities in support of its mission and goals and continue the IMLS tradition of being fully responsive to the constituencies it serves.

Sustain ongoing oversight and evaluation of agency's operations and processes to ensure integrity and efficiency and to ensure their relevance to museum and library needs. In particular, evaluate programs and procedures systematically to identify how electronic transactions can improve services.

Continue to develop and implement annual GPRA performance plans, integrating monitoring and evaluation of performance plans into ongoing activities. In particular, continue to build the capacity in museums and libraries to plan projects effectively and to document and report outcomes from the programs, projects, and activities supported with IMLS funds.

Maintain knowledge of and coordination with other public agencies and private organizations.

Maintain effective communication systems with the museum and library communities, Congress, and the general public. In particular, use a variety of communication methods to provide information about agency procedures and accomplishments.

Continue to work with the library and museum communities to research and analyze issues that have impact on their ability to meet the public's educational and informational needs.

Continue to recruit, train, and support a diverse workforce, using approved personnel policies to provide a supportive and responsive workplace. Encourage the applications of minority professionals and workers with disabilities. Continue to adhere to the Office of Personnel Merit System Principles.

# **FY 2005 Performance Plan**

## **Introduction**

The Institute of Museum and Library Services submits this FY 2005 performance plan in compliance with the Government Performance and Results Act of 1993.

The agency's primary role is to create and sustain a nation of learners by assisting the nation's libraries and museums in increasing and improving their services to the public. IMLS fulfills that role by awarding grants and cooperative agreements to museums, libraries, and other related organizations. IMLS programs are broadly based in terms both of types of organizations served and the variety of activities supported. All types and sizes of libraries and museums are eligible to participate in and benefit from IMLS support, but ultimately, the beneficiary is the American public.

Museums and libraries share a history of strong public access. Libraries and museums house enormous educational resources. Their primary role is to make those resources available to members of the public in support of personal and community learning needs. Today, more than ever before, museums and libraries have both the opportunity and the obligation to advance their fundamental services to the frontier of electronic access while maintaining their tradition as physical centers of community life. IMLS programs are shaped to assist libraries and museums in this demanding endeavor.

IMLS builds the capacity of museums and libraries by implementing the following performance goals:

- Enhance a lifetime of learning opportunities.
- Provide access to information, resources, and ideas.
- Provide tools for the future.
- Strengthen families and children.
- Strengthen communities.
- Sustain our cultural heritage.
- Manage operations efficiently and effectively.

## **Agency-Wide Programs**

### **National Leadership Grants**

National Leadership Grants provide incentives through a national competition for museums and libraries, either individually or in collaboration with partner organizations, to develop model programs, identify best practices to improve information access and services, and disseminate findings. IMLS requests



\$16,500,000 for libraries for this program and \$12,000,000 for museums in this program.

### **Program Description**

National Leadership Grants have national influence and provide models that can be widely adapted or replicated to extend the benefit of federal support. National Leadership Grants address current issues and needs related to museum and library services and have far-reaching impact throughout the museum and library communities. These grants provide creative solutions on issues of national importance and provide leadership for other organizations. National Leadership Grants support innovative approaches to current and emerging issues. Grants for museums and for libraries will be awarded in three categories: building learning communities, building digital resources, and research and demonstration.

### **Program Performance Information**

IMLS National Leadership Grants, as implied, are intended to spur innovation and leadership activities that will lead to model programs and support creative partnerships among museums and libraries. Specifically, awards will help develop knowledge of and solutions to broadly-shared problems, demonstrate utility of new strategies for community learning, and help museums and libraries create and use digital assets to support learning. Although the number of projects supported in FY 2005 is expected to be small, IMLS expects that their impact will be increased by demonstrated outcome and strong dissemination of results and products.

IMLS will assess the success of 44 anticipated awards to museums and 60 anticipated awards to libraries to develop model programs and will assess in future years the impact of dissemination activities for these models. Specifically, IMLS will evaluate each project type separately as follows:

- **Advancing Learning Communities**—IMLS will evaluate the success of project activities to create effective models to meet the learning needs of the community. Indicators include broad community involvement and successful delivery of services. IMLS expects that projects will be based on the latest learning research.
- **Building Digital Resources**—IMLS will evaluate the success of grant projects to develop effective strategies for creating and employing museum and library digital resources to enhance learning opportunities and outcomes for their audiences. Indicators include an increase in the quantity or quality of digital resources, the development of sustainable infrastructures for digital content, and significant contributions to sustainability, interoperability, or accessibility of digital content.
- **Research and Demonstration**—IMLS will evaluate the success of project activities in producing significant research about museum and library issues and trends and in documenting viable solutions to problems that impact the delivery of museum and library service. Indicators include valid and reliable findings supported by generally accepted methodology for the project type.

IMLS expects funded projects to document successful dissemination of results.

## **Office of Museum Services**

### ***Museums for America***

Museums for America provides funding to build the capacity of museums to serve their communities through technology and education. IMLS requests \$20,700,000 for this program.

#### **Program Description**

This program is designed to flexibly meet the full range a statutory purposes of the Museum and Library Services Act, which include

- Connecting the whole society to the cultural, artistic, historical, natural, and scientific understanding that constitutes our heritage.
- Providing opportunities for learning in conjunction with schools, families, and communities.
- Conserving museum collections.

The 21<sup>st</sup> Century Museum Professional program supports professional training, leadership development, and strategic planning for museum professionals. This program provides the museum community with support for a variety of training and personnel development activities for museum staff members across all types of museums.

These grants will strengthen the ability of museums to support high priority activities that advance museums' missions and strategic goals for public service. The grants are designed to

- Sustain cultural heritage.
- Support lifelong learning.
- Provide centers of community engagement.

#### **Program Performance Information**

The first projects funded through Museums for America will begin between October 1, 2004 and December 31, 2005 and will end up to 3 years later. At that time, IMLS will begin to cumulate evaluation information on the anticipated 210 awards and will continue annually.

IMLS will evaluate the impact of grant funds to sustain cultural heritage. IMLS expects to find enhanced care. Indicators include better physical protection, comprehensive management policies and practices, and increased public understanding and participation.

IMLS will evaluate the impact of grant funds to support lifelong learning. IMLS expects more and more effective educational programs. Indicators include addressing a spectrum of individual learning styles, broad audience demographics, and expanded methods of access.

IMLS will evaluate the impact of community engagement resulting from grant funds. IMLS expects to document increased museum involvement in the core interests of their communities. Indicators will include healthy and productive partnerships, representative inclusion of community members, and attention to viable solutions.

### **Museum Assessment Program (MAP)**

The Museum Assessment Program provides grants of technical assistance to museums in the areas of institutional operations, collections management, public programs, and governance. IMLS requests \$450,000 for this program.

#### **Program Description**

The purpose of the Museum Assessment Program is to help institutions assess their strengths and weaknesses and plan for the future by providing grants of technical assistance. The program offers four types of museum assessments: institutional, collections management, public dimension, and governance.

Each grant provides the tools for an extensive institutional self-study, followed by site visits from the consultant or assessor. Following the site visits, the consultant prepares a comprehensive report with specific suggestions for enhancement.

#### **Program Performance Information**

IMLS will gather evidence from MAP grantees of increased museum staff knowledge about how they can improve their management practices to deliver better public value. One hundred sixty-nine museums will increase staff knowledge on management practices.

### **Conservation Assessment Program**

The Conservation Assessment Program provides grants of technical assistance to museums for the assessment of their collections' conservation needs. IMLS requests \$820,000 for this program.

#### **Program Description**

The Conservation Assessment Program (CAP) assists small museums in laying the groundwork for effective collections management. The program provides technical assistance in establishing all aspects of care, assessing current practices, and recommending actions to be taken.

The assessment combines self-study with a technical on-site review by an appropriately matched consultant from the conservation or architectural profession. The resulting report identifies collections care issues that the museum faces, empowering each institution to prioritize conservation needs and develop long-range plans for preserving its collections.

### **Program Performance Information**

IMLS will gather evidence from CAP grantees of increased museum staff knowledge about how they can improve their conservation care practices to deliver better public value.

One hundred seventeen museums will increase staff knowledge for improving conservation care practices.

### ***Conservation Project Support***

Conservation Project Support provides funds to assist museums to conserve the cultural, historic, and scientific heritage of the United States. IMLS requests \$2,810,000 for this program.

### **Program Description**

Conservation Project Support grants provide funding to preserve and conserve America's museum collections. Eighty-six museums will complete projects that enhance the preservation and conservation of their collections.

### **Program Performance Information**

IMLS will evaluate the impact of Conservation Project Support awards in preserving collections. Indicators include improvement in management and care, in staff expertise and practice, and in public understanding.

### ***Native American Museum Services***

IMLS legislation signed into law on September 25, 2003 that reauthorizes the Museum and Library Services Act provides new authority for a program to support tribal museums. The statute provides that:

d) SERVICES FOR NATIVE AMERICANS- From amounts appropriated under section 275, the Director shall reserve 1.75 percent to award grants to, or enter into contracts or cooperative agreements with, Indian tribes and organizations that primarily serve and represent Native Hawaiians (as defined in section 7207 of the Native Hawaiian Education Act (20 U.S.C. 7517)), to enable such tribes and organizations to carry out the activities described in subsection (a).

Subsection a:

- (1) supporting museums in providing learning and access to collections, information, and educational resources in a variety of formats (including exhibitions, programs, publications, and websites) for individuals of all ages;
- (2) supporting museums in building learning partnerships with the Nation's schools and developing museum resources and programs in support of State and local school curricula;
- (3) supporting museums in assessing, conserving, researching, maintaining, and exhibiting their collections, and in providing educational programs to the public through the use of their collections;

- (4) stimulating greater collaboration among museums, libraries, schools, and other community organizations in order to share resources and strengthen communities;
- (5) encouraging the use of new technologies and broadcast media to enhance access to museum collections, programs, and services;
- (6) supporting museums in providing services to people of diverse geographic, cultural, and socioeconomic backgrounds and to individuals with disabilities;
- (7) supporting museums in developing and carrying out specialized programs for specific segments of the public, such as programs for urban neighborhoods, rural areas, Indian reservations, and State institutions;
- (8) supporting professional development and technical assistance programs to enhance museum operations at all levels, in order to ensure the highest standards in all aspects of museum operations;
- (9) supporting museums in research, program evaluation, and the collection and dissemination of information to museum professionals and the public; and
- (10) encouraging, supporting, and disseminating model programs of museum and library collaboration

In its study on the needs of small, emerging, minority and rural museums, IMLS learned that the most critical need for this community is technical assistance in care of collections, exhibition, and museum management. These museums hold collections that preserve native culture and folkways and hold extraordinary value for native people and the whole of society.

In FY 2004 IMLS will conduct a series of national meetings with tribal museum stakeholders and experts to shape the grant criteria and guidelines for this new program.

For the first year of this newly mandated program, IMLS requests \$644,000.

#### **Program Performance Information**

IMLS will develop performance information as the program develops and submit an amended performance plan for this program.

## **Office of Library Services**

### **Grants to States**

The Grants to States provide funding to State Library Administrative Agencies for initiatives and services to meet individual state needs as identified in the plan each state is required to submit. Each state and U.S. territory develops a five-year plan that coordinates with the LSTA Grants to States purposes. IMLS requests \$170,455,000 for this program.

### **Program Description**

Grants to States is the largest IMLS program. IMLS funds, through partnership with the State Library Administrative Agencies, reach users of all ages in every community in the nation. The funds for this program are distributed using a formula that consists of a base sum plus an additional amount determined by population. In order to receive these funds, each State Library Administrative Agency (SLAA) submits a five-year plan. In the five-year plans that they have submitted to IMLS each State Library Administrative Agency maps out how their state will strive to fulfill the purposes of the Act, based on individual state needs.

### **Program Performance Information**

As required under the law, each state submits a five-year evaluation report. States reported in April 2003 on their overall results in achieving the goals and objectives in the five-year plan (FY 1998-FY 2002). IMLS commissioned an analysis of the five-year evaluation reports. The statistical review of data provided in the reports suggests that the IMLS Grants to States program has been successful in meeting the broad range of goals in the Museum and Library Service Act. The next five-year evaluation covering FY 2003-2007 is due April 2007. IMLS expects improved reporting results, as the agency is currently involved in a collaborative process with the Chief Officers of the State Library Agencies to develop a common and streamlined reporting strategy. Two broad categories of library services appear promising for reporting results across all states:

- IMLS, with the SLAAs, will evaluate the successful delivery of library services to the states' residents by establishing and maintaining consortia and other means to share resources across different areas and different types of libraries through the use of IMLS funding.
- IMLS, with the SLAAs, will evaluate the successful delivery of 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 through the use of IMLS funding.

By statute, the purposes of the Grants to States are determined by the states and carried out under a five-year plan approved by IMLS. The states have broad authority to assess and address their library service needs within the provisions of the legislation. The states used their evaluation reports to inform the creation of new five-year plans (FY 2003- FY 2007). The new plans reflect improved needs assessment and strategies to meet those needs, and they include enhanced evaluation components that will show the impact of the funding on library users. IMLS, in partnership with the State Library Administrative Agencies, will continue to invest a substantial amount of resources in building the capacity of grantees and subgrantees to use outcomes based evaluation methods to document the progress and the impact of Grants to States funds.

## **Native American Library Services Grants**

### **Program Description**

Native American/Native Hawaiian Library Services grants support enhanced access to library services for Native Americans, Alaskan 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.

Native American/Native Hawaiian Library Services provide funding to improve information resources and services for indigenous groups. IMLS requests \$3,675,000 for this program.

### **Program Performance Information**

Indicators for Native American Library Services Basic Grants include the successful delivery of library services to their communities as reported by the approximately 200 tribal libraries who receive basic grants.

Indicators for Native American Library Services Professional Assistance Grants include successful acquisition of professional assistance by the approximately 50 tribal libraries who receive these grants as demonstrated in their reports.

Indicators for Native American Library Services Enhancement Grants include the success of enhancement projects to delivery enriched library services to the target communities for this category of grants.

## **Librarians for the 21st Century**

Librarians for the 21st Century invests in the future through several initiatives. The grants include recruitment programs for a new generation of librarians, recruitment of doctoral candidates who will become the faculty to educate new librarians, pre-professional training programs to prepare students and library support staff for making the transition to master's level education, research to establish baseline data and evaluate current library education programs, and building institutional capacity. IMLS requests \$23 million for this program.

### **Program Description**

More than 125,000 librarians now work in academic, school, and public libraries across the country. Based on Census data, more than one-quarter of all librarians with master's degrees will reach the age of 65 before 2009. The rapid evolution of new information technology has had a profound impact on the workplace for librarians and the delivery of services. Advanced technology skills are needed by librarians, skills that are also in high demand in other sectors of the economy. Because of this critical need, incentives must be developed that encourage librarians to continue to serve their communities in the library field.

In 2003, the first year of the program, IMLS is making 27 awards. Awards made in 2003 support the recruitment and education of more than 300 new master's degree librarians and 36 doctoral students, as well as research and pre-professional education projects.

### **Program Performance Information**

The first awards for this program were announced in October 2003, and as a result IMLS has begun to measuring the impact of the funding at the close of the funding period for those first awards and annually thereafter. IMLS expects to make 63 awards in FY 2005, and IMLS will evaluate results as follows:

#### ***Recruit and educate the next generation of librarians***

IMLS will evaluate the success of the grant funding in attracting new students to master's degree programs in library and information studies (LIS), and in educating these students to provide library services in the 21st century. Indicators include an increase in the number and percent of MLIS students enrolled in the programs it supports. IMLS expects an increase in the number of those who graduate and accept library employment.

#### ***Enable pre-professional library staff to make the transition to librarianship, especially in locations where recruitment is historically difficult.***

IMLS will evaluate the success of grant funding in assisting pre- and paraprofessionals in improving their capacity to deliver high quality library services. Indicators include an increase or improvement in the resources available for pre- and paraprofessionals to improve their skills. They also include an increase in individuals who enter library service or improve their library skills through IMLS-funded projects.

#### ***Develop faculty to educate the next generation of library professionals***

IMLS will evaluate the success of grant funding in attracting new students to doctoral programs to become the next generation of LIS faculty. Indicators include an increase in the number and percentage of enrollments in LIS doctoral programs through IMLS funded projects. IMLS expects that library and information science schools in the U.S. will hire and retain graduate school faculty at a rate equitable to the enrollment needs for master's degree programs.

#### ***Provide the library community with information needed to support successful recruitment and education of the next generation of librarians.***

IMLS will evaluate the success of grant funding in increasing knowledge of the nature and function of libraries, the education needs of library personnel, and library staffing and retention patterns. Indicators include an increase in the number of research projects initiated to answer significant questions relating to recruitment, education and staffing, and retention for libraries.



***Provide the library community with programs to build institutional capacity.***

IMLS will evaluate the success of grant funding in developing or enhancing curricula within graduate schools of library and information sciences.

Indicators include development of curricula that is responsive to preparing new librarians with the knowledge and skills to meet emerging library service needs.

## **Administration**

### ***Program Evaluation***

IMLS regularly evaluates its programs and conducts studies of issues important to museum and library services to gauge its effectiveness in meeting the needs of its constituents and their audiences. In both cases an important goal is program improvement. In the past year IMLS has completed studies of its Grants to States program for library services; patterns of user needs assessment in digital project grants; trends in museum-school partnerships for education; and the status of education and training opportunities for staff development of library workers. IMLS will continue to evaluate program performance as identified in this document.

### **Results-Based Planning, Evaluation, and Reporting Resources for Museums and Libraries**

IMLS will continue to build capacity for its grantee institutions to measure results of activities supported with IMLS awards. Meaningful outcomes based program design and measurement require cultural change in educational institutions. This change requires long-term continuous improvement. IMLS is one of a small number of federal agencies providing grantee resources and training towards this important end. IMLS conducts 12 or more two-day evaluation workshops a year for grantees and provides introductory programs for constituents at state, national, and local professional meetings. Fifty-two of 56 State Library Administrative Agencies have participated in intensive workshops. In 2003 SLAAs in Idaho, Texas, New York, Alabama, Washington, and South Carolina participated in IMLS on-site training and technical assistance to facilitate adoption of outcomes measures. This assistance is linked to the adoption of outcomes measures in state redistribution grant programs and to increased IMLS requirements for outcomes in annual reporting by SLAAs.

To make similar information available to potential applicants and the greater library and museum communities, IMLS is creating a suite of educational and reporting tools to support results-based project design, management, measurement, and reporting. These resources, the first for the museum and the library community, were initiated in 2003 with the IMLS Online Planning Tutorial. An online logic model creator for evaluation and sample electronic outcomes data collection tools for typical IMLS-funded library and museum programs are in development.

Finally, IMLS continually develops the expertise of its professional program staff for technical assistance in results-based program design and evaluation planning. An electronic system for tracking adoption and implementation of Grants to States library outcomes measurement was developed in 2003.

### ***The President's Management Agenda***

The President's Management Agenda (PMA) includes five government-wide initiatives. IMLS has worked over the last year to adapt its administrative goals to better meet the President's Management Agenda as follows.

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

Integrating budget and performance is one of five government-wide initiatives in the President's Management Agenda. Its purpose is straightforward—to link funding to results. The PMA helps IMLS focus on how best to further elevate its efforts to integrate budget and performance.

IMLS has an integrated approach to budgeting and long-range planning. These activities are distributed throughout the program offices, with coordination activities centralized within the Office of Administration and Budget. Responsibility for development, coordination, and innovation in GPRA activities resides with the Office of Research and Technology.

#### ***E-Government***

IMLS is expanding electronic government capabilities consistent with the goals of the PMA. IMLS is committed to leveraging technology to minimize the burden on grantees and increase efficiencies agency-wide. IMLS delivers a number of services electronically. In addition to the IMLS Web site, which provides application guidelines, publications and other information electronically, IMLS is planning expanded Web-based services. IMLS continues to partner with other federal agencies in the development of regulations.gov and the federal grants.gov portals, contributing to data and integration surveys to the FIND pilot. Grants.gov was implemented in October 2003, and IMLS plans to employ it in all programs by FY 05.

IMLS is currently piloting additional agency-specific Web-based applications and award management tools. These activities provide for integration with the IMLS electronic application and award management system and better position IMLS to participate in government-wide initiatives.

IMLS implemented the second phase a Web-based reporting system, which all grantees of the Grants to States program began using in 2003. Successful strategies for this pilot reporting process will shape reporting for other IMLS programs. Online reporting for the agency's major competitive grant program, National Leadership Grants, is planned for FY 2004, with expansion to other programs in FY 2005.

An important part of the IMLS e-government plan is to incorporate electronic review of applications into the overall process. Electronic peer review has been embraced by IMLS reviewers in FY 2003 and is expected to shorten the review process and

provide more rapid feedback to all applicants. IMLS will continue this successful implementation of electronic review.

In addition to these steps in the application and award management process, IMLS is developing additional assistance for potential applicants to help them develop better projects. A self-paced Web-based course in project planning, the IMLS Online Planning Tutorial, was deployed in May 2003. IMLS is also planning to develop and implement a suite of Web-based tools in outcomes based evaluation in FY 2004.

### ***Financial Management***

OMB guidance and the PMA addresses improved financial performance for federal agencies, including erroneous payments. In addition, the General Accounting Office (GAO) recently issued an executive guidance which outlines strategies for agencies to effectively manage improper payments. In FY 2002, IMLS, in partnership with the National Endowment for the Humanities (NEH), made an investment in a Web-based financial management system that ties the budget and accounting information of the agency together to better manage resources and assets. This Oracle application was deployed on 2003. This investment will improve timeliness by instituting the ability to deliver accurate quarterly financial statements, prepare timely end of year reporting, and comply accurately with OMB and Treasury financial reporting requirements. Finally, the Oracle system is compatible with GSA's e-Travel initiative and is well-positioned to transition to the federal government's centralized travel management portal.

### ***Human Capital***

Throughout the federal government there is increasing recognition that human capital is a valuable asset that needs to be managed strategically. As with any federal agency, succession planning, recruitment, retention, and adapting the skills mix of employees are critical human capital factors that IMLS must address. IMLS works to use creative methods to keep human resource costs to a minimum. IMLS contracts with outside vendors to input grants management data into its database and to manage the mailing and processing of grant applications, keeping clerical and processing staff levels down. In FY 2005, IMLS expects to focus on ensuring that the organizational structure meets the needs of the agency's constituents, and that IMLS employees have needed competencies and skills, in order to ensure the agency's alignment with the PMA.