



FY 2009 Performance Plan



FY 2009 PERFORMANCE PLAN

The Institute builds the capacity of museums and libraries to serve the public in three strategic ways:

- Sustaining Heritage, Culture, and Knowledge
- Enhancing Learning and Innovation;
- Building Professional Capacity

A fourth, overarching goal is to attain the highest level of excellence in federal management, operations, and service.

1. Sustaining Heritage, Culture, and Knowledge

Our nation's museums and libraries serve as stewards of our cultural, scientific, and intellectual heritage. Their collections illustrate, interpret, and embody the great events, ideas, and individuals that contribute to America's history and culture. These irreplaceable resources help us understand, experience, explore, discover, and make sense of the world. Through their collections and the services they build around them, museums and libraries tell our nation's story and ensure that knowledge is passed on to future generations.

The collections in libraries and museums connect people to the full spectrum of human experience, culture, science, history, and art. The Institute helps libraries and museums to preserve and manage collections of art, books, documents, other cultural artifacts, animals, plants, and digital resources so that future generations will have a tangible link with their heritage.

Unfortunately, collections are highly vulnerable to loss due to deterioration, theft, and natural and man-made disasters. Virtual resources are susceptible not only to physical destruction, but also to loss through technological change. Accordingly, through grant programs and special initiatives such as Connecting to Collections, the agency focuses on the conservation and preservation of library and museum collections.

Objective 1: Strengthen personnel capacity to manage conservation and preservation efforts in our nation's libraries and museums.

Strategies:

- Expand the availability, efficiency, and effectiveness of strategies and choices for safeguarding collections.
- Build personnel skills for digital asset management, conservation, and preservation.
- Strengthen personnel skills in small to midsized institutions for collections management, preservation and conservation planning, and emergency preparedness at the institutional level.

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

Strategies:

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

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- Enable museums, libraries, and archives to plan for and implement risk reduction, emergency response, and recovery of collections.
- Support the development and creation of statewide disaster and preservation plans.

Objective 3: Galvanize attention and promote public-private partnerships to preserve the nation's collections.

Strategies:

- Convene national and regional summits to galvanize awareness of the condition of the nation's collections and the implications of their loss, and to develop plans to address the problem locally and nationally.
- Encourage and form partnerships at the federal, state, and local levels to address conservation and preservation needs.
- Build a program of public awareness activities.

FY 2009 Targets

Research and Evaluation: Support 15 libraries and museums to develop new preservation models, services, or tools (including digital) to expand the efficiency and effectiveness of available strategies and choices for safeguarding collections.

Convening: Host two regional conferences to address high-priority needs identified in the Health Heritage Index. More than 350 representatives from libraries and museums will attend.

Formula Grants to State Library Agencies: A growing number of states are funding digitization projects to provide access to local and state historical information, including photos, newspapers, maps, industrial development and planning documents, conservation drawings, oral history, and collections of literary works. Twenty states, some in partnership with other cultural organizations, will provide access to unique materials through digitization. Additionally, projects will be funded to plan or train personnel in the technical requirements for quality images and to develop finding aids to assist the public, researchers, and educators in using these materials.

Discretionary Grants to Libraries and Museums:

- Support collections care in 1,000 small to medium-sized museums and libraries by providing the *IMLS Conservation Bookshelf*—a compilation of conservation publications and online resources.
- Provide support planning grants to 31 states to establish statewide partnerships that will address needs identified in the Health Heritage Index (including disaster planning).
- Help 300 museums survey their collections, and, in turn, rehouse, provide protective storage, and/or provide conservation treatment for these collections as needed.

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2. Enhancing Learning and Innovation

Learning is more important than ever for success in today's global economy. This includes in-and out-of-school learning; learning at all ages; and, in addition to basic mathematics, reading, and science, a new set of 21st century skills such as creative problem solving, ability to work in teams, information literacy, and communication skills in multiple formats.

Over the past 20 years, an explosion of research has shown how people learn, from infancy to old age. We know that children are never too young to learn, and we know that lifelong learning extends the duration and quality of life. We also know that a thriving competitive economy depends on innovation and the opportunity to learn effectively not only in the classroom, but on the job and throughout one's lifetime.

Museums and libraries are core community assets essential to larger efforts to support the development of families, individuals, and communities. They help our communities meet some of their greatest challenges, providing powerful places for civic engagement, contributing to economic development, building workforce participation, improving early literacy and school readiness, helping teens prepare for school and for life, and addressing a wide range of issues from helping our citizens keep current on health and science information to providing new immigrants resources they need to succeed in American society.

Objective 1: Increase the excellence, availability, and use of museum and library programs and services for learning and innovation.

Strategies:

- Strengthen local programming and services and widen the adoption of effective practices to address identified national issues.
- Strengthen the ability of libraries and museums to increase their own knowledge and improve programs, and support local replication and adaptation of models that evaluation shows to be effective.
- Disseminate data on effective management and practice to strengthen learning through museum and library services.

Objective 2: Increase the number and variety of partnerships among museums, libraries, and other community entities.

Strategies:

- Support collaborations to extend the impact of libraries and museums in meeting their communities' needs.
- Create new partnerships with federal agencies and nongovernmental organizations to maximize federal support and serve as models for good practice in collaboration.
- Support various types of collaborations at the state level.

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Objective 3: Increase the number of museums and libraries that use contemporary technology tools to deliver programs and services.

Strategies:

- Help library and museum staff to adopt new technologies, particularly for improving management, operations, and services in small to midsized museums.
- Support research and demonstration to develop new tools and services to increase online access to collections.
- Develop models to allow seamless digital searching across library and museum collections.

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

Strategies:

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

FY 2009 Targets

Research: Conduct the third national survey to document evolving trends and measure results of relationships between museums and schools; disseminate findings in a conference and webcasts.

Convening:

- Convene the annual WebWise Conference and bring together 300 library, museum, education, and technology experts to explore innovation in the use of digital technology in libraries and museums. Publish proceedings and make them accessible online.
- Hold an IMLS conference on Engaging America's Youth at which 300 museum educators, librarians, teachers, and school administrators will learn about the model practices identified in an IMLS study.

Formula Grants to State Library Agencies:

- Support summer reading programs at 50 public libraries that will reach 5,000 students. Librarians will have access to tools to help evaluate summer reading programs and share findings.
- A growing number of states are developing Web portals that provide direct access to state and local information. These Web portals provide libraries of all types and in all settings the tools for personal learning, professional development, business/community/economic assistance, and government support services. By the end of 2009, 35 states will be offering statewide Web portals with these features.

Discretionary Grants for Library and Museum Service:

- Support 220 museums to deliver learning experiences through exhibits, Web sites, multimedia, student programs (in and out of the classroom), teacher training, and public programming. Programming will reach 500,000 people.

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- Support planning for, or implement collaborative activities in, 60 communities to develop partnership activities among libraries, museums, and other cultural, education, community, and business organizations to strengthen public opportunities for learning, research, and civic engagement.
- Support 100 museums and libraries in a variety of projects that encourage technology and digitization planning, develop digital libraries, create digital networks, and develop new digital tools and services that will increase public access to online museum and library collections and services.
- Support 100 museums in strengthening management practices to improve public service.

3. Building Professional Capacity

Training a 21st century library and museum workforce is a top priority for IMLS. Both the library and museum sectors face impending retirements of baby boomers and must attract and recruit new staff. In addition, the rapidly changing environment of the knowledge society, the possibilities provided by new technologies, the increasing diversity of the population, and the need to demonstrate public value and accountability require an expanding portfolio of skills for library and museum professionals at every level.

Objective 1: Strengthen skills and knowledge of museum and library personnel for management, program design, partnership, planning, and leadership.

Strategies:

- Strengthen skills of existing library and museum personnel at all levels.
- Expand the leadership pool of library and museum personnel.
- Increase collaboration and build collaboration skills.
- Develop educational programs to meet the specific needs of Native American, Native Hawaiian, and African-American culture through eligible museums, libraries, and cultural centers.

Objective 2: Increase the number of people who undertake formal education and internships in libraries and museums.

Strategies:

- Support recruitment and education at the library and information science master's and doctoral levels.
- Support the recruitment and professional development of museum personnel.
- Support innovative learning programs, such as internships and exchanges to increase the availability of skilled museum and library staff.

Objective 3: Increase the diversity of staff in the library and museum fields.

Strategies:

- Partner with national museums, federal agencies, and national professional organizations to support recruitment and professional development efforts to increase diversity in museum and library employment.
- Build leadership and skills necessary to address the current and future needs of museums and libraries to reflect and serve the increasing diversity of the nation. Through internships, support historically black colleges and universities to develop knowledge and skills to preserve and share African American history and culture.

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FY 2009 Targets

Convening: Convene the annual IMLS Leadership Lecture to inspire leadership and new leaders. The lecture is held in Washington, D.C., and will be webcast. New and emerging library and museum leaders are encouraged to participate and explore lecture themes in Washington or online. The lecture provides a national platform for high-level policy dialogue on how libraries and museums can work strategically to help address issues of national concern.

Formula Grants to State Library Agencies: The delivery of library and information services in this information technology age is one of perpetual evolution and innovation. The Grants to State Library Agencies program allows for the relevant continuing professional development of staff involved in LSTA projects directly related to the six priorities of the program. This continuing education role equips staff to effectively deliver the services and to educate the end users in order to maximize their access to information. Library staff in 40 states will have benefited from such continuing education and will in turn have educated and provided services to library customers in their communities.

Discretionary Grants for Libraries and Museums:

- Support the recruitment, education, and training of librarians, library faculty, and library workers. Grants will help support professional development for 300 current library staff, and will continue support for 1,500 master's degree students and 10 new doctoral candidates, as well as the development of a new library school curriculum to better prepare library staff for the future.
- Support professional development opportunities for 2,500 museum professionals to increase management skills and knowledge and expand the museum leadership field.
- Support museum and library staff in 25 communities in gaining collaboration and community-building skills by participating in partnerships to institute The Big Read in their towns. These projects include participation in regional workshops to build target skills.
- Support 35 Native American and African American museums and cultural centers in providing professional development for staff.
- Support 60 awards that museums, libraries, universities, schools of library and information science, and professional organizations will use to reach 2,000 individuals in a variety of training and education activities at the master's, doctoral, and continuing education levels. Training will include conservation techniques, digital asset management, and technology planning.

4. Attaining Excellence in Federal Management, Operations, and Service

As the Institute accepts increasing responsibilities and federal agencies are called on to demonstrate accountability, the Institute must continue to strive for excellence in management, operations and service. IMLS will constantly work to meet the standards set by the President's Management Agenda, the needs of museums and libraries and their users, and the expectations that accompany its ever-expanding role.

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

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Strategies:

- Continue to build IMLS staff expertise and provide excellent service to the museum, library, and related communities.
- Make full use of the knowledge and expertise of the members of the National Museum and Library Services Board.
- Maintain and improve the Institute's peer review process for competitive grant programs.
- Maintain and improve the Institute's oversight of Grants to State Library Agencies through increased online assistance, site visits, and conferences.
- Streamline application and award management through transition to the Grants Management Line of Business; develop human capital to maximize use of these systems and to assist applicants and grantees in their use.
- Continue to improve information technology operations.
- Continue to improve financial management, including identifying and implementing additional efficiencies to reduce administrative expenses
- Maintain and improve internal management and financial controls throughout the Institute; this will lead to continued clean audit opinions with no material weaknesses.
- Finalize implementation of cost accounting methodology.
- Expand resources and technical assistance that support high-quality planning and evaluation for grantee organizations.
- Evaluate IMLS programs on a regular basis; apply findings to program improvements, and share models to improve practice.

Objective 2: Become the key source of information for and about museum and library service to support strong policy decision making at all levels.

Strategies:

- Assess the effectiveness of programs the statute mandate set forth in the Museum and Library Services Act.
- Finalize the consolidation of information policy and library statistics into IMLS.
- Explore desirability, feasibility, and structures needed for a museum statistics program.
- Gather, analyze, and broadly disseminate data about key museum and library needs, trends, and developments.
- Disseminate models of best practice and analysis of library and museum services.
- Develop resources to strengthen museum and library practice and project management.

FY 2009 Targets

Provide policy advice to the President and Congress: Prepare for the development and dissemination of an annual report to the nation on the state of libraries, museums, and information policy, to be launched in 2010.

Develop and manage national data collection activities:

- Improve the timeliness and usefulness of public library and state library data collections.
- Launch a pilot for national ongoing data collection activities for museums.

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Perform technical assistance and monitoring:

- Provide online resources on project planning and evaluation for 100 percent of grantees and potential grantees.
- Convene representatives of all 57 recipients of Grants to State Library Administrative Agencies to provide technical assistance to ensure compliance with federal rules, and provide opportunities for networking and sharing best practices among grantees.
- Convene 100 percent of state data coordinators for technical assistance to ensure accurate and timely collection of public library and state library statistics.
- Convene 50 percent of recipients of discretionary grants to share best practices and provide technical assistance on reporting responsibilities.
- Provide technical assistance and information to at least 500 potential applicants and grant reviewers through audio conferences.
- Complete 20 site visits to monitor compliance and provide technical assistance to State Library Administrative Agencies.
- Continue to monitor the statewide online database services that state libraries are negotiating on behalf of libraries throughout their states. This statewide approach brings significant savings to libraries that would otherwise need to negotiate separate contracts and extends the service to libraries that cannot afford such databases under any circumstances. Thirty-five states will provide this cost-effective statewide service, which will significantly advance the long-term federal goal of providing equity of access to information for all citizens.

Evaluate programs: Undertake an evaluation of one IMLS grant category each year.

Disseminate results:

- Identify and recognize five libraries and five museums that are national models to receive the National Medal for Museum and Library Service.
- Maintain and continue to develop agency Web site and increase the variety and use of multimedia communications (webcasts, e-newsletters, audio conferences, videos).
- Prepare to launch an online resource to disseminate results of 20 percent of IMLS-supported projects, with the goal of reaching 100 percent in three years.

Implement the President's Management Agenda:

- Continue to improve information technology operations to fully meet the requirements of the Federal Information Security Management Act of 2002 and to fully implement security measures.
- Streamline application and award management by transitioning to the Grants Management Line of Business.