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Subject: IMLS FOIA 17-18 (Part 1 of 2)

This responds to your February 10, 2017, Freedom of Information Act (FOIA) online request to the Institute of Museum and Library Services (IMLS). You requested a “digital/electronic copy of the meeting minutes for the National Museum and Library Services Board for meetings during CY 2008 - CY 2013.”;

In accordance with FOIA requirements contained in 5 U.S.C. § 552, and IMLS FOIA policy, I have attached to this e-mail the information requested. The IMLS FOIA Officer has determined that the attached information is appropriate for release. There is no fee for providing this information.

I trust that this information fully satisfies your request. If you need any further assistance or would like to discuss any aspect of your request please do not hesitate to contact me or IMLS FOIA Processor, Danette Hensley (202-653-4736), who processed your request.

Thank you for your interest in the Institute of Museum and Library Services.

Respectfully,  
Mae L. Ridges  
Legal Policy/Management Officer &  
IMLS FOIA Processor  
Office of the General Counsel (OGC)  
Institute of Museum and Library Services  
955 L’Enfant Plaza North, SW, Suite 4000  
Washington, D.C. 20024-2135

IMLS at 20

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**MINUTES OF THE FOURTEENTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**APRIL 16, 2008**

**Phoenix Park Hotel**  
**Georgian Room**  
**520 North Capital Street, NW**  
**Washington, DC 20036**

Board Members Present

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

Beverly E. Allen  
Julia W. Bland  
Jan Cellucci  
William J. Hagenah  
Douglas G. Myers  
Amy Owen

Katherine M.B. Berger  
Karen Brosius  
A. Wilson Greene  
Mark Y. Herring  
Christina Orr-Cahall  
Lotsee Patterson

Marsha Semmel, Deputy Director, Institute of Museum and Library Services  
Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Gail M. Daly  
Jeffrey H. Patchen  
Harry Robinson, Jr.  
Kevin Starr

Ioannis Miaoulis  
Sandra Pickett  
Katina Strauch  
Kim Wang

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# **P-R-O-C-E-E-D-I-N-G-S**

**WEDNESDAY, APRIL 16, 2008**

CHAIRMAN ANNE-IMELDA M. RADICE, Ph.D., Director of the Institute of Museum and Library Services (IMLS), called the Fourteenth Meeting of the National Museum and Library Services Board (Board) to order at 12:30 p.m. A quorum was present.

## **I. WELCOME**

CHAIRMAN RADICE welcomed the Board and members of the public to the Fourteenth Meeting of the National Museum and Library Services Board. She explained that, during this Meeting, the Board would be reviewing various aspects of the Institute's interaction with Congress. The timing of this discussion is particularly significant, noted CHAIRMAN RADICE, because of the upcoming reauthorization of the Museum and Library Services Act, pursuant to which the Institute's programs are carried out. Earlier in the day, the Board had been briefed by several Members of Congress, including: Senator Richard Burr (R-NC); Representative Ralph Regula (R-OH); and Representative Betty McCollum (D-MN).

## **II. BOARD PROGRAM – Congress and the Legislative Process**

Following her welcome and opening remarks, CHAIRMAN RADICE introduced MS. MAMIE BITTNER, the Institute's Deputy Director for Policy, Planning, Research, and Communications, to introduce the Board Program on the Institute and Congressional Process, consisting of a panel of Congressional Authorization and Appropriations Committee staff, followed by a presentation by MS. JUDY SCHNEIDER, of the Congressional Research Service. To provide the context for the panel of Appropriation and Authorization Committee Staff Members, MS. BITTNER explained that the Institute's programs, as reflected in the Museum and Library Services Act, are authorized by the Senate Committee on Health, Education, Labor, and Pensions, and the House of Representatives Committee on Health, Education and Labor. The House and Senate Appropriations Committees allocate funds to support the agency's administrative and programmatic functions through an appropriations bill that is signed into law by the President.

MS. BITTNER noted that the Institute's communications with Congress primarily are to describe how libraries and museums address issues of national concern, such as: education; workforce development; preservation of cultural heritage; economic development of neighborhoods and cities; civic engagement; and literacy. As a steward of federal funds, IMLS seeks opportunities to demonstrate the impact of its programs to Members of Congress. She further informed the Board that IMLS is often in contact with Congress to help answer constituents' questions about funding museum and library

projects. She emphasized that, in all IMLS communications with Congress, the Institute's goal is to promote the agency's overall mission of building the capacity of libraries and museums to connect people to information and ideas.

MS. BITTNER explained that, during the next two years, the amount of IMLS interaction with Congress would greatly increase. With the beginning of a new Congressional session, IMLS will seek to develop relationships with the new Congressmen and Committee Members. As CHAIRMAN RADICE had explained earlier, a significant issue for the Institute is the reauthorization of the Museum and Library Services Act. The Act will expire on September 30, 2009. MS. BITTNER explained that both the library and museum communities were working independently to craft proposals for Congressional consideration that would ultimately shape the future of the Institute's programs and services. In this regard, congressional staff members would look to IMLS for information about how IMLS programs work and how potential changes might impact these programs. MS. BITTNER said that IMLS is currently working to produce research and analysis that will help provide the type of information that will support future discussion. Included in this research is a study of the mechanisms of delivering public funding to museums and an analysis of the Institute's Library Grants to States Program. The data and the results of studies on the use and value of libraries and museums will help inform Congress, the incoming Executive Administration, and other policy makers.

With this context in mind, MS. BITTNER introduced the four members of the Authorization and Appropriations Committee staff panel – MSS. ADRIENNE HALLETT, LORI GROVES ROWLEY, ILYSE SCHUMAN, and ELYSE WASCH -- and asked each panel member to describe for the Board how the Congressional Committees with which IMLS interacts function and significant issues on the horizon.

MS. ADRIENNE HALLETT, Professional Staff Member, Senate Appropriations Committee, described the Congress's annual appropriations process. She explained that the IMLS authorization bill provides a framework for the Institute's programs and sets an authorization level for an appropriation of Federal funds. Authorization levels are the expected level of funding for agency programs to run effectively, and these funding levels will be much debated. MS. HALLETT informed the Board that the appropriations process begins in February, when the President puts out his budget with an appendix that incorporates a set funding level for every program in the Federal government. When the President's Budget comes to Congress, there are twelve subcommittees that prepare appropriations bills. IMLS is currently part of the Labor, Health, Human Services, and Education bill. With approximately \$150 billion of federal spending, this is the second largest appropriations bill, next to the one that provides for the national defense. In addition to supporting museum, library, and information services, this appropriation bill supports unemployment, health care, disease control, education, children and families, and foster care. MS. HALLET explained that, prior to the budget allocation process, the Appropriations Committee will review letters from Member of Congress setting out their funding priorities. These letters are reviewed, along with the President's budget priorities, in reaching a final allocation of funds.

MS. LORI GROVES ROWLEY, Chief of Staff for U.S. Representative Ralph Regula, described the appropriations process within the U.S. House of Representatives. She then shared her thoughts on how to ensure that the Institute's programs stay relevant in addressing national needs. She emphasized, in particular, partnerships with local schools. MS. ROWLEY also emphasized the importance of reaching out to staff in a Congress Member's home office. These individuals often have closer ties to community members and organizations than the staff in the Member's Washington office.

MS. ELYSE SCHUMAN, the Republican Staff Director and Chief Counsel, Senate Health, Education, Labor, and Pensions Committee stressed the importance of building thriving communities through the provision of museum and library services throughout the country. MS. SCHUMAN spoke to the Board from the "authorizing committee perspective" and provided some insight on what can be expected in the next couple of years as IMLS moves forward towards reauthorization of its programs. MS. SCHUMAN explained that Senator Enzi, the ranking member of the Senate Health, Education, Labor, and Pensions Committee and the Co-Chair of the Cultural Caucus, appreciates and recognizes the vital role of museums and libraries play around the country. As such, he has raised awareness of the importance of Federal programs supporting these institutions. MS. SCHUMAN reminded the Board, however, that even though IMLS has a couple of years before reauthorization, it is never too early for the agency to start educating members of Congress about significant issues. First and foremost, Congress needs to understand what IMLS does, why this work is important, and what adjustments to the programs might be needed in the future.

MS. SCHUMAN explained the importance of interaction with Congressional staff, and of linking the relevance of the agency's programs back to the Congress Member's community or constituency. MS. SCHUMAN observed that the Members of the National Museum and Library Services Board are the ones who live and breathe museum and library issues on a daily basis, and can greatly inform the Institute's communication efforts. She emphasized the importance of having a long-term vision of the role that museums and libraries play in educating students of all ages.

MS. ELYSE WASCH, Legislative Director for Senator Jack Reed, has focused on museum and library issues with Senator Reed. She thanked Board members for the expertise they provide within their individual communities and for the information they bring back to Washington which enhances the entire nation's museum and library programs. MS. WASCH explained that Senator Reed serves on both the Senate Appropriations Committee and the Senate Health, Education, Labor, and Pensions Committee, which will shortly begin its work on reauthorizing the Museum and Library Services Act. MS. WASCH described the Institute's previous reauthorization process and what to expect in the future. MS. WASCH commended both the museum and library communities on their ability to come together and find rational ways to move through various challenges to ensure successful reauthorization. Most importantly, she emphasized the need for IMLS to continue finding ways to keep its reauthorization a bipartisan process.

In addition to recommendations needed on how to enhance connections with schools, MS. WASCH invited input on policy changes that will enhance community programs and provide library and museum patrons with a more positive experience. In closing, MS. WASCH said that Senator Reed has indicated that he would again like the opportunity to take a lead on IMLS's reauthorization.

BOARD MEMBER JAN CELLUCCI asked panel members to describe the most effective forms of communication with Congressional offices.

MS. SCHUMAN responded that the most effective communication is achieved through individuals and organizations who represent a large number of people and who can deliver a cohesive message.

MS. HALLETT indicated that the best form of communication with congressional staff is to develop personal relationships and to ensure that an initial contact is followed up periodically through phone calls and e-mails. She further remarked that, due to high staff turnover and the relatively young age of staffers, there is a constant need to re-educate congressional staff about programs and issues that are important to your organization. Ideally, one should endeavor to be the person whom a congressional staff member will call when issues come up that will impact museums or libraries.

MS. ROWLEY emphasized the importance of inviting Members of Congress to kick-off events, ribbon-cutting ceremonies, and other celebrations involving museums and libraries within the community. These local connections help Members understand the importance of museums and libraries to the communities they serve.

MS. WASCH spoke to the Board about a librarian who had visited Congressman Reed in 1991, when he first became a member of the House of Representatives. The librarian brought with her samples of antiquated books that were being used in the local school libraries. This visit, and evidence of the poor library resources, motivated Congressman Reed to promote the revitalization of school libraries.

MS. HALLETT emphasized that it did not take anyone of great importance to the library community to leave that indelible impression on Congressman Reed. This person from the field, during a routine visit, was able to move Senator Reed, who has now become a key champion in the Senate for museum and library services. MS. HALLETT advised that one should never underestimate the importance of having a champion in the Senate.

MS. HALLETT explained that connections are important to achieving a range of priorities. For example, a Member of Congress may not want to support increased funding over the President's Budget, but might provide assistance on a tax issue. She encouraged the development of relationships that are both bipartisan and bicameral. She further encouraged the Institute, and its constituents, to remain steadfast to their core mission.

CHAIRMAN RADICE thanked the members of the panel for their time and advice, and for the clarity of their presentations. Following the panel presentation, the Board took a brief recess.

(RECESS)

Following a brief recess, MS. JUDY SCHNIEDER, a Specialist with the Congressional Research Service, provided a riveting overview of the inner workings of Capitol Hill. She informed the Board that, in addition to the individual Members of Congress, there are about 25,000 congressional aides who work on Capitol Hill. Congress is also assisted by the Government Accountability Office (GAO), which investigates and audits government programs; the Congressional Budget Office (CBO); and the Congressional Research Service (CRS). MS. SCHNIEDER highlighted the complexity of the legislative process.

CHAIRMAN RADICE concluded the Board program.

### **III. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

The minutes of the Thirteenth Meeting of the National Museum and Library Services Board were unanimously approved by the Board.

### **IV. FINANCIAL UPDATE**

MR. WAYNE MORLIER, the Institute's Chief Financial Officer, reported that the Institute's finances are in excellent condition. This year, the Director and Chief of Staff approved budgets for all programs and administrative areas. MR. MORLIER reported that his office engaged in a six month review of each area's year-to-date commitments and projected obligations for the remainder of the fiscal year, and concluded that the Institute is operating within budget and should remain this way until the end of the fiscal year. MR. MORLIER also reported that the second quarter financial statements would be submitted to both the Office of Management and Budget and the U.S. Treasury by the April 21<sup>st</sup> deadline. MR. MORLIER concluded his report by informing the Board that, in the fourth quarter, the Institute would transition to a new federal payroll/personnel service provider and an automated time and attendance system.

### **VI. LEGISLATIVE UPDATE**

MS. BITTNER thanked KEVIN O'CONNELL for his assistance in planning the Board program. She also introduced CARLOS MANJARREZ, the Institute's new Associate Deputy for Research and Statistics. She reported that, since the last Board meeting, the President's Budget Request for IMLS has been submitted to Congress. She noted that the Request reflects strong support for IMLS programs, with a requested

increase of about \$26 million over the current core programs. MS. BITTNER concluded her report with an update to the Board on the Institute's visits to Capitol Hill.

## **VI. BOARD UPDATES**

### **A. Museum Funding Hearings**

CHAIRMAN RADICE thanked BOARD MEMBERS JEFF PATCHEN, HARRY ROBINSON, CHRISTINA ORR-CAHALL, KEVIN STARR, and KATHERINE BERGER for participating in public hearings on museum funding, which took place in Columbus, Ohio, Kansas City, Missouri, and Oakland, California. She asked DR. CELESTE COLGAN AND MS. ORR-CAHALL to update the Board on the hearings and the associated IMLS/Urban Institute study on public funding for museums.

DR. COLGAN explained that each hearing consisted of between eight and eleven speakers who shared their perspectives on the mechanisms they consider most accessible and effective in promoting museum services throughout the country. DR. COLGAN then described for the Board some trends she observed in the written and oral contributions of the speakers. For example, the speakers generally endorsed the use of a peer review process at both the Federal and local level, and recognized the need for additional support for small and mid-sized museums. She recounted that, in Columbus, a representative from the zoological community spoke to the ways that zoos and botanical gardens appeal to all strata of society and provide social benefits to the community that are often underappreciated. In Kansas City, a member of the community, and former local legislator, observed that museums are the social glue that brings disparate communities together around common human themes. In Oakland, two speakers conveyed the need for resources to support after-school programs. They observed that museums are often not eligible for Federal and local funding for this purpose, yet they often provide the majority of after-school programs and services to their communities.

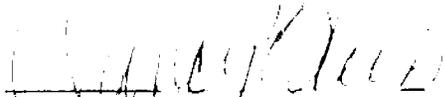
MS. ORR-CAHALL described the hearing she attended in Kansas City, and her first-hand observation of the importance the Institute's African American History and Culture Museum Grants Program. She also described the wide array of perspectives on the issue of a state formula grant program. She observed that most of the speakers that were associated with non-profit organizations seemed open to the idea of formula grants; however, those who came from the business community appeared concerned about this type of financial assistance. MS. ORR-CAHALL suggested that IMLS follow-up with the business community representatives to identify their specific concerns. MS. ORR-CAHALL concluded her remarks by conveying the general consensus of the hearing participants that the most effective mechanisms of financial assistance ensure that Federal funds enhance, rather than replace, State and local funds.

**B. Connecting to Collections Forum in Denver**

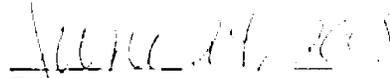
BOARD MEMBER KATHERINE BERGER reported on preparations for the Institute's upcoming "Connecting to Collections Initiative Forum, which will be held in Denver, Colorado. The Forum will focus on "Collaboration in the Digital Age," and Elizabeth Broun, the Margaret and Terry Stent Director of the Smithsonian American Art Museum will deliver the keynote speech. MS. SEMMEL recognized the work of the Institute's partner, Heritage Preservation, in planning the Forum. She noted that the Denver Public Library, Colorado Historical Society, and Denver Art Museum would host various aspects of the Forum. MS. SEMMEL also reported that the Institute had received significant contributions from the Kress, Luce, and Getty Foundations to support the Connecting to Collections initiative. The Kress Foundation, for example, will support stipends for fifty-five attendees.

**VII. Adjourn.**

CHAIRMAN RADICE adjourned the meeting at approximately 3:30 p.m.

  
\_\_\_\_\_  
NANCY E. WEISS

Secretary  
National Museum and Library Service Board

  
\_\_\_\_\_  
Date

**MINUTES OF THE FIFTEENTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**JUNE 23, 2008**

**Denver Public Library**  
**Gates Room**  
**10 West Fourteenth Avenue**  
**Denver, Colorado**

Board Members Present

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

Beverly E. Allen  
Julia Bland  
Jan Cellucci  
William Hagenah  
Amy Owen  
Lotsee Patterson  
Katina Strauch

Katherine M.B. Berger  
Karen Brosius  
A. Wilson Greene  
Mark Herring  
Jeffrey Patchen  
Harry Robinson, Jr.  
Kim Wang

Marsha L. Semmel, Deputy Director, Institute of Museum and Library Services  
Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Gail M. Daly  
Ioannis Miaoulis  
Sandra Pickett

Douglas Myers  
Christina Orr-Cahall  
Kevin Starr

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# **P-R-O-C-E-E-D-I-N-G-S**

**WEDNESDAY, JUNE 23, 2008**

CHAIRMAN ANNE-IMELDA M. RADICE, Ph.D., Director of the Institute of Museum and Library Services (IMLS), called the Fifteenth Meeting of the National Museum and Library Services Board (Board) to order at 1:20 p.m. A quorum was present.

## **I. WELCOME**

CHAIRMAN RADICE welcomed the Board and members of the public to the Fifteenth Meeting of the National Museum and Library Services Board. She remarked that it was a privilege for the Board to meet in Denver, and that she was looking forward to participating in the upcoming IMLS "Connecting to Collections: Collaboration in the Digital Age" Forum, scheduled for later that week. CHAIRMAN RADICE then invited MS. SHIRLEY AMORE, Library Director of the Denver Public Library, and MS. GEORGIANNA CONTIGUGLIA, former CEO of the Colorado Historical Society, to speak to the Board about local library and museum activities.

MS. AMORE described three of the Denver Public Library's current projects, all of which are supported with financial assistance from IMLS. One project provides scholarships for library studies to minority students; another focuses on increasing the library's outreach to Denver's immigrant population. MS. AMORE also described "Digitizing Denver's Neighborhoods," which establishes a central repository for citizens interested in the history of Denver's neighborhoods. The project is supported by the "Alliance Digital Repository," through which the Denver Public Library collaborates with Colorado's major research libraries, the City of Denver, and the University of Denver. MS. CONTIGUGLIA described support from the State legislature that will enable the Colorado Historical Society to move to a new building.

CHAIRMAN RADICE concluded her opening remarks by thanking Board Member Katherine M.B. Berger for her support in ensuring the success of the upcoming "Connecting to Collections" Forum, which will focus on saving endangered collections by helping museums and libraries strategize and collaborate about digitization and digital preservation.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

The Board unanimously approved the minutes of the Fourteenth Meeting of the National Museum and Library Services Board.

### **III. BOARD PROGRAM – Engaging Youth in Preservation Efforts**

BOARD MEMBER JEFFERY PATCHEN facilitated a discussion on how to engage youth in activities associated with the agency’s “Connecting to Collections” multi-faceted initiative. “Connecting to Collections” is designed to raise public awareness about the importance of caring for the nation’s treasures through conservation efforts and increasing community accessibility. As BOARD MEMBER PATCHEN explained, IMLS hopes to involve young people in achieving those goals and fostering a lifelong appreciation for non-academic learning.

MS. MARSHA SEMMEL, IMLS Deputy Director for Museum Services and Director of Strategic Partnerships, noted that, over the past few decades, IMLS has highlighted the importance of education and created projects that engage the public. Now, IMLS wants to build a sense of the importance of library and museum collections for young people. MS. SEMMEL described the current strategies of some museums and libraries to cultivate a sense of historical importance in young people. These include setting up “trading posts,” engaging young people to serve as curators, and placing exhibit areas for young people in libraries. MS. SEMMEL explained that IMLS is considering ways of developing an online presence where young people can connect to museums and libraries that provide programs specifically targeted to their age group and develop relationships with the library and museum communities. She said that the agency would like to leverage these techniques to promote youth engagement in conservation efforts.

BOARD MEMBER KATHERINE BERGER suggested partnering with philanthropy efforts that promote youth interaction. MS. SEMMEL explained to the Board that MS. BERGER had helped create a panel of young people to provide feedback to IMLS staff working on the agency’s “Engaging America’s Youth” project. MS. SEMMEL said that IMLS will continue to seek youth involvement as it moves forward with this and other projects.

CHAIRMAN RADICE then solicited examples of how other institutions strategized to increasingly involve the youth population. BOARD MEMBER KAREN BROSIUS described a partnership between the Columbia Museum of Art and a national park in South Carolina to produce an exhibition entitled, “Seeing Ourselves.” A park ranger discussed environmental issues, the children participated in an art project, and the Columbia Museum provided bookmarks, providing the children and their parents with free admission to the museum at a later date. The museum tracked the success of the promotion by collecting the bookmarks when the children returned to the Columbia Museum. BOARD MEMBER BROSIUS informed the Board that the initiative was considered very successful.

BOARD MEMBER PATCHEN remarked that, despite the increasingly digital world, young people are continually fascinated by seeing real historical objects for themselves, but recommended the development of models and standards to enable museums and libraries to create their own digital platforms where the youth population

could exchange ideas and information. BOARD MEMBER MARK HERRING, echoing BOARD MEMBER PATCHEN, hoped that IMLS would emphasize the importance of access to “real” collections, highlighting the need for the public to see the tactile, sensuous objects and literally experience the collection, while also promoting online spaces.

BOARD MEMBER AMY OWEN suggested the creation of a steering committee, composed of museum and library professionals who have developed well-regarded programs working with young people, as well as youth representatives who would provide real advice on the direction of the initiative. She further emphasized the importance of harvesting the capacity of tangible collections to connect people, without allowing digital media to provide an inadequate substitute. BOARD MEMBER JULIA BLAND turned the discussion toward the availability of online content, suggesting initiatives that allow youths to become curators by helping to plan exhibitions. BOARD MEMBER JAN CELLUCCI emphasized the need for a curriculum connection to bring this initiative into the children’s formal education, particularly if IMLS wanted a broad-based impact. She suggested that the agency convene a forum or national summit that promotes institutional resources, but would include participants of all ages. Such a forum could promote experiences that introduce children to the significance of collections in their own lives. BOARD MEMBER BLAND suggested a format similar to the “Antiques Road Show,” where youths could learn the value or rareness of an object, including the selection criteria for collections. BOARD MEMBER PATCHEN agreed, noting that most children form some type of collection during their youth, and suggested that the initiative should tap into the collecting phase of childhood as a tie to museums and libraries.

BOARD MEMBER BERGER suggested that IMLS consider private-sector partners. Mellon Bank, for example, is launching a client-based project on the art of collecting. BOARD MEMBER PATCHEN suggested an initiative that, through the efforts of parents and schools, would teach children how to digitally photograph and care for their own collections, creating an interest in preservation. CHAIRMAN RADICE described her visit with the Archivist of the United States at the National Archives. While there, she learned of a children’s program that asks the participants to perform a research task. The children use an interactive research center, complete with a library and copies of real documents, and assume the role of junior archivists to achieve their tasks. The program at the National Archives is similar to “Challenger Centers” at science centers and children’s museums, participatory, inquiry-based activities that engage young people in scientific research and discovery.

BOARD MEMBER PATCHEN concluded the discussion by emphasizing the importance and long-term benefits of engaging youth in preservation efforts.

#### **IV. FINANCIAL UPDATE**

MR. WAYNE MORLIER, the Institute’s Chief Financial Officer, reported on the financial health and budget of IMLS. MR. MORLIER recounted recent meetings with

the Institute's financial auditors, Leon Snead & Company, in connection with the agency's Fiscal Year 2008 Financial Audit. Over a three-day period, IMLS provided numerous documents to the auditors and the auditors interviewed all of IMLS's senior managers. MR. MORLIER reported that the auditor did not identify any issues or concerns with the Institute's financial processes.

MR. MORLIER described the agency's budget processes, which emphasizes office and program accountability. At the beginning of each fiscal year, IMLS office directors work with the Chief of Staff to develop individual office budgets. These office budgets are then provided to the Office of the Chief Financial Officer (OCFO). Expenses are monitored by the office directors and each director meets with the OCFO for a mid-year review to review the office expenses to date and to ensure that the offices will function within their approved budgets. MR. MORLIER noted the success of these processes, emphasizing that all of the agency's offices were operating within budget based on the mid-year reviews.

MR. MORLIER concluded his financial report by updating the Board on the new IMLS electronic travel system. He explained that IMLS processes approximately 1,500 individual travel documents. By implementing an electronic system that interfaces with the accounting system, IMLS will greatly facilitate the authorization of travel and the processing of travel reimbursements. MR. MORLIER also reported that the Institute's payroll and personnel processing operations were successfully transitioned from the United States Department of Agriculture's National Finance Center to the Department of the Interior's National Business Center.

## **VI. LEGISLATIVE UPDATE**

MR. WAYNE MORLIER delivered the legislative report to the Board in the absence of MAMIE BITTNER, Deputy Director for Policy, Planning, Research and Communications. President Bush requested \$271,246,000 in funding for IMLS for fiscal year 2009. The House Appropriations Subcommittee on Labor, Health and Human Services, Education and Related Agencies returned a fiscal year 2009 budget of \$279,946,000. Of that figure, \$10.7 million is earmarked funds, leaving IMLS \$269,246,000 for IMLS programs and administration. This is \$2 million less than the amount requested by the White House, but \$24 million more than the comparable figure for FY2008. The Senate appropriations subcommittee has not yet acted on the Senate's version of the spending bill.

## **VI. BOARD UPDATES**

### **A. "Connecting to Collections: Collaboration in the Digital Age" Denver Regional Forum**

BOARD MEMBER KATHERINE BERGER reported on the upcoming "Connecting to Collections" Forum. The Forum, in partnership with Heritage Preservation, is co-hosted by the Denver Public Library, the Colorado Historical Society,

and the Denver Art Museum. Sessions will explore the fundamentals of digital content creation and preservation, emphasizing practical approaches to planning digital projects, increasing access to collections, enabling digital resources to serve multiple purposes, and protecting digital investments. Funding partners include the Samuel H. Kress Foundation, the Berger Educational Trust, the National Endowments for the Arts and the Humanities, and the President's Committee on the Arts and the Humanities.

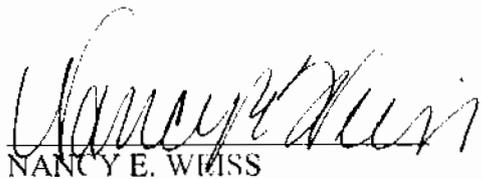
BOARD MEMBER BERGER noted that approximately 240 individuals, representing 43 states, would be participating in the Forum. One hundred participants had enrolled in a "Connections Lab," that would follow the Forum and would provide an opportunity for participants to share more in-depth information about their own projects and conservation needs. MS. SEMMEL informed the Board that, as with the Atlanta Regional Forum, the Denver convening would be recorded, and the proceedings and all materials produced for the conference will be available online.

**B. Museum Public Finance Study**

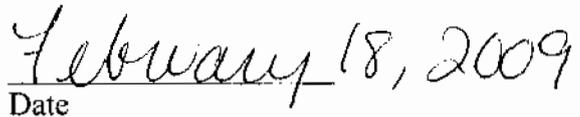
DR. CELESTE COLGAN updated the Board about the progress of the IMLS Museum Public Finance Report, which provides the first major review of public financial support for the museum sector. She reported that data had been collected through a cooperative agreement with the Urban Institute from the administrative records of federal, state, and local government entities; more than 1,000 museum survey respondents; and more than 100 individuals through hearings and in-depth interviews across the country. DR. COLGAN requested the Board members' assistance in reviewing the Institute's synthesis of the data and narrative report prior to its final publication.

**VII. Adjourn.**

CHAIRMAN RADICE adjourned the meeting at approximately 2:13 p.m.

  
NANCY E. WEISS

Secretary  
National Museum and Library Service Board

  
Date

**MINUTES OF THE SIXTEENTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**  
**FEBRUARY 18, 2009**

**The Sofla Hotel**  
**Second Floor Board Meeting Room**  
**150 West Broadway**  
**San Diego, California**

Board Members Present

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

Beverly E. Allen  
Julia Bland  
A. Wilson Greene  
Douglas Myers  
Jeffrey Patchen  
Harry Robinson, Jr.

Katherine M.B. Berger  
Karen Brosius  
William Hagenah  
Amy Owen  
Lotsee Patterson  
Kim Wang

Marsha L. Semmel, Deputy Director, Institute of Museum and Library Services  
Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Jan Cellucci  
Mark Herring  
Christina Orr-Cahall  
Kevin Starr

Gail M. Daly  
Ioannis Miaoulis  
Sandra Pickett  
Katina Strauch

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# **P-R-O-C-E-E-D-I-N-G-S**

## **WEDNESDAY, FEBRUARY 18, 2009**

CHAIRMAN ANNE-IMELDA M. RADICE, Ph.D., Director of the Institute of Museum and Library Services (IMLS), called the Sixteenth Meeting of the National Museum and Library Services Board (Board) to order at 1:30 p.m. A quorum was present.

### **I. WELCOME**

CHAIRMAN RADICE welcomed the Board and members of the public to the Sixteenth Meeting of the National Museum and Library Services Board. She then discussed the significant challenges that museums and libraries have been experiencing during the extended period of economic uncertainty. With shrinking resources, these cultural institutions have been forced to reduce staff and programs, but, even within these constraints, have continued to provide essential services and carry out important roles within their communities. CHAIRMAN RADICE explained that BOARD MEMBER DOUGLAS MYERS would chair the afternoon's Board Program on the way that museums and libraries have been affected by the ongoing recession, and the contributions of these institutions to community revitalization.

### **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

The Board unanimously approved the minutes of the Fifteenth Meeting of the National Museum and Library Services Board.

### **III. BOARD PROGRAM – Community Revitalization: The Contributions of Libraries and Museums**

Following approval of the Minutes of the Fifteenth Meeting, CHAIRMAN RADICE introduced BOARD MEMBER MYERS, who then welcomed a panel of three distinguished members of the San Diego community. MR. MYERS introduced HUGH DAVIES, Director, Museum of Contemporary Art, San Diego; MARTIN GOMEZ, Director of Library Services, San Mateo County Library, San Mateo; and PETER ELLSWORTH, President of Legler Benbough Foundation, and asked them each to share their perspectives on the impact and effect of the recession on their institutions and within their community.

MR. DAVIES, began his remarks by providing the Board with a history of the Museum of Contemporary Art, and how it has used both its location in an affluent suburb of San Diego (which can sometimes be a liability when funders assume that the museum is well endowed and elitist) and an exhibition space in downtown San Diego to engage the community and enhance access to the museum's programs and collections. The downtown space enables the museum to better coordinate its programs and activities with other San

Diego museums and culture entities, and also serve a broader and more diverse museum audience.

MR. DAVIES then discussed the impact of the financial recession. He explained that the museum's endowment had been reduced to \$28 million from \$42 million just a year earlier. Budget cuts have meant a reduction in staff, and the museum's current concern is how to maintain the quality of its many programs without experiencing the effects of staff burn-out. According to the attendees of a recent meeting of the Association of Art Museum Directors (AAMD), art museums of all sizes have been cutting their operating budgets by 15 percent.

MR. DAVIES said crises often force an institution to re-examine its mission and priorities, and restructure and realign its programs and resources. With decreasing resources, his museum has had to cut back programs and focus on its core mission, which is presenting high quality art exhibitions. During these difficult times, when commercial gallery sales are slow, it has been particularly important for the museum to support contemporary artists by purchasing new works and continuing to showcase local and regional artists. The museum is also reaching out to audiences particularly affected by the economic downturn. He described a recent study which found that people come to museums because they are clean, orderly, and safe places to bring children. Museums are also heavily attended during periods of inclement weather. MR. DAVIES ended his remarks by stating that, in our current economic climate, perhaps many more will find that museums and libraries are safe places to seek solace and explore.

MR. GOMEZ commented that, like museums, libraries have been successful in positioning themselves as essential community institutions. He noted that libraries are closely associated with supporting the lifelong learning needs of all people. Libraries are viewed as champions for those individuals who lack formal educational opportunities, need additional skills, lack the financial resources to purchase books and other materials, and who do not have access to computers or the Internet.

MR. GOMEZ pointed out that, even in normal economic times, libraries have successfully weathered public funding storms because, as a profession, librarians have been flexible and good at adapting to community needs. In addition, librarians have worked hard to cultivate grassroots advocates and champions at all levels of government and have positioned libraries as essential purveyors of social opportunity and lifelong learning. MR. GOMEZ explained how public libraries contribute to their local economies, highlighting the findings of a 2007 report published by the Urban Libraries Council.

MR. GOMEZ expressed his concern that, in today's economic environment, it is too early to determine if all of the hard-earned public goodwill and strategic alliances will enable libraries to weather the current economic tsunami that has not yet stopped flooding cities and states across the nation. He described how public libraries throughout the nation, including in prominent cities such as Philadelphia and New York, have been affected by budget cuts that have resulted in the closing of facilities and the reduction of personnel. MR. GOMEZ observed the irony of this crisis, which is occurring at a time when the demand for

local library services and library attendance is up. He explained how libraries are affected when a state does not approve its budget, and how library programs often must compete with programs that provide health care services for the poor and needy and public safety efforts for increasingly smaller state appropriations. MR. GOMEZ reported that San Mateo County's libraries are working with other public agencies and non-profit organizations to provide seminars on preventing mortgage defaults, collect donations for local food banks, and register volunteers who can help provide community-based services. Public library-based literacy service providers and librarians are working with county mental health and social welfare professionals to learn how to identify families or individuals who may need referral to local service providers. MR. GOMEZ observed that local libraries working with local nonprofits and government can provide some relief and support to those members of the community who are most vulnerable.

MR. GOMEZ concluded his remarks by emphasizing the importance of collaboration among libraries, local nonprofits, museums, and education service providers. Collaboration is necessary to help community members access information and services that will help them survive with fewer resources during times of crisis.

MR. PETER ELLSWORTH described the mission of the Legler Benbough Foundation and the type of partnerships the Foundation actively seeks to further community revitalization. Because the communities served by the Foundation are extremely diverse culturally, socially, and economically, the Foundation supports projects that will bring different people together in ways that foster a more interesting and creative culture. Museums provide the space and play a critical role in making this happen. For example, the Foundation has been working with the 23 museums in San Diego's Balboa Park to ensure that they understand the city's changing cultural environment, which helps the organizations stay relevant to the communities they serve.

BOARD MEMBER MYERS thanked the panel members for sharing their experiences and for providing case studies of community revitalization. He then opened the floor to questions.

CHAIRMAN RADICE also thanked the panel members for their presentations and then described the Institute's work with small and mid-sized organizations. She explained that it is particularly important to provide support at the local level because local residents know how to address local concerns. CHAIRMAN RADICE noted the example set by Balboa Park and indicated that this model could be used to help the IMLS staff strategize on how best to invest monies which have been entrusted to the agency.

In response to a question about the current level of foundation and corporate support posed by BOARD MEMBER KAREN BROSIUS, MR. DAVIES explained that foundations currently are awarding less money and corporations are not providing significant donations because to do so would appear irresponsible to their stockholders. Individual funders and major donors, however, are continuing to honor pledges to capital campaigns. While museum attendance is up, museum memberships have been declining.

BOARD MEMBER AMY OWEN asked about how the panelists addressed staff concerns about layoffs and budget cuts. MR. GOMEZ said that in his institution, the staff were informed of the current economic pressures and the reality that there may be budget cuts down the road. MR. ELLSWORTH added that when budget cuts force libraries to downsize staff, information resources and community programs suffer. The challenge, then, is to find other community organizations that will take over the programs during those periods.

BOARD MEMBER HARRY ROBINSON initiated a discussion of how to engage different constituents, including community members and trustees in making sure that museums and libraries are able to address a community's most significant needs during a time of economic downturn. DR. ROBINSON emphasized the sensitivity and care that must be paid to selecting board and committee members that are reflective of the communities they serve.

BOARD MEMBER MYERS concluded the panel discussion and CHAIRMAN RADICE called for a brief recess.

#### **IV. FINANCIAL UPDATE**

After reconvening the Board, CHAIRMAN RADICE delivered the financial update on behalf of MR. WAYNE MORLIER, the Institute's Chief Financial Officer. She reported that the Institute had received a clean audit opinion on its Fiscal Year 2008 Financial Reports. CHAIRMAN RADICE explained that this is the agency's third consecutive clean opinion.

CHAIRMAN RADICE also reported that the Institute is operating pursuant to a "continuing resolution," with appropriations at the Fiscal Year 2007 level. She recognized KATHERINE FERNSTROM, the Institute's Chief of Staff, for her skillful handling of the agency's administrative budget, which has allowed IMLS to enhance some of its program even during this time of more limited resources. CHAIRMAN RADICE informed the Board that the Congress expected to approve the Fiscal Year 2009 budget in early March, and that the President would release his budget for Fiscal Year 2010 in April.

#### **VI. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, Deputy Director for Policy, Planning, Research and Communications reported on the recently enacted American Recovery and Reinvestment Act, otherwise known as the "Stimulus Bill." She described a provision of the law that prohibited the use of stimulus funds for zoos and aquaria. She explained that an amendment had been passed in the Senate that would have prohibited funding from the Act for museums, theaters, zoos, and aquaria, as well as casinos and swimming pools. This amendment, however, was not incorporated into the final law.

MS. BITTNER described some of the other provisions of the Act that might benefit museums and libraries, including funds appropriated for broadband deployment. She noted that Congress had appropriated \$2.5 billion to the National Science Foundation for, among other things, upgrading research facilities, and \$650 million to the Department of Education to fund innovative programs that involve community partners.

MS. BITTNER then reported on the Institute's upcoming reauthorization. She said that the library community was suggesting few changes to the existing legislation, other than ensuring that the library statistics program and the policy advisory role inherited from the National Commission on Libraries and Information Science were incorporated into the Institute's authorizing legislation. She also described conversations within the museum community regarding the development of a state-based program to support museum services.

## **VI. BOARD UPDATES**

### **A. 21<sup>st</sup> Century Skills**

BOARD MEMBER AMY OWEN updated the Board on the status of an Institute initiative to promote the development of 21<sup>st</sup> century skills. She explained that the Institute would soon issue a policy report that would describe these skills and why they are essential, and highlight what libraries and museums can do to promote them. MS. OWEN said that the report would be aimed at the professional community, including educators, funders, and decision-makers throughout the country. She further explained that the report would be accompanied by a self-assessment tool to help libraries and museums evaluate their own institutional readiness, capability, and future vision for promoting these skills with their constituencies.

MS. MARSHA SEMMEL said that there had been strong support from museum and library representatives for the Institute's work in this area. She said the biggest goal, however, is to ensure that these ideas gain traction with people in policy positions. MS. SEMMEL concluded her remarks by explaining that, while museums and libraries are already engaged in promoting 21<sup>st</sup> century learning skills, what has been lacking is an awareness and understanding of the important role that they play in the current learning environment. She described how IMLS would create incentives within its various grant categories to promote the development of these 21<sup>st</sup> century skills through museums and libraries.

### **B. "Connecting to Collections: A Call to Action."**

DR. NANCY ROGERS reported for BOARD MEMBER KATHERINE BERGER on the upcoming "Connecting to Collections" Forum, *It's Alive! Petals to Primates: Preservation Challenges of Living Collections*, which would take place later that week at the Joan B. Croc Institute for Peace and Justice at the University of San Diego and the Zoological Society of San Diego. DR. ROGERS said that the 200 registrants, representing smaller zoos, botanical gardens, aquaria, and nature centers in 40

states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, China, and Mexico, would explore such issues as "Protecting Collections from Natural Disasters" and "New Directions in Collections Planning and Management" through panels and question/answer sessions. She also explained that the Forum would be followed by a Connections Lab, giving participants an opportunity to meet with speakers, funders, and representatives of service organizations. She noted that sixty of the participants had received travel stipends to attend the forum. DR. ROGERS thanked BOARD MEMBER DOUGLAS MYERS for his assistance with the Forum.

CHAIRMAN RADICE thanked DR. ROGERS for her leadership and the National Endowment for the Humanities for allowing her to work with Institute on the "Connecting to Collections" Initiative.

On behalf of the entire National Museum and Library Services Board, BOARD MEMBER WILL GREENE congratulated CHAIRMAN RADICE on receiving the Presidential Citizenship Award in the Oval Office from President George W. Bush.

**VII. Adjourn.**

CHAIRMAN RADICE adjourned the meeting at approximately 3:30 p.m.



NANCY E. WEISS

Secretary

National Museum and Library Service Board

June 2<sup>nd</sup>, 2009  
Date

**MINUTES OF THE SEVENTEENTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**JUNE 24, 2009**

**Institute of Museum and Library Services**  
**9<sup>th</sup> Floor, Board Room**  
**1800 M Street, NW**  
**Washington, DC**

Board Members Present

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

Beverly E. Allen  
Julia Bland  
Gail M. Daly  
William Hagenah  
Ioannis Miaoulis  
Amy Owen  
Sandra Pickett  
Kim Wang

Katherine M.B. Berger  
Jan Cellucci  
A. Wilson Greene  
Mark Herring  
Douglas Myers  
Lotsee Patterson  
Harry Robinson, Jr.

Marsha L. Semmel, Deputy Director, Institute of Museum and Library Services  
Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Karen Brosius  
Jeffrey Patchen

Christina Orr-Cahall  
Katina Strauch

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# **P-R-O-C-E-E-D-I-N-G-S**

**WEDNESDAY, June 24, 2009**

CHAIRMAN ANNE-IMELDA M. RADICE, Ph.D., Director of the Institute of Museum and Library Services (IMLS), called the Seventeenth Meeting of the National Museum and Library Services Board (Board) to order at 10:08 a.m. She noted that a quorum was present.

## **I. WELCOME**

CHAIRMAN RADICE opened the meeting by briefly updating the Board on recent activities relating to the Institute's "*Connecting to Collections*" (C2C) initiative, which is designed to raise public awareness of the importance of caring for museum, library, and archival treasures, and to underscore the fact that these collections are essential to the American story. She reported that the Institute had recently held its fourth *Connecting to Collections* Regional Forum, in Buffalo, New York, and that Dr. Nancy Rogers would provide a full account of both the Forum and the other C2C activities later in the meeting.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

Following CHAIRMAN RADICE'S welcome, the Board unanimously approved the minutes of the Sixteenth Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

On behalf of MR. WAYNE MORLIER, the Institute's Chief Financial Officer, CHAIRMAN RADICE delivered the Institute's financial update. She reported that the Institute had recently completed the planning phase of its Fiscal Year 2009 financial audit, and Leon Sned & Company, the Institute's auditor, would begin interim testing of the agency's financial systems at the end of August. CHAIRMAN RADICE then announced that MR. MORLIER, the agency's first Chief Financial Officer, would soon be leaving IMLS and returning to Louisiana. She recognized MR. MORLIER's exceptional service on behalf of the Board and the agency.

## **VI. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Deputy Director for Policy, Planning, Research and Communications, reported that, on March 10, 2009, Congress passed an omnibus appropriations law that provided \$264 million for the Institute's Fiscal Year 2009 programs and administration. She explained that this amount exceeded the agency's prior appropriation by \$18.8 million, or 7.7 percent. The new appropriation,

MS. BITTNER explained, was sufficient to ensure that each State Library Administrative Agency received a minimum allocation of \$680,000 for library services (up from \$340,000). Overall, she noted that funds for library programs increased by 6 percent; funds for museum programs increased by nearly 12 percent; and an additional \$10,770,000 was appropriated for congressionally-directed grants.

MS. BITTNER also reported that President Obama had recently announced the Administration's Fiscal Year 2010 Budget, which includes \$265,560,000 for IMLS programs and administration.

## **V. BOARD PROGRAM – 21<sup>ST</sup> Century Skills**

Following the Legislative update, CHAIRMAN RADICE introduced panel members JOHN KENNY, Chief Operating Officer and Co-Founder of e-Luminate Group, NORMA BLAKE, New Jersey State Librarian, and GARY VIKAN, Director of The Walters Art Museum.

MR. KENNY introduced the Institute's 21<sup>st</sup> Century Skills Initiative. The initiative is a national effort to advance the role of public libraries and museums in the development of such 21<sup>st</sup> century skills as information, communications, and technology literacy, creativity and problem solving, civic literacy, and global awareness. Through a series of meetings and outreach, IMLS will develop a report that will provide leaders in museums, public libraries, schools and the government with information on the role of cultural institutions in promoting 21<sup>st</sup> century skills. To support this initiative, IMLS and the e-Luminate Group convened a task force of experienced leaders representing a broad range of museums and public libraries who came together to address the need for 21<sup>st</sup> century skills in their institutions. MR. KENNY said that the task force would help develop three products: (1) a report that outlines a vision for the role of libraries and museums in the national dialogue around learning and 21<sup>st</sup> century skills; (2) a self-assessment tool that museums and libraries can use to determine where they fit on the continuum a 21<sup>st</sup> century skills operations and programming; and (3) an on-line self-assessment that offers a quick survey to analyze an institution's 21<sup>st</sup> century strategies and suggest its next steps for action. MR. KENNY stressed the importance of having a common vocabulary and best practices so that museum and library professionals can further engage in the 21<sup>st</sup> century skills discussion.

MS. BLAKE said she has gained a new appreciation for what the library and museum communities have in common, as well as an understanding of their unique differences. She described the process of being part of the task force of museum and library professionals and emphasized the importance of their learning from one another. She said the report will be useful for staff, governing boards, funders, and members of the community. MS. BLAKE said that her state library could use the self-assessment tools included in the report to develop a systematic structure for all of their resources; track progress; and shape criteria for staff hiring and evaluation. MS. BLAKE also said that the report will encourage library schools to consider the 21<sup>st</sup> century skills needed by their graduates entering the library field. The report will also help libraries partner with local

residents to define the literacies that are most important for the future of their communities. MS. BLAKE said the report will help libraries clarify long- and short-term goals and assign future roles and responsibilities.

DR. VIKAN said that institutions must consider the following questions: (1) do we have assets that make sense or address a need; (2) are the assets consistent with our mission; and (3) do we have a business plan. DR. VIKAN then outlined specific steps that the Walters Art Museum had taken to address each of these questions. DR. VIKAN organized a team from the Walters Art Museum and the School of Education and Brain Science Institute at John Hopkins University to explore how the Walters could address community needs with respect to 21<sup>st</sup> century skills. The team determined that the Walters should: (1) address the needs of disadvantaged children at the K/pre-K level; and (2) foster attitudinal changes to impact public policy outcomes through consensus building within the government, financial, and business communities. He explained that the government, financial, and business institutions and the community at large must define the value of what museums are doing, but noted that museums must first place value on their own activities. DR. VIKAN also said that financial incentives are needed to effect true change. Incentives could encourage museums to explore new directions and modify institutional practices.

CHAIRMAN RADICE introduced MS. MARSHA SEMMEL, Deputy Director for the Office of Museum Services, reported that the financial incentives suggested by DR. VIKAN will be incorporated in the Institute's fiscal year 2010 IMLS National Leadership Grant program guidelines. MS. SEMMEL asked members of the Board for help in developing strategies designed to get the word out about the report to outside organizations and IMLS's 21<sup>st</sup> century skills partners.

BOARD MEMBER IAONNIS MIAOULIS said that, in order to prepare children to become more competitive in 21<sup>st</sup> century skills, fundamental changes are needed in public attitude and in our school systems. He explained that the focus of today's workforce is on STEM areas: science, technology, engineering and mathematics. He then observed that 95 percent of the world consists of "human-made objects," but instead, school curriculum is primarily focused on the natural world. DR. MIAOULIS said that this outdated focus is also prevalent in most of our science museum content.

Following BOARD MEMBER MIAOULIS'S remarks, CHAIRMAN RADICE facilitated a question and answer session between Board members and the panel.

In response to a question posed by CHAIRMAN RADICE regarding the collaboration of library and museum professionals on the 21<sup>st</sup> century skills initiative, MS. BLAKE said that this experience served as the impetus for her to work more closely with museum professionals in the State of New Jersey. She explained that she is more aware that museums and libraries have many of the same goals, vocabulary, and methodology, and can form a "united front" when working with other agencies regarding the literacies that are important to each community.

MR. VIKAN noted that the term “literacies” reflects soft skills such as creativity, innovation, and resilience, which are designed to aid in the learning process by stimulating brain development. He said that museum and library partnerships can be forged if given the right incentive. He added that it is a mistake for museums to raise prices and create barriers that prevent community inclusion and involvement during hard economic times.

MR. KENNY talked about the importance of funding 21<sup>st</sup> century skills collaborations designed to support information and communication technology (ICT) skills. He stressed that with YouTube, MySpace, and other innovative technologies, teachable moments for young people are no longer confined to the classroom. MR. KENNY also said that formal educational institutions are only providing 3 percent of the fundamental skills required by employers. He stressed that libraries and museums must do a better job at providing the other 97 percent of skills needed by the community.

BOARD MEMBER AMY OWEN suggested that IMLS’s reauthorization should highlight 21<sup>st</sup> century skills. She also recommended that IMLS structure its Web 2.0 technologies around 21<sup>st</sup> century skills to provide a conceptual and intellectual framework to link users to model projects.

BOARD MEMBER MARK HERRING explained that not all members of the twenty-something generation are tech-savvy. He said that, although most young adults are technology users, many do not use technology well. MR. HERRING said that this provides museums and libraries with an excellent opportunity to teach both literacy and technology skills.

CHAIRMAN RADICE concluded the panel discussion and called for a brief recess.

## **VI. BOARD UPDATES**

### **A. International**

BOARD MEMBER KATHERINE BERGER transitioned to the Board Updates by reiterating the importance of global awareness, an essential 21<sup>st</sup> century skill. She then described the special role of museums and libraries in promoting cultural understanding both within the United States and abroad. She informed the Board that IMLS is exploring ways to leverage and deepen the knowledge and resources that museums and libraries have developed in cross-cultural communication, international youth exchange programs, and citizen diplomacy. MS. BERGER then introduced DR. MARY DOWNS, the Institute’s Research Officer, to provide an update on an IMLS meeting held on May 15, 2009, which brought together leaders of cultural organizations, libraries, museums, and schools to explore these issues.

DR. DOWNS explained that “global awareness” means the capacity to recognize and respect cultural differences, an awareness of the interdependence of far-flung social

and economic phenomena, and the ability to successfully navigate in a variety of socio-cultural environments. She then reviewed the many ways that IMLS helps museums and libraries strengthen these skills. She briefly described the Institute's work with intergovernmental organizations (including the United Nations Educational, Scientific, and Cultural Organization (UNESCO) and the Organization of American States (OAS), among others) regarding the information society and cultural engagement. She also mentioned IMLS partnerships with other agencies, including *The Big Read* with the National Endowment for the Arts, and hosting international visitors who come to the United States to learn about library and museum services from a professional service perspective, in collaboration with the U.S. Department of State. The purpose of the May 15<sup>th</sup> meeting, she explained, was to learn from professionals in the field – identifying common goals and challenges and developing ways to inspire collaboration. The goals of the meeting were: (1) to develop awareness and build bridges between museums and libraries and organizations whose experience includes cross-cultural communications and development of global understanding; (2) to develop the capacity of museums and libraries to contribute to successful cross-cultural interactions and navigation of diverse cultures; and (3) to focus attention on building global awareness among young people and library and museum professionals.

DR. DOWNS said that the proceedings would be published in a policy report. In the meantime, she observed that participants emphasized the use of technology in creating various platforms where people can communicate across networks, cultures, and the globe. Participants also emphasized the importance of partnerships, which will help museums and libraries identify the best ways to serve their communities, foster youth development, and promote global awareness and cultural understanding.

BOARD MEMBER JANET CELLUCCI discussed ways in which the Institute could coordinate with the U.S. Department of State. She suggested that IMLS work with the Department to help cultural officers -- both in Washington and in embassies throughout the world -- leverage the resources of museums and libraries in their work.

CHAIRMAN RADICE said that IMLS is eager to work with the State Department and its cultural attaches, perhaps through development of curriculum and "train the trainer" courses at the Foreign Service Institute.

MS. NANCY WEISS, the Institute's General Counsel, said that CHAIRPERSON RADICE is a member of the U.S. National Commission for UNESCO, and that IMLS staff participate in several interagency working groups with the Department of State, including groups focusing on cultural affairs at UNESCO and the OAS.

BOARD MEMBER LOTSEE PATTERSON reminded the agency of the importance of engaging, at the international level, in information policy and intellectual property issues that affect museums and libraries. MS. WEISS described the agency's work on issues raised at the United Nations World Intellectual Property Organization (WIPO) and the Organization for Economic Cooperation and Development (OECD).

MS. SEMMEL noted that IMLS has developed strong working relationships with individuals at State, but that many positions had not yet been filled in the new Administration.

In response to an inquiry from BOARD MEMBER HARRY ROBINSON about reaching a variety of audiences to seek input to support the agency's international engagement efforts, DR. DOWNS said that IMLS solicits contributions through meetings, public requests for information, and interaction with individuals and a variety of associations. MS. SEMMEL noted that it is important to bring together people and institutions that have not traditionally been at the table as the agency moves forward with its efforts.

DR. SHROEDER CHERRY, Counsel to the Director for African American Programs, described some of the ongoing communications that he has had with a variety of constituents and international programs already in operation.

BOARD MEMBER HERRING highlighted the importance of expanding Web 2.0 resources that can get information out to remote areas of the community more quickly. MR. HERRING observed that libraries are the access point to information for many people who do not have available resources, and recommended that any future IMLS international efforts, policy or community models should be cognizant of this fact. He also said that establishing the "library model" in countries around the world would provide a much-needed framework and ensure that Web access is widespread and global.

MS. WEISS said that IMLS regularly participates in a program that trains foreign service officers on U.S. information policy. The Institute is invited to participate, she explained, because the State Department recognizes the role of libraries and library services in promoting access to information and educational resources, civic engagement, and a democratic society. The officers learn about the Library Services and Technology Act, the Telecommunications Act (E-Rate program), and ways in which libraries provide Internet access.

## **B. "Connecting to Collections" Initiative**

DR. NANCY ROGERS updated the Board on key components of the *Connecting to Collections* Initiative, including the Regional Forum held in Buffalo, New York, on June 16 and 17, 2009.

DR. ROGERS reported that the Buffalo meeting was a huge success, in terms of both the content that IMLS provided to participating institutions, and the feedback that IMLS has received about the session. One particularly useful addition to the Buffalo meeting was the virtual poster session that allowed the participants the opportunity to describe what they were doing in collections care by each submitting three to four slides. Heritage Preservation then combined the slides and showed them on a continuous loop during the breaks.

DR. ROGERS reported that the meeting opened with a touching tribute to CHAIRMAN RADICE, as Mayor Brown of Buffalo declared the day Dr. Anne-Imelda Radice Day because of CHAIRMAN RADICE'S leadership to the nation in support of cultural heritage collections and her representation of her hometown of Buffalo. DR. ROGERS attributed much of the Buffalo meeting's success to the strength of the speakers and presenters, which was a direct result of a pointed effort by IMLS to coordinate and strengthen the content presented before the beginning of the meeting. She explained how IMLS, Heritage Preservation, and American Institute of Conservation (AIC) staff prepared the speakers before the meeting by holding conference calls to discuss the presentation topics with each speaker and sending the speakers pointed questions about their topics from attendees ahead of time. This coordination, DR. ROGERS observed, created a strong, coherent program, and IMLS received numerous compliments about the program after its completion. In addition to strong speakers, DR. ROGERS highlighted the strength of the case studies presented at the meeting, including one project from Buffalo that uncovered community history by saving collections in various areas. DR. ROGERS closed her initial remarks by thanking the Mellon and Kress Foundations for their institutional support on the national level and three foundations in Buffalo on the local level that allowed people to understand the importance of collections care through a city and its institutions. DR. ROGERS then opened the floor to MS. ERYL WENTWORTH and MR. LARRY REGER to add their comments on the Buffalo meeting.

MS. WENTWORTH, Executive Director of the American Institute of Conservation, appreciated the opportunity that the Buffalo meeting allowed her organization to provide useful information to people about the training, skill level and passion that conservators have for the preservation of artifacts. Providing information about conservators and conservation not only helps the staff of various organizations preserve their own artifacts, she explained, but it also informs the staff of various organizations where to go to get further information about preservation and conservation. MR. REGER emphasized how helpful it was that people had enough time to talk with each other at the Buffalo meeting. This time allowed people to connect between and after the sessions, furthering the mission of *Connecting to Collections* tremendously. In addition to the face-to-face connections formed at the Buffalo meeting, MR. REGER, Executive Director of Heritage Preservation, Inc., was pleased to see partnerships forming out of the discussions that took place. For example, MR. REGER noted that Catherine Schweitzer of the Baird Foundation suggested future conservation meetings for cultural heritage institutions in the Buffalo area. Also, Antoinette Wright, of the DuSable Museum in Chicago, is using the training from the Buffalo meeting as she starts the Illinois African American Heritage and Preservation Alliance.

DR. ROGERS concluded her report with three updates on other aspects of the *Connecting to Collections* Initiative. IMLS had recently awarded its third round of the bookshelf to 907 out of 1,097 applicant institutions. Many of the recipients of the bookshelf have used the bookshelf to implement archival and preservation plans within their institutions, which is at the heart of *the Connecting to Collections* mission. Second, DR. ROGERS looked forward to an international summit in Salzburg, Austria, on

October 27, 2009, as a way for *Connecting to Collections* to affect institutions internationally. She noted that the Salzburg meeting would touch on important issues relating to indigenous collections and emergency planning. Finally, DR. ROGERS noted that there are still two rounds of IMLS/Bank of America American Heritage Preservation Grants to be awarded.

CHAIRMAN RADICE opened the discussion to the Board for comments. MS. SEMMEL talked about the connections that the Statewide Planning Grants have fostered among state libraries, archives and museums as these organizations work together to tackle important issues identified by the Heritage Health Index, a report that formed the basis of the *Connecting to Collections* Initiative. BOARD MEMBER SANDRA PICKETT quoted a letter that CHAIRMAN RADICE received from a leader of a state that had received a \$40,000 Connecting to Collections grant. The letter described the enormous impact that was realized from a remarkably small award.

**VII. Adjourn.**

CHAIRMAN RADICE adjourned the meeting at approximately 12:16 p.m.

  
\_\_\_\_\_  
NANCY E. WEISS

Secretary

National Museum and Library Service Board

10/20/09  
Date

**MINUTES OF THE EIGHTEENTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**  
**OCTOBER 20, 2009**

**Marlowe Hotel**  
**25 Edwin H. Land Boulevard**  
**Cambridge, MA**

Board Members Present

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

Katherine M.B. Berger  
Jan Cellucci  
William Hagenah  
Ioannis Miaoulis  
Christina Orr-Cahall  
Lotsee Patterson  
Harry Robinson, Jr.

Karen Brosius  
A. Wilson Greene  
Mark Herring  
Douglas Myers  
Amy Owen  
Sandra Pickett  
Kim Wang

Marsha L. Semmel, Deputy Director, Institute of Museum and Library Services  
Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Beverly E. Allen  
Gail M. Daly  
Katina Strauch

Julia Bland  
Jeffrey Patchen

# **P-R-O-C-E-E-D-I-N-G-S**

**TUESDAY OCTOBER 20, 2009**

## **I. WELCOME**

CHAIRMAN ANNE-IMELDA M. RADICE, Ph.D., Director of the Institute of Museum and Library Services (“IMLS” or the “Institute”), called the Eighteenth Meeting of the National Museum and Library Services Board (Board) to Order at 12:35 p.m. She noted that a Quorum was present.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Seventeenth Meeting of the National Museum and Library Services Board.

## **III. GREETINGS FROM MS. RACHEL GOSLINS, PRESIDENT’S COMMITTEE ON THE ARTS AND THE HUMANITIES.**

Following approval of the Minutes, CHAIRMAN RADICE introduced MS. RACHEL GOSLINS, Executive Director of the President’s Committee on the Arts and the Humanities (the “President’s Committee”), to discuss the Committee’s functions and current priorities.

MS. GOSLINS explained that the President’s Committee is a Federal advisory committee that bridges the interests of the Administration, key federal agencies, and the private sector to advise the White House and Federal government on activities related to the arts and humanities. She explained that the Committee focuses on the areas of education, cultural diplomacy, and economic revitalization, and supports special events dedicated to recognizing excellence in these areas.

MS. GOSLINS said that the President’s Committee is led by Michelle Obama, the First Lady of the United States, who serves as an honorary and active Chairwoman. MR. GEORGE STEVENS, JR., a playwright and chair of the Kennedy Center Honors program, and MS. MARGO LYONS, an educator and Broadway producer, serve as co-chairs of the Committee. DR. MARY SCHMIDT CAMPBELL, the Dean of the Tisch School of Arts at New York University, serves as vice-chair. Committee members include arts patrons, philanthropists, artists, and other cultural practitioners. The Committee coordinates with the White House, as well as the cultural agencies, including

identified one deficiency in the early stages of the audit regarding the timing of certain interagency obligations. However, the problem was determined to be external, and the Institute anticipated an unqualified opinion.

MR. SCARBROUGH explained that the Institute had been operating under a continuing resolution since October 1, 2009. He concluded the update by reporting that the agency's staff was currently preparing the Institute's Fiscal Year 2011 request for the President's Budget.

## **V. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Deputy Director for Policy, Planning, Research and Communications, reiterated that the Institute was currently operating under a continuing resolution. She explained that Congress had begun to act on the appropriations bill and that both the House of Representatives and the Senate had passed versions of the bill in the amount of approximately \$265 million, equaling the amount of the President's request and providing about \$1.5 million more than the current funding amount. MS. BITTNER reported that the Institute's statutory authorization had expired on September 30, 2009, but that IMLS is able to operate under the authority of the continuing resolution and would continue to do so under any appropriations bill that might be passed in the future. While no formal discussions about the Institute's reauthorization have taken place, she is hopeful that Congress will soon introduce a bill incorporating new ideas from both the Library and Museum communities.

## **VI. NATIONAL MEDAL WINNERS**

CHAIRMAN RADICE announced the recipients of the National Medals for Museum and Library Services. These include the following institutions: the Pritzker Military Library of Chicago, IL; the Braille Institute of America, in Los Angeles, CA; the Gail Gordon District Public Library of Elgin, IL; the Stark County District Library (OH); the Multnomah County Library (OR); the Children's Museum of Pittsburgh (PA); the Indianapolis Museum of Art (IN); the Cincinnati Museum Center at Union Terminal (OH); the Museum of Science and Industry of Tampa (FL); and the Tennessee Aquarium in Chattanooga (TN).

DR. RADICE explained that winning the prestigious award generates a significant amount of local press and TV coverage for the recipients. She shared with the Board video clips of local news coverage for the Pittsburgh Children's Museum, the Cincinnati Museum Center at Union Terminal, the Tennessee Aquarium, and the Multnomah County Library.

**c. IMLS, Museums, and Libraries in the Digital Age – Dr. Joyce Ray**

DR. JOYCE RAY remarked on the importance and challenge of developing content for the Internet landscape and the digital age. She explained that the Institute's efforts have focused on three key areas: developing a rich on-line landscape of cultural heritage, providing an informational and organizational structure that enables one to access this new on-line landscape, and creating sustainable repositories of this information. DR. RAY also explained how IMLS grants have supported the development of software and tools to preserve and make accessible cultural data.

**d. Current Tools & Technology – Emily Bottis**

MS. EMILY BOTTIS, Director of Information and Interactive Technologies at the Museum of Science in Boston, discussed the museum's efforts to use technology in conjunction with its exhibits to attract more people, especially youth, to its resources and facilities.

In order to develop projects and exhibits incorporating the use of technology and electronic media, the Museum of Science staff considered current research regarding youth and the use of digital media, including reports by the Pew Internet and American Life Project and the MacArthur Digital Use Project, as well as the experience of four museums that incorporated digital media into their exhibits. The Science Museum of Minnesota used blogs to facilitate discussion among museum visitors; the Brooklyn Museum held a video competition; the Experimentarium in Denmark created an interactive game with cell phones; and the Minnesota Zoo developed an on-line game in which one could act like a wolf at Yellowstone Park.

The Museum of Science had three goals for its initiative: create a personalized experience in the museum; extend the experience from before visiting the museum to after leaving the museum; and develop a continuous relationship between the visitors and the museum. The museum began with smaller projects that included interactive programs with uploaded videos and photos of visitors. It then progressed to an on-line firefly-watch project, which attracted thousands of individuals willing to count fireflies. It then generated excitement for a new exhibit by encouraging visitors to text their guesses as to what the new exhibit might be. In a one-month period, the museum received over 16,000 text-guesses. The museum is working now on a design challenge competition and an iPhone application for a natural history exhibit.

MS. BOTTIS summarized the lessons learned so far. She said that technology alone is not enough; the key lies in developing quality content that will attract users and, ultimately, the technological interactions must be both compelling and easy-to-do.

**IX. Adjourn.**

CHAIRMAN RADICE adjourned the Eighteenth Meeting of the National Museum and Library Services Board at approximately 3:19 p.m.



NANCY E. WEISS

Secretary

National Museum and Library Service Board

2/23/10  
Date

**MINUTES OF THE NINETEENTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**FEBRUARY 23, 2010**

**Old Post Office Pavilion**  
**1100 Pennsylvania Avenue, NW**  
**Washington, DC**

Board Members Present

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

Beverly E. Allen  
Julia W. Bland  
Jan Cellucci  
A. Wilson Greene  
Christina Orr-Cahall  
Jeffrey H. Patchen  
Sandra Pickett  
Kim Wang

Katherine M.B. Berger  
Karen Brosius  
Gail M. Daly  
Ioannis N. Miaoulis  
Amy Owen  
Lotsee Patterson  
Harry Robinson, Jr.

Marsha L. Semmel, Deputy Director, Institute of Museum and Library Services  
Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

William J. Hagenah  
Douglas G. Myers

Mark Y. Herring  
Katina Strauch

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# **P-R-O-C-E-E-D-I-N-G-S**

**TUESDAY FEBRUARY 23, 2010**

## **I. WELCOME**

CHAIRMAN ANNE-IMELDA M. RADICE, Ph.D., Director of the Institute of Museum and Library Services (IMLS), called the Nineteenth Meeting of the National Museum and Library Services Board (Board) to Order at approximately 9:00 a.m. She noted that a Quorum was present.

In her opening remarks, DR. RADICE informed the Board that this would be her last meeting as its chairperson because her four year term as Director of IMLS was nearing completion. She then provided a brief report on the Institute's work during the past four years, noting that the Institute had awarded over \$1 billion in financial assistance to cultural institutions during this period. In addition to thanking the staff of IMLS for its support and professionalism, she recognized colleagues from other federal agencies, museum and library associations, and the private sector for their work in strengthening the nation's libraries and museums.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Eighteenth Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

On behalf of MS. SHANNON HENSLER, the Institute's Chief Financial Officer, MS. NANCY E. WEISS, the Institute's General Counsel, delivered the Institute's financial update. She reported that Leon Snead and Company, the Institute's auditor, rendered an unqualified opinion for the Institute's comparative financial statements for the fiscal year ending September 30, 2009, as well as September 30, 2008. This represents the agency's fourth consecutive "clean" audit. She reported that no material weaknesses were identified related to the Institute's financial records and methodologies and that any previous findings had been resolved.

She further reported that the Institute continued to file timely and accurate U.S. Treasury and Office of Management and Budget quarterly financial reports.

## **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Deputy Director for Policy, Planning, Research and Communications, reported that President Obama had requested

\$265,869,000 in funding for IMLS in the Administration's fiscal year 2011 Budget – the same level of funding as appropriated to the Institute for fiscal year 2010. The budget was transmitted to Congress on February 1, 2010.

MS. BITTNER also described the ongoing and positive discussions with the Administration, Congress, and the museum and library communities in preparation for the Institute's statutory reauthorization. She noted that the Institute's current authorization expired on October 30, 2009, but that the agency continues to function by law through the annual appropriation process. She informed the Board that the Institute's congressional oversight committees had not yet set a timetable for action on the agency's reauthorization.

## **V. BOARD PROGRAM: LIBRARIES, MUSEUMS, AND THE LIFE OF THE NATION**

CHAIRMAN RADICE invited BOARD MEMBER JAN CELLUCCI to introduce and facilitate the Board program, entitled: "Libraries, Museums, and the Life of the Nation." MS. CELLUCCI explained that, during the first part of the Board program, museum, library and cultural experts would share their unique perspectives on how our nation's libraries and museums strengthen the United States. The second part of the program, she continued, would be devoted to celebrating that National Medals for Museum and Library Services. To set the context for the overall program, DR. LIBBY O'CONNELL, Chief Historian and Senior Vice President of the History Channel, introduced and presented a video that the History Channel prepared to highlight the work and achievements of the award recipients.

### **a. Remarks from Leaders in the Field**

THE HONORABLE KATHLEEN SEBELIUS, Secretary of Health and Human Services, opened the Board program by recognizing the work of the Institute under the Director's leadership and praising the agency's efforts in enabling museums and libraries to meet essential community needs during difficult economic times. SECRETARY SEBELIUS said that, as Governor of Kansas, she saw first-hand how communities benefit from IMLS-funded projects. She described an effort to preserve a Civil War battle flag that belonged to the First Kansas Battery, which was commanded by James Lane, who served as one of Kansas's first Senators. The preserved flag provides evidence of the role that Kansas played in the Civil War and early efforts to abolish slavery.

The Board next heard from current and former officers of the Institute's "sister agencies" within the Federal Government, including the Library of Congress, National Archives and Records Administration, President's Committee on the Arts and the Humanities, National Endowment for the Arts, National Endowment for the Humanities, the Smithsonian Institution, and the Corporation for Public Broadcasting. While their comments were extensive, a few highlights are mentioned below.

DR. JAMES H. BILLINGTON, Librarian of Congress, described how the Institute has “reinforced and advanced the continuing importance of libraries as creative places where the knowledge navigator is able to mediate the world's knowledge and creativity into the distinct audiences and groups that they serve in communities throughout America.” He observed that libraries “sustain our whole tradition as a nation, which is a true-knowledge-based democracy, something new in world history.” He recognized, as well, the work of IMLS in advancing the development of digital library resources and preservation tools.

Archivist of the United States, DR. DAVID S. FERRIERO, said that he came from three institutions that had benefited from IMLS: the Massachusetts Institute of Technology, Duke University, and the New York City Public Library System. At Duke University, he worked on an IMLS-funded project entitled, “North Carolina Exploring Cultural Heritage Online,” a portal linking to the work of 950 cultural institutions across the 100 counties of North Carolina. The project advanced practice in preservation, digitization, and encoded archival description. He also discussed the Institute’s work in breaking down barriers among libraries, museums, and archives, which has resulted in innovative collaborations “not even within the realm of possibility several years ago,” as well as the “Connecting to Collections” initiative which, he observed, has created a new national awareness of conservation needs and fostered public- private partnerships to extend the impact of public support for preservation activities.

MS. RACHEL GOSLINS, Director of the President’s Committee on the Arts and the Humanities explained how IMLS partners with the President’s Committee in furtherance of several national initiatives, including the “Coming Up Taller” program, which recognizes successful afterschool arts and humanities programs, “Project 20/20,” an international film exchange program, and the “Save America’s Treasures” program, which helps preserve the nation’s cultural heritage.

MR. DANA GIOIA, Former Chairman of the National Endowment for the Arts, commended CHAIRMAN RADICE’s ability to encourage federal partnerships and establish an environment where such partnerships were not only possible, but efficient and productive. MR. GIOIA highlighted “The Big Read” initiative, in which the NEA and IMLS came together to work with astonishing speed to address the decline of reading in the United States. He recounted that, in a matter of about 24 months, the two agencies successfully crafted the largest literary program in the history of the United States, reversing a 30 year trend of decline in literacy.

MR. JAMES A. LEACH, Chairman of the National Endowment for the Humanities, described the Institute’s support of museums and libraries as an “incredibly powerful public good,” enabling these institutions to preserve and symbolize the human imagination and the nation’s history.

DR. RICHARD KURIN, Under Secretary for History, Art, and Culture, at the Smithsonian Institute, described his personal experiences visiting museums and libraries as a child growing up in New York City, which inspired him to become an anthropologist

and the first member of his family to attend college. He noted the key role IMLS has played in making “knowledge publicly available, freely available, [and] democratically available” through museums and libraries. He highlighted the Institute’s programs of technical assistance and research, which have encouraged museums and libraries to adopt new technologies and explore new ways of reaching people. He also recognized the Institute’s work in increasing community partnerships and the agency’s central role within the heart of the nation in making people aware of the importance of cultural institutions.

DR. PEGGY O’BRIEN, former Vice President for Education at the Corporation for Public Broadcasting, described the IMLS/CPB “Partnership for a Nation of Learners,” which brought together libraries, museums, public radio stations, and public television stations to address community needs. DR. O’BRIEN currently serves as Chief of Family and Public Engagement for the District of Columbia Schools, where she continues to benefit from the Institute’s work. She described an IMLS award to the Stuart-Hobson Middle School, on Capitol Hill, which is helping students preserve the school’s important archive documenting the community’s racial integration.

Following the remarks of the Federal partners, the next two speakers highlighted the agency’s programs of and special emphasis on conservation support. First, MR. LAWRENCE R. REGER, President of Heritage Preservation, described the Heritage Health Index Survey, created by Heritage Preservation in cooperation with IMLS, which called for swift action to ensure the survival of America’s collections. He also discussed the Institute’s “Connecting to Collections” initiative and said that Heritage Preservation continues to be committed to promoting the goals of this initiative, especially efforts to make collections care an integral part of museums and libraries.

MS. DEBRA HESS NORRIS, Vice Provost for Graduate and Professional Education, Francis du Point Chair in Fine Arts, and Chairperson of the Department of Art Conservation at the University of Delaware, described a gathering that took place in Salzburg, Austria, conducted by the Salzburg Global Institute and IMLS, where 60 global leaders in the conservation of museums and libraries addressed significant issues in the care and preservation of the world’s cultural heritage. She applauded CHAIRMAN RADICE’s efforts to promote responsible stewardship, strengthen educational opportunities, and raise public awareness of at-risk cultural heritage.

The next speaker, MS. HARRIET MAYOR FULBRIGHT, Chairwoman of the J. William & Harriet Fulbright Foundation and former Executive President of the President’s Committee on the Arts and the Humanities, developed the theme of cultural engagement. She described IMLS as “one of the great treasures of the United States government.” Through its programs and activities, IMLS “probes into our history, our cultural heritage, our philosophy of community and government, and presents this publicly in creative ways so that the American public can view it and be aware of it with understanding.” MS. FULBRIGHT explained that this “interpretation makes us think more deeply about the past and helps us treat into the future with more care and awareness.”

The final two speakers represented key voices in the library and museum community. First, MS. EMILY SHEKETOFF, Associate Executive Director of the American Library Association, thanked CHAIRMAN RADICE for supporting information services and discussed the importance of continuing to garner support for libraries during difficult economic times. DR. FORD BELL, President of the American Association of Museums, explained that the AAM has benefited greatly from the informative research that IMLS has conducted and that the museum community looks forward to continuing to collaborate with IMLS on future research.

**b. Remarks from Board Members**

BOARD MEMBER CELLUCCI described the integral role of the National Museum and Library Services Board as a body that advises the Director on agency policies and practices and participates in the selection process for National Medals. She introduced three members of the Board, KAREN BROSIUS, AMY OWEN, and JEFF PATCHEN, to share their insights on how different types of museums and libraries are strengthening the nation.

KAREN BROSIUS, Executive Director of the Columbia Museum of Art in Columbia, South Carolina, discussed the link between creativity and the diversity of the nation. She said that art museums “not only educate and inspire and enrich our lives, but also bridge the richness of the past with the promise of the future.” She emphasized that art museums are an asset to society, both educationally and culturally, and serve as catalysts for economic development and the reputation of our country.

AMY OWEN, former Director of the Utah State Library, discussed the “uniquely American” public library system, which provides information resources and educational support for all. She described the pioneer process of getting water to crops as a way of explaining to goal and function of the library system. “What really matters,” she explained, “is whether you as a farmer get your water to the end of the row.” Libraries support the educational infrastructure, help people in their working lives, and facilitate personal growth. She emphasized that libraries work with a variety of local, civic, business, cultural, and governmental groups to strengthen their communities. She described how IMLS uses limited funds through State-based and National Leadership grants to leverage library services throughout the nation.

JEFFREY H. PATCHEN, Director of the Children’s Museum of Indianapolis, highlighted the “extraordinary blurring of boundaries” between libraries and museums as a great benefit for children and families throughout the nation. He pointed out that the best children’s museums use cutting-edge research to provide hands-on learning experiences for children and families in contextual environments that include objects, artifacts, and specimens. He explained that, with the support of IMLS, these museums work with libraries, universities, non-profit and for-profit organizations, federal agencies, scientists, artists, and humanities experts to “reach out in meaningful ways” to children and families, including K-12 students and their schools.

**c. Presentation of National Medal Winners**

On behalf of President Obama and the Administration, SUSAN SHER, CHIEF OF STAFF TO FIRST LADY MICHELLE OBAMA, presented the National Medals for Museum and Library Services. THE HONORABLE SUSAN SHER recounted her personal experiences in visiting museums as a child, which inspired her to study art history in college and graduate school. She described museums and libraries as “centerpieces of community” that “make such a difference in the lives of our children and our communities.” She emphasized that innovation and education depend on ensuring that people continue to have access to cultural opportunities.

**The following Institutions, with their representatives noted, were awarded the National Medal for Museum Services:**

The Children's Museum of Pittsburgh, Pittsburgh, Pennsylvania  
Director, Jane Werner  
Board Member, Jennifer Broadhurst  
Community Member, Brittani Brown

The Cincinnati Museum Center at Union Terminal, Cincinnati, Ohio  
Director, Douglas W. McDonald  
Board Member, Elizabeth Pierce  
Community Member, Faith Anne Brown

Indianapolis Museum of Art, Indianapolis, Indiana  
Director, Maxwell L. Anderson  
Board Member, John Krauss  
Community Member, Kay Koch

The Museum of Science and Industry, Tampa, Florida  
Director, Wit Ostrenko  
Board Member, Maruchi Azorin Blanco  
Community Member, Vivian McIlrath

The Tennessee Aquarium Museum in Chattanooga, Tennessee  
Director, Charles L. Arant  
Board Member, Paul K. Brock, Jr.  
Community Member, Bill Haley

**The following Institutions, with their representatives noted, were awarded the National Medal for Library Services:**

The Braille Institute, Los Angeles, California  
Director, Dr. Henry C. Chang  
Board Member, Betty Davis  
Community Member, John G. Nuanes

The Gail Borden Public Library, Elgin, Illinois.  
Director, Carole Medal  
Board Member, Rick McCarthy  
Community Member, Ernie Broadnax

Multnomah County Library, Portland, Oregon  
Director, Vailey Oehlke  
Board Member, Virginia Koontz  
Community Member, Vadim Riskin

Pritzker Military Library, Chicago, Illinois.  
Founder, President, Colonel James N. Pritzker,  
Mrs. Audrey Ratner  
Community Member, Hershel W. "Woody" Williams

Stark County District Library, Canton, Ohio.  
Director, Kenton L. Oliver  
Board Member, James M. Conley  
Community Member, Brenda Johnson

REPRESENTATIVE BILL FOSTER of Illinois congratulated the Gail Borden Public Library. He described the library as a “beloved resource” and a “powerful magnet for the people” of Elgin, Illinois.

REPRESENTATIVE JASON ALTMIRE of Pennsylvania congratulated the Children’s Museum of Pittsburgh. He commended the museum for being an educational place where young students can play, learn, grow, and thrive.

Following the presentation of the National Medals, IMLS DEPUTY DIRECTOR MARSHA SEMMEL announced a new agency partnership that will link the stories of the medal winners with the power of StoryCorps and the Library of Congress. She explained that representatives from StoryCorps, a national non-profit organization that records stories of Americans of all backgrounds and beliefs, were going to visit the medal-winning museums and libraries and record the personal stories of community members who have been impacted by these institutions. At the end of each interview, StoryCorps will provide a CD copy of the interview to the host museum or library and the participant. The complete collection of stories will be archived by the American Folklife Center at the Library of Congress. MS. SEMMEL emphasized that these stories will be cherished by the people in the Medal-winning communities and will help create archived documentation of the ways that libraries and museums can change people’s lives in this country.

## **VI. IMLS STAFF RECOGNITION OF DIRECTOR'S SERVICE**

DEPUTY DIRECTOR SEMMEL, on behalf of the entire IMLS staff, thanked CHAIRMAN RADICE for her “re-imagination of learning” while at the Institute. MS. SEMMEL explained that DR. RADICE had encouraged IMLS to re-imagine stewardship by developing the Heritage Health Index and the “Connecting to Collections” initiative and creating partnerships with the Bank of America, Heritage Preservation, American Association for State and Local History, and Salzburg Global Forum. She further described how DR. RADICE had helped IMLS to re-imagine professional development by focusing on the agency’s role in training the workforce for tomorrow. MS. SEMMEL added that DR. RADICE had allowed IMLS to re-imagine community by supporting the community-building efforts of museums and libraries across the nation. She concluded that the staff would continue to re-imagine the work of IMLS by forging new partnerships, moving to new frontiers, and thinking about the ways in which the agency could be “more effective, more engaged, and unleash the potential of our learning institutions in the future.”

## **VII. CLOSING REMARKS FROM DR. ANNE-IMELDE RADICE**

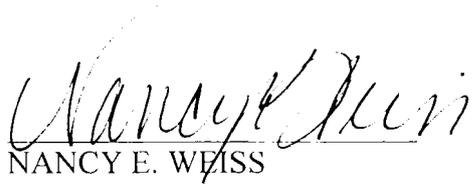
As a token of her service to the Institute, CHAIRMAN RADICE presented the agency with the flag that flew over the Capitol on her first day of office. On behalf of the IMLS, GENERAL COUNSEL NANCY E. WEISS accepted the flag, noting that the staff was touched by DR. RADICE’S gift and had been proud to serve the public with her.

After thanking the former President and Mrs. George Bush, as well as President and Mrs. Barack Obama for providing her with the opportunity to serve, DR. RADICE recognized the many colleagues and friends who had supported her work at the IMLS. CHAIRMAN RADICE then concluded the meeting with the following remarks:

We must never shy away from beauty, the quest for knowledge, and appreciation of flora and fauna, because they have intrinsic value, bringing truth, and fuel a quality of life in the world. We must always strive to bring culture to everyone and not impose a restricted view, but rather have the curiosity to learn about others, to understand the other. We should celebrate that, within our own country there are opportunities in every community for every member of that community to share in all of this. Culture serves, but it has the right to exist in its own sake. Once we understand that, we can move away from the many rationalizations we often use to say that there is value in culture. We are blessed as a people and as a Nation.

**IX. ADJOURN**

Following her closing remarks, CHAIRMAN RADICE adjourned the 19<sup>th</sup> Meeting of the National Museum and Library Services Board at approximately 12:30 p.m.



NANCY E. WEISS  
Secretary  
National Museum and Library Service Board

6/18/10

Date

**MINUTES OF THE TWENTIETH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**  
**JUNE 18, 2010**

**Institute of Museum and Library Services**  
**9<sup>th</sup> Floor, Board Room**  
**1800 M Street, NW**  
**Washington, DC**

Board Members Present

Marsha Semmel,  
Acting Director of the Institute of Museum and Library Services

Beverly E. Allen  
Jan Cellucci  
William J. Hagenah  
Douglas G. Myers  
Amy Owen  
Lotsee Patterson  
Kim Wang

Karen Brosius  
Gail M. Daly  
Mark Y. Herring  
Christina Orr-Cahall  
Jeffrey H. Patchen  
Harry Robinson, Jr.

Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Katherine M.B. Berger  
Wilson Greene  
Sandra Pickett

Julia W. Bland  
Ioannis N. Miaoulis  
Katina Strauch

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# **P-R-O-C-E-E-D-I-N-G-S**

**FRIDAY JUNE 13, 2010**

MS. MARSHA SEMMEL, Acting Director of the Institute of Museum and Library Services (IMLS), called the Twentieth Meeting of the National Museum and Library Services Board (Board) to order at 9:30 a.m. She noted that a quorum was present.

## **I. WELCOME**

In her opening remarks, MS. SEMMEL reflected on her first three months as Acting Director of IMLS. She thanked IMLS Staff and the Board for supporting her in her new position and for their commitment to the work of the Institute. MS. SEMMEL said that, in her new position, she has been able to see the ways in which our nation's libraries and museums are stretching to meet community needs during difficult economic times. While IMLS alone cannot ameliorate the effects of these hard times, she said, the Institute remains committed to supporting the delivery of core services by libraries and museums.

MS. SEMMEL then provided a brief report on the Institute's recent work. She reported that, as part of its "Connecting to Collections" initiative, the Institute had recently co-sponsored with Heritage Preservation the second in a series of sustainability workshops for library and museum professionals in Davenport, Iowa. She also discussed the Institute's partnership with StoryCorps, a national non-profit organization that records stories of Americans of all backgrounds and beliefs. She said that the StoryCorps "van" had recently visited the Braille Institute Library in Los Angeles, California, a recipient of the 2009 National Medal for Library Services, to record the personal stories of community members who had been impacted by that institution. MS. SEMMEL added that, in conjunction with the 20th anniversary of the Americans With Disabilities Act, the Institute had been exploring all dimensions of accessibility within the Institute's programs and activities, including the role of libraries and museums in digital inclusion.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Nineteenth Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

On behalf of MS. SHANNON HENSLER, the Institute's Chief Financial Officer, MR. MICHAEL JERGER, Deputy Chief Financial Officer, delivered the agency's financial update. He reported that the Institute had recently completed the planning phase of its Fiscal Year 2010 financial audit. He explained that Leon Snead & Company, the Institute's auditor, next would conduct interim testing of the agency's financial systems in late August, with final testing of the systems in October. MR. JERGER further reported that the agency would begin work on its Fiscal Year 2012 budget that would be submitted to the Office of Management and Budget

(OMB). He concluded his report informing the Board the Institute continued to file timely and accurate quarterly reports to the U.S. Treasury and OMB.

#### **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Deputy Director for Policy, Planning, Research and Communications, recounted that President Obama had requested over \$265 million for IMLS programs on February 1, 2010. Since then, she said, the Institute had engaged in many meetings with members of the House and Senate appropriations committees regarding the Institute's budget, but no committee action on an appropriations bill had been taken.

MS. BITTNER also reported that Congress had not yet taken any action on the reauthorization of IMLS. She made clear, however, that the Institute could continue to operate without a new statutory authorization, under past authorization and current appropriation laws.

MS. BITTNER further reported that President Obama had nominated several individuals to serve on the National Museum and Library Services Board – John Coppola, Carla Hayden, Lawrence Pijeaux, Winston Tabb, Robert Wedgeworth, and Mary Minow. She explained that all nominees had been confirmed by the Senate Appropriations Committee, Subcommittee on Labor, Health and Human Services, Education, and Related Agencies, with the exception of Ms. Minow, whose nomination was announced later than the other nominations and is still pending in the Senate.

#### **V. BOARD UPDATES**

Following the Legislative Update, MS. SEMMEL explained that the agenda would be changed and some Board Updates would precede the Board Program. She said that the Board Updates would begin with a discussion of a new alliance formed between IMLS and the U.S. Department of Labor.

On behalf of BOARD MEMBER AMY OWEN, MS. MARY CHUTE, the Institute's Deputy Director of Library Services, reported that IMLS's partnership with the Department of Labor's Employment Training Administration Office (ETA) would be the focus of a press briefing during the American Library Association annual meeting on June 29. At that time an official notice would be released to the entire public workforce system to encourage partnerships with public libraries to meet employment needs. One accomplishment of the partnership was to add public library locations to America's Service Locator, which contains information on employment and training service providers, as well as the locations of local CareerOneStop centers, a source for employment information, training, and financial assistance for the unemployed. In addition to data sharing, the partnership will host several webinars to share information and best practices among the library and public workforce communities.. MS. CHUTE added that, as a former state and public librarian, she is thrilled to see libraries demonstrating, in a high-profile way, the public value they provide.

Next, BOARD MEMBER KAREN BROSIUS provided an update on the Institute's "21st Century Skills Initiative," a project which is not only helping museums and libraries shape their roles as institutions of learning in the 21st century, but also ensuring that policymakers

understand the importance of this role in creating an engaged citizenry and competitive workforce. As part of this initiative, IMLS had partnered with the Illuminate Group to create a national campaign, "Making the Learning Connection." MS. BROSIUS said that the campaign would include a national tour, starting on June 21<sup>st</sup>, 2010 at the Walters Art Museum in Baltimore, which would provide an opportunity for museum, library, and other community leaders to discuss strategies for enhancing 21st Century Skills in their communities. MS. BROSIUS said that the Institute would also conduct webinars and contests as part of this campaign.

MS. SEMMEL added that the Institute had received a great response to the related report, "Museums, Libraries, and 21st Century Skills," which outlines a vision for the role of libraries and museums in the national dialogue around learning and 21st century skills. She said that the report was already in its second printing and that museums and libraries continue to request copies. She further reported that the Institute was collecting examples of the ways that museums and libraries are incorporating the report into their own strategic planning processes. One example, she described, was provided by Tammie Kahn from the Children's Museum in Houston, who used the centerfold for the report as the road map for her strategic planning process. In addition, MS. SEMMEL noted, museums and libraries have shown a tremendous interest in the "Making the Learning Connection" campaign, and many institutions have offered to conduct workshops as part of the campaign.

## **VI. BOARD PROGRAM: DIGITAL INCLUSION – THE ROLE OF LIBRARIES AND MUSEUMS**

MS. SEMMEL then transitioned to the Board Program on Digital Inclusion, which would include a presentation by THE HONORABLE JULIUS GENACHOWSKI, Chairman of the Federal Communications Commission (FCC), on the recently-released National Broadband Plan, followed by an IMLS staff report on, "Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries," a large-scale study conducted by IMLS along with the Bill & Melinda Gates Foundation and the University of Washington Information School.

To provide context for the Board Program, MS. SEMMEL explained that the Knight Commission on the Information Needs of Communities in a Democracy had recently issued a report called "Informing Communities: Sustaining Democracy in the Digital Age." In the report, the Knight Foundation noted that achieving its vision of informed communities required pursuing three fundamental objectives: (1) maximizing the availability of relevant and credible information to communities; (2) strengthening the capacity of individuals to engage with information; and (3) promoting individual engagement with information and the public life of the community. MS. SEMMEL praised the report for recognizing the important role that public libraries play in achieving these objectives. She said that the National Broadband Plan, released by the FCC in March, recognizes this role as well. MS. SEMMEL then introduced CHAIRMAN GENACHOWSKI to talk about the Plan. She said that, following CHAIRMAN GENACHOWSKI's presentation, MS. BITTNER would discuss the Institute's role in and response to the Plan, and MR. CARLOS MANJARREZ, the Institutes Associate Deputy Director for Research and Statistics, would discuss the findings of the "Opportunity for All" study.

## **A. National Broadband Plan**

After noting that the FCC's work on the National Broadband Plan had been informed by initiatives IMLS had contributed, CHAIRMAN GENACHOWSKI described what the FCC saw as the importance of the high rate of Internet access and "always on" connection to the Internet that comes with a broadband connection. He explained that the Internet-based infrastructure is now crucial to all forms of communication, and highlighted three areas in which the digital communications infrastructure is a central platform. First, he said, this infrastructure is essential to economic activity in the 21st century. "If we are going to lead the world in innovation in the 21st century as we did in the 20th century," CHAIRMAN GENACHOWSKI explained, "it is going to be because we have an excellent broadband communication infrastructure in this country and we take advantage of it." Second, a robust digital communications infrastructure is necessary for addressing major national challenges, such as healthcare, education, and energy. "[W]e will not succeed on our national goals if we do not get our infrastructure right," CHAIRMAN GENACHOWSKI said. Third, the infrastructure is rapidly becoming our main platform for engaging with government and each other, making it important for the future of democracy. However, CHAIRMAN GENACHOWSKI pointed out, the United States faces major challenges with respect to broadband. The nation is lagging globally and certain communities in the country are lagging even further behind others in terms of Internet access. Meanwhile, the costs of digital exclusion are rising. For instance, although Internet access was not necessary to find employment ten years ago, today companies are moving to online-only job postings. According to CHAIRMAN GENACHOWSKI, these challenges motivated the FCC's work on the National Broadband Plan.

CHAIRMAN GENACHOWSKI next discussed the FCC's goals and recommendations—particularly those that pertain to libraries, museums, and IMLS—included in the National Broadband Plan. One goal, he said, is to have at least one publicly available, one-gigabit public anchor institution in every community. According to CHAIRMAN GENACHOWSKI, the FCC set this goal with libraries in mind. The FCC also set the goals of having one million households with one hundred-megabit service or more by 2020 and of reaching universal broadband availability. To achieve these goals, CHAIRMAN GENACHOWSKI said, the FCC made a number of recommendations. For example, the FCC recommended transforming the Universal Service Fund, which was created to help universalize telephone service, to apply to broadband, as well as transforming the E-Rate program, which helps schools and libraries obtain affordable telecommunications and Internet access, to make sure that it meets the current needs of schools and libraries. In addition, he said, the FCC recommended that IMLS provide further support to libraries and museums in terms of ensuring adequate connectivity, hardware, and training so that libraries and museums can remain centers of connectivity for people who do not have broadband access at home. CHAIRMAN GENACHOWSKI also said that the FCC envisioned IMLS as playing a key role in training related to the Digital Literacy Corp, another recommendation from the Plan which would organize and train youth and adults to teach digital literacy skills to those who are less likely to have broadband at home.

CHAIRMAN GENACHOWSKI concluded by informing the board that the FCC looks forward to working with IMLS on all of these goals and recommendations. He commended the

Institute for its vision of libraries and museums as vibrant centers for digital activity, learning, and community service.

After CHAIRMAN GENACHOWSKI's presentation, he answered questions from the Board. BOARD MEMBER MARK HERRING asked if the National Broadband Plan obviated the need for a policy requiring "Net Neutrality," to which CHAIRMAN GENACHOWSKI replied that no, further measures would be necessary "to preserve the freedom and the openness of the Internet that has existed." BOARD MEMBER JEFF PATCHEN asked about the extent of resources necessary to implement the FCC's vision for broadband. CHAIRMAN GENACHOWSKI estimated that it would take as much as \$350 billion over the next decade, mainly coming from private investment. He also discussed currently available government funds that could be used to supplement the private investment required.

BOARD MEMBER WILLIAM J. HAGENAH asked if and how the FCC was motivating those who do have broadband access to learn to use it effectively. CHAIRMAN GENACHOWSKI responded that the answer was made up of many parts, such as training by the previously described Digital Literacy Corps, a similar mentor program of the Small Business Administration called SCORE, and the increasing extent of necessary online interactions with government agencies, which could all increase Internet literacy. MR. HAGENAH then asked at what point the FCC would conclude that a large enough percentage of households had broadband access, and therefore teachers should no longer hold back on assigning homework that requires such access for fear of disadvantaging some students. CHAIRMAN GENACHOWSKI mentioned the importance of libraries for addressing the need of students without home access, and stated his openness to hearing opinions from the Board on their answers to the question. MS. SEMMEL noted that providing access in libraries has been a driving force behind many IMLS projects. She thanked CHAIRMAN GENACHOWSKI for his comments and then called for a recess.

(RECESS)

Following the recess, MS. BITTNER briefly commented on CHAIRMAN GENACHOWSKI's presentation and discussed the role of IMLS in the National Broadband Plan. The Plan recommends that IMLS: (1) commit to increasing the capacity of institutions that build digital literacy within their communities; (2) provide additional funds to improve connectivity, enhance hardware, and train personnel of libraries; and (3) work with OMB to develop guidelines to ensure librarians have the training they need to help patrons use online government resources. MS. BITTNER applauded the FCC's work on the Plan and expressed the Institute's enthusiasm at the way the Plan highlights libraries, museums, and IMLS. She also noted that the "Opportunity for All" study, in conjunction with the Plan, provides an important platform for informing the work of the Institute. MS. BITTNER then introduced MR. MANJARREZ to discuss the findings of "Opportunity for All."

## **B. "Opportunity for All" Study**

MR. MANJARREZ began his report by informing the board that "Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries" tells the story of the transformation of a community service in a rapid time frame. He explained that this large-scale study looked at who uses public computers and Internet access in public libraries, the ways library patrons use this free service, why they use it, and how it affects their lives. Even though household penetration rates have increased dramatically in the past ten years, he said, people have continued to go to libraries and use public access terminals more than ever. In the past year alone, MR. MANJARREZ reported, nearly one-third of Americans ages 14 or older used a public library computer or wireless network to access the Internet at a public library. Of those people, sixty percent said they had access elsewhere, either at work or home. Teenagers ages 14 to 18 were the most active users, though Americans across all age groups reported that they access the Internet at the library. MR. MANJARREZ further reported that the most popular uses of the Internet at libraries included employment, education, health, and community connections. He then highlighted that libraries continue to be among the most trusted institutions to the public. He said that the information gathered from this study is new and groundbreaking, providing the Institute with an important tool for forging strategic partnerships moving forward.

Next, MS. CHUTE commented on the reception of "Opportunity for All" by the Public Library Association (PLA). Recounting her visit to the PLA in March, when the results of the study were released, she said that the findings had been extremely well received by the library community and beyond. She said that a member of the International City/County Management Association (ICMA), who had been in attendance when the results were presented, informed the Executive Director of the ICMA of the results of "Opportunity for All." The Executive Director then insisted that the findings be presented as soon as possible, before cities and towns finalized their budgets in late July. Responding to the great interest, the Institute conducted a webinar to in April, 2010 share the findings, drawing 170 participants.

MS. BITTNER then discussed the recommendations from "Opportunity for All." She explained that the report suggested that broadband planners consider libraries as a critical part of their plans. Indeed, she noted, the Institute had already presented the data at the Digital Inclusion Summit that was held by the FCC and the Knight Foundation leading up to the release of the National Broadband Plan. MS. BITTNER said that the report also recommended that policy be developed that takes into account the role libraries play in supporting education and informing people on important national issues such as the recently-passed healthcare legislation. She added that we need to improve the broadband infrastructure in libraries in order to achieve these purposes. Finally, MS. BITTNER informed the Board that the Institute and Jill Nishi, a representative from the Gates Foundation, would conduct a briefing for congressional staff regarding the "Opportunity for All" results on June 2, 2010.

## **VII. BOARD UPDATES CONTINUED**

Upon completion of the Board Program, MS. SEMMEL said that the meeting would continue with Board Updates and that MR. PATCHEN would introduce the "America Works" project.

MR. PATCHEN then explained that IMLS had partnered with the American Folklife Center at the Library of Congress, the American Folklore Society, and the National Council of Traditional Arts to develop “America Works,” a multiyear program that captures a portrait of America’s workforce in transition, emphasizing the value of work and workers. He introduced MS. NANCY ROGERS, from the Institute’s Office of Strategic Partnerships, and MS. PEGGY BULGER, Director of the American Folklife Center, to describe this exciting collaboration.

MS. ROGERS explained that “America Works” would be both a documentation project, creating a portrait of America at the beginning of the 21st century in the area of workforce changes, and a community-based project anchored by libraries and museums. She said that IMLS would bring its expertise to the project, helping libraries and museums develop projects to showcase the people and transformation of work in their communities. She said that, in addition to collecting oral histories, libraries could create exhibitions, lecture series, or community discussions around the theme of the project. The goal, MS. ROGERS explained, would be to capture a national portrait of the workforce as we move into the 21st century.

MS. BULGER commented that the “America Works” project would “put the emotional glue to [the] statistics” from the “Opportunity for All” study, gathering the stories that convey on a personal level the story told by the statistics. MS. BULGER then described several projects that are currently in the works at the American Folklife Center. She briefly highlighted the Center’s Veterans History Project, StoryCorps, and the Civil Rights History Project. She then drew the group’s attention to the Center’s Archie Green Fellowship Program. She said that this program had provided grants to three different folklorist researchers around the country to conduct oral history projects. The Center and IMLS will hold a Symposium on December 6, 7, 2010 to showcase the work of the Archie Green fellows as well as other projects that focus on 21st century learning. In addition, she said, the Center would work with Michigan State University and IMLS to conduct a project called “Oral History and the Digital Age.” MS. BULGER concluded her remarks by describing the partnership between the American Folklife Center and IMLS a “win-win situation,” one that fulfills and furthers both institutions’ missions.

After MS. SEMMEL thanked MS. ROGERS and MS. BULGER for their presentations, she said that BOARD MEMBER JAN CELLUCI would provide an update on the Institute’s involvement with the World Intellectual Property Organization (WIPO), a specialized agency of the United Nations dedicated to developing a balanced and accessible international intellectual property system.

MS. CELLUCI explained that, last year, MS. NANCY WEISS, IMLS’s General Counsel, joined the United States Delegation to WIPO’s Standing Committee on Copyright and Related Rights, which develops international norms and standards in the area of copyright and related rights. Now, she said, the Institute is a key player in making recommendations on international issues that affect museums and libraries. She then introduced MS. WEISS to discuss the Institute’s recent involvement in this area.

MS. WEISS explained that IMLS makes focused, strategic interventions at the international level to enhance museum, library, and information services. As an example, MS.

WEISS described the Institute's engagement in significant policy discussions at the United Nations level, regarding access to, the use of, and the future of the Internet, as part of the two phases of the U.S. World Summit on the Information Society. This Summit established principles and priorities that inform to the work of all of the United Nations agencies.

MS. WEISS then updated the Board on the Institute's strategic interventions at the United Nation's WIPO. MS. WEISS explained that the issue of limitations and exceptions to copyright protection is one of three agenda items at the WIPO Standing Committee on Copyright and Related Rights. She said that, in exploring this issue, the Standing Committee had prioritized limitations and exceptions for individuals with disabilities, libraries, archives, museums, and educational purposes. MS. WEISS reported that IMLS had been working with the White House, as well as the Patent and Trade and Copyright Offices, to ensure that U.S. positions recognize the importance and role of limitations and exceptions within the copyright system.

MS. WEISS explained that libraries, archives, and museums rely on limitations and exceptions to copyright protection to carry out their mission of preserving and making accessible materials, and that the proliferation of digital materials is providing many copyright-related issues for these institutions. To inform its discussion on exceptions for libraries and archives, WIPO engaged Dr. Kenneth D. Crews of Columbia University to compile library exceptions throughout the world. Dr. Crews evaluated statutes from 149 countries, noting exceptions for research and study, preservation, replacement, document supply and interlibrary loan, and anti-circumvention technology. The Standing Committee is now surveying countries to gathering in-depth information on how the limitations and exceptions are used in practice.

MS. WEISS then described the Standing Committee's work on access to materials for the blind and print-disabled. At the request of the White House, MS. WEISS had recently worked with a small team of other members of the U.S. Government to draft an international consensus instrument to promote access to and the exchange of accessible materials across borders. MS. WEISS said that the U.S. consensus instrument would be "tabled" (introduced) at the upcoming meeting of the Standing Committee on June 21, 2010.

Following up on MS. WEISS's comments on accessibility, MS. SEMMEL said that on June 10, 2010, IMLS staff had gone to the White House to present on what the Institute has been doing in the area of museums and accessibility. She added that the Institute had started an accessibility working group, composed of staff members from all departments, and that the Institute would soon ramp up its training activities with regard to accessibility. She also reminded the Board that the Institute continues to award grants in this area.

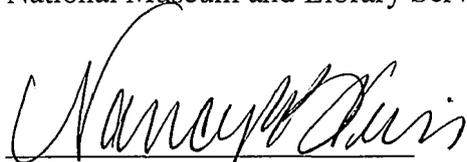
MS. SEMMEL went on to discuss the Institute's activities with regard to conservation in Haiti. She informed the Board that the Institute, along with the President's Committee on Arts and Humanities, the National Arts and Humanities Endowments, the Smithsonian Institute, and the Broadway League, had supported a major project to send a group of trained conservators to Haiti to start working actively on the conservation and preservation of cultural works that were endangered as a result of the earthquake. MS. SEMMEL explained that she would be joining a group on a visit to Haiti on July 7th and 8th.

MS. BITTNER then provided a brief update on the Institute's role in the broadband infrastructure. She explained that the Institute had created a Wiki called UpNext, which was open to the public for 10 weeks. MS. BITTNER said that the Wiki, which drew 7,500 unique visits, was a place for the Institute to engage in a larger conversation about themes raised at its meeting with the National Academies of Science. MS. BITTNER also told the Board that IMLS had started a Twitter account with the goal of posting one Tweet per day. She reported that the Institute was in fact posting more than one Tweet per day and that the IMLS account had garnered approximately 600 followers.

Finally, MS. CELLUCI took a moment to recognize several of her colleagues on the Board. She thanked her colleagues Beverly Allen, Kim Wang, Amy Owen, Gail Daly, and Will Green for serving beyond their terms of service and for being dedicated, prepared, and engaged members of the National Museum and Library Services Board.

### **VIII. ADJOURN**

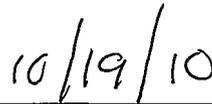
Following her closing remarks, MS. SEMMEL adjourned the 20th Meeting of the National Museum and Library Services Board at approximately 12:00 p.m.



NANCY E. WEISS

Secretary

National Museum and Library Service Board



Date

**MINUTES OF THE TWENTY-FIRST MEETING  
OF THE  
NATIONAL MUSEUM AND LIBRARY SERVICES BOARD  
INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**OCTOBER 19, 2010**

**Institute of Museum and Library Services  
9th Floor, Board Room  
1800 M Street, NW  
Washington, DC**

Board Members Present

Marsha Semmel,  
Acting Director of the Institute of Museum and Library Services

Katherine M.B. Berger  
John Coppola  
Carla Hayden  
Mary Minow  
Jeffrey H. Patchen  
Sandra Pickett  
Winston Tabb

Karen Brosius  
William J. Hagenah  
Ioannis N. Miaoulis  
Douglas G. Myers  
Lotsee Patterson  
Lawrence Pijaux  
Robert Wedgeworth

Mary L. Chute, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Julia W. Bland  
Mark Y. Herring  
Katina Strauch

Janet Cellucci  
Christina Orr-Cahall

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# **P-R-O-C-E-E-D-I-N-G-S**

**OCTOBER 19, 2010**

MS. MARSHA SEMMEL, Acting Director of the Institute of Museum and Library Services (“Institute” or “IMLS”), called the Twenty-First Meeting of the National Museum and Library Services Board (“Board”) to order at 9:30 a.m. She noted that a quorum was present.

## **I. WELCOME**

ACTING DIRECTOR SEMMEL opened the Meeting by describing the swearing-in ceremony that had taken place the previous evening, during which David S. Ferreiro, Archivist of the United States, administered the oath of office to the six newest Members of the Board: John Coppola, Dr. Carla Hayden, Mary Minow, Dr. Lawrence J. Pijeaux, Jr., D. Winston Tabb, and Robert Wedgeworth.

MS. SEMMEL then provided an update on two recent IMLS projects. She first updated the Board on *Connecting to Collections: A Call to Action*, a national initiative launched by Dr. Anne Radice, the previous Director of IMLS, to raise public awareness and inspire action for the preservation of collections for future generations. She reminded the Board that the initiative was developed in response to the *Heritage Health Index Report on the State of America's Collections*, a comprehensive study that concluded immediate action was needed to preserve the nation's museum, library, and archival collections. MS. SEMMEL then reported that the Institute had recently published *Connecting to Collections: A Report to the Nation*, which describes the activities carried out by IMLS to address the acute preservation needs exposed in the *Heritage Health Index Report*. In partnership with Heritage Preservation and the American Association for State and Local History, IMLS is now hosting a webinar series, including an online book club (using the *Connecting to Collections Bookshelf*), which involves hundreds of participants from a variety of libraries, museums, and archives seeking to enhance collections stewardship at their institutions. MS. SEMMEL anticipates that the communities created around *Connecting to Collections* will continue to grow. To complete her remarks on cultural heritage preservation, MS. SEMMEL recounted her trip to Haiti as part of a delegation of cultural officials assembled by the Smithsonian Institution and the President's Committee for the Arts and the Humanities. She noted the important conservation work of the American Institute for Conservation of Historic and Artistic Works-Collections Emergency Response Team (“AIC-CERT”) that was being performed in Haiti. IMLS supported AIC-CERT's efforts to assess the country's artwork damaged by the January earthquake.

MS. SEMMEL then informed the Board about a recent partnership between IMLS and StoryCorps, a nonprofit organization whose mission is to provide Americans of all backgrounds and beliefs with the opportunity to record, share, and preserve the stories of their lives. MS. SEMMEL explained that, under IMLS's agreement with StoryCorps, the staff of StoryCorps traveled to winners of the 2009 National Medal for Museum and Library Services to document through the recording of personal stories the ongoing impact of these institutions. By way of example, MS. SEMMEL played for the Board an edited interview recorded during StoryCorps's

visit to the Braille Institute Library in Los Angeles. MS. SEMMEL said that the agreement with StoryCorps will continue in 2011 for the benefit of 2010 National Medal recipients.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twentieth Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

MS. SHANNON HENSLER, the Institute's Chief Financial Officer, delivered the Institute's financial update. She reported that IMLS was in the midst of its Fiscal Year 2010 financial audit and informed the Board that Leon Snead & Company, IMLS's external auditor, had visited IMLS in August for interim testing and was satisfied with the results of the testing, thus, IMLS was on target for its fifth consecutive clean audit opinion. She said that IMLS continues to file timely and accurate quarterly reports with the Department of Treasury and the Office of Management and Budget.

## **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Deputy Director for Policy, Planning, Research, and Communications, reported that Congress had not completed its work on IMLS's Fiscal Year 2011 appropriations and the Institute would continue to operate under a continuing resolution through December 3, 2010. She reminded the Board that President Obama had requested over \$265 million in Fiscal Year 2011 appropriations for IMLS programs. The House Appropriations Subcommittee had proposed the same level of funding, but the full House Appropriations Committee had not yet acted on an appropriations bill. MS. BITTNER further reported that the Senate Appropriations Committee had also recommended the same level of funding, with slight line item adjustments.

## **V. BOARD PROGRAM: MUSEUMS, LIBRARIES, AND STEM LEARNING**

MS. SEMMEL then invited BOARD MEMBER DR. IOANNIS MIAOULIS to moderate the Board Program on Science, Technology, Engineering and Math ("STEM") learning, noting that his background in science and technology education made him ideal to lead the discussion.

DR. MIAOULIS introduced the Program by describing the challenges he sees in the current school science curriculum for children, which, he observed, privileges teaching about the "natural" world over the "human-made" world. He described the disconnect between the science that is taught in schools and the science that explores "how things work," or the "technology and engineering" components of STEM.

DR. MIAOULIS expressed his optimism for the future, noting White House interest in improving the entire STEM curriculum. He observed that non-traditional institutions of learning, such as museums and libraries, have the capacity to play significant roles in technology and

engineering education and shared his enthusiasm for the Institute's focus on STEM learning. DR. MIAOULIS then introduced the first guest speaker, DR. JEAN MOON, Senior Scholar for Education Strategy and Planning of the National Academies of Science.

DR. MOON began her remarks by supporting DR. MIAOULIS's observations about the importance of the recent shift in national policy to embrace STEM education. She discussed the need for STEM education to catch up with "the now." DR. MOON described two types of gaps that have impeded American society's ability to move forward in STEM. First, STEM subjects are taught in ways that do not reflect how these fields are practiced today. Second, there is a significant gap between in school and out-of-school science learning.

DR. MOON praised the new IMLS-MacArthur Foundation partnership that aims to bring STEM learning and experimentation into the everyday, out-of-school experience of young people. She said the overarching goal should be to develop STEM knowledge across individual life spans and to achieve a coherent view of the natural sciences and engineering. DR. MOON then described recent publications of the National Research Council, which include: *Taking Science to School*; *Ready, Set, Science!: Putting Research to Work in K-8 Science Classrooms*; *Learning Science in Informal Environments: People, Places, and Pursuits*; *Surrounded by Science: Learning Science in Informal Environments*, and the upcoming publication, *Conceptual Framework for New Science Education Standards*. IMLS participated in the planning of *Learning Science in Informal Environments* and funded *Surrounded by Science*. These publications synthesize recent research and promising practices taking place in K-12 schools and out-of-school science programs. She concluded her remarks by asking the Board to consider ways in which museums and libraries can work to close the gaps in STEM education.

DR. CARL WEIMAN, Associate Director of Science in the White House Office of Science and Technology Policy, reiterated that STEM education is a very important priority to President Obama, both for building a competitive 21<sup>st</sup> century workforce and developing a scientifically literate citizenry. DR. WEIMAN noted that both the formal school system and informal learning environments like museums and libraries must "do more and better" to reach these goals. He explained that acquiring STEM expertise requires thousands of hours of intense effort and that both formal and informal educational settings must find ways to motivate strong interest in young people to develop STEM knowledge. DR. WEIMAN observed that museums, and in certain circumstances, libraries, are particularly well suited to supporting motivated STEM learning. He recommended that museums find ways to create exhibitions that will both maintain student interest and participation and engage them in scientific thinking and processing.

MR. RON OTTINGER, Executive Director of the Noyce Foundation, which is dedicated to improving STEM learning, described the mission and four major efforts of the Foundation. First, the Foundation is studying the outcomes and evidence of informal, afterschool, and out-of-school science learning and developing data collection tools to assess the effectiveness of these educational settings. Second, in partnership with IMLS, the Foundation established the Noyce Leadership Institute, which assists leaders of science centers and related institutions in providing greater effectiveness and community impact. Third, the Foundation is supporting collaborative efforts among science centers, children's museums, libraries, and other community learning organizations and helping to strengthen the STEM programs of national organizations, such as

the National 4-H Council and Girls, Inc., as well as those of selected statewide STEM learning networks. And fourth, the Foundation is working with states to link informal and out-of-school science activities with the Department of Education's Race to the Top state education STEM incentives.

DR. MIAOULIS then opened the floor to discussion. He queried the panelists for their thoughts on whether the current STEM conversation emphasizes science over engineering. DR. WEIMAN noted that in grades K-12, science and engineering overlap significantly and emphasized the importance of ensuring that concepts relevant to both subjects are explained to students. He added that distinctions between the subjects become more relevant at more advanced education levels. MR. OTTINGER described programs such as Techbridge, a California-based program that teaches science and engineering to middle school girls and which the Noyce Foundation is helping to scale nationally through the Girl Scouts network.

BOARD MEMBER ROBERT WEDGEWORTH inquired whether new STEM-based curricula will be more effective in helping students understand basic math concepts. MR. OTTINGER responded that new math standards focusing more on concepts than functions allow teachers more flexibility. BOARD MEMBER WINSTON TABB noted that schools are tailoring courses to meet the needs and interests of both science and non-science majors.

BOARD MEMBER MARY MINOW asked whether online social networking is helping students who live outside robust STEM education geographic areas to access these types of materials via the Internet. DR. WEIMAN responded that he had started an online interactive simulations program for distance science learning, but noted that we are still a long way from using the Internet's full potential for providing remote education. MR. OTTINGER and DR. WEIMAN agreed that training via the Internet will become important, but that more research must be done on the methods that work best. MS. SEMMEL then briefly described IMLS's partnership with the MacArthur Foundation, in support of the President's "Educate to Innovate" initiative, that will create 30 youth learning labs in libraries and museums across the country.

(RECESS)

## **VI. BOARD UPDATES**

After a brief recess, MS. SEMMEL reconvened the Board for updates on the Institute's programs and priorities.

### **A. MAKING THE LEARNING CONNECTION: MUSEUMS, LIBRARIES, AND 21ST CENTURY SKILLS**

MS. SEMMEL introduced BOARD MEMBER KAREN BROSIUS to update the Board on *Making the Learning Connection*, an IMLS initiative that aims to help communities across the nation assess their needs and contribute to a shared vision about 21<sup>st</sup> century skills. The initiative will be carried out through an eight-city workshop tour, a national contest, new online tools and resources, and a series of interactive webinars. MS. BROSIUS described the workshop tour,

which was launched in Baltimore, Maryland in June, and, specifically, her participation in the second workshop held in Columbia, South Carolina. The all-day workshop, which took place in August, involved discussions with community and institutional leaders about the learning landscape in Columbia, building awareness of 21<sup>st</sup> century skills, and generating momentum to further those skills in the Columbia community.

MS. BROSIUS reported that the outcome of the workshop was the decision by participants to map the services being offered at each institution to avoid duplication of effort, identify gaps in services, and maximize collaboration for greater community impact. MS. BROSIUS said that the program has led to a new working group listserv that is moving forward on a new collaborative learning agenda for the region.

BOARD MEMBER CARLA HAYDEN, who had participated in the first workshop in Baltimore, noted that many of the community leaders were introduced to each other for the first time at the workshop and had not previously had an opportunity to discuss collaboration.

MS. SEMMEL announced that subsequent workshops would be held in San Francisco, California on November 4, 2010, and in Miami, Florida on December 8, 2010.

## **B. IMLS/DEPARTMENT OF LABOR PARTNERSHIP**

MS. SEMMEL then asked MS. HAYDEN to speak to the Board about the national study entitled, *Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries*, which was conducted by the University of Washington Information School and IMLS, with support from the Bill and Melinda Gates Foundation. The study, conducted in 2009, surveyed public library visitors by telephone and online surveys and gathered data from four case studies. It found that approximately 169 million people over the age of 14 regularly use public libraries, nearly half of whom are library Internet users. She noted that one of the most popular uses of public library Internet connection is for employment-related purposes.

MS. BITTNER explained that the study led to an IMLS partnership with the Department of Labor's Employment and Training Administration ("ETA") to promote data and resource sharing between the public workforce system and public libraries.

## **C. NATIONAL BROADBAND PLAN UPDATE**

MS. SEMMEL then provided an update on IMLS's efforts to meet the National Broadband Plan's mandate for IMLS to develop guidelines for public access technology based on populations served and organization size. She said that IMLS would be working with the University of Washington Information School and its partner, the International City/County Management Association, to identify the characteristics of digitally inclusive communities in order to foster digital inclusion within underserved communities. DR. JOYCE RAY, the Institute's Associate Deputy Director for Library Services, added that the initial phase of the initiative would be focused on helping communities develop community-specific standards for providing digital inclusion services.

BOARD MEMBER SANDY PICKETT noted that the Gates Foundation is doing related work in Texas. BOARD MEMBER LOTSEE PATTERSON reminded the Board that, at the previous Board meeting, THE HONORABLE JULIUS GENACHOWSKI, Chairman of the Federal Communications Commission, said that providing broadband access to rural America is an important objective of the National Broadband Plan. MR. TABB inquired if IMLS's broadband access-related work involves museums or whether it is focused mainly on libraries. MS. SEMMEL responded that the provision of technology access is not generally viewed as an essential function of museums, though the museum community is starting to apply its resources toward promoting digital literacy. BOARD MEMBER WILLIAM HAGENAH analogized libraries with broadcast networks because of the role of libraries in providing broad Internet access; museums, he observed, are more akin to content providers in that museums aim to digitize and disseminate their collections online.

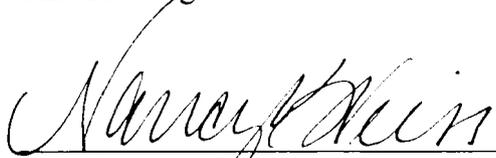
#### **D. WIPO UPDATE**

MS. MINOW then introduced MS. NANCY E. WEISS, the Institute's General Counsel, to summarize a briefing at the White House that had taken place the previous day. MS. WEISS reported that KAREEM DALE, the President's Special Assistant for Disability Policy, had convened a meeting of stakeholders to discuss recent efforts at the United Nations World Intellectual Property Organization (WIPO) to facilitate cross-border exchange of accessible materials for individuals with print disabilities. She explained that, because accessible-format copies of published materials are made pursuant to exceptions within national copyright laws, which vary in scope among WIPO member states, it often is difficult to transfer accessible materials from one country to another. This means that accessibility efforts must be duplicated in each nation, and, as a result, less than five percent of published materials are made available in accessible-formats. MS. WEISS explained that a variety of proposals, including draft treaties and a joint recommendation interpreting the Berne Convention for the Protection of Literary and Artistic Works, an international agreement governing copyright, had been introduced at WIPO to address this problem. The United States has proposed a consensus instrument would require that the signatory nations to the Berne Convention interpret the international agreement in a way that permits countries to recognize each others' domestic exceptions and facilitate cross-border exchange of special-format materials. She stressed the fact that policy changes are slow, and no official decision on the matter had yet been made by WIPO's Standing Committee on Copyright and Related Rights, the governing authority on this topic.

MS. WEISS also informed the Board that IMLS has funded a study entitled, "The Impact of Copyright Policy on Innovation in the Digital Era," that will be carried out by the National Academies Board on Science, Technology, and Economic Policy. She explained that the study will gather research on how varying levels of copyright protection affect innovation in the digital environment. She explained that, as creators, distributors, and users of content, museums and libraries are in a unique position to provide insight on this topic.

**VII. ADJOURN**

MS. SEMMEL then thanked Board Members for attending and adjourned the Twenty-First Meeting of the National Museum and Library Services Board at 12:30 p.m.

  
\_\_\_\_\_  
NANCY E. WEISS  
Secretary  
National Museum and Library Service Board

02/25/11  
\_\_\_\_\_  
Date

**MINUTES OF THE TWENTY-SECOND MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**  
**FEBRUARY 25, 2011**

**Institute of Museum and Library Services**  
**9<sup>th</sup> Floor, Board Room**  
**1800 M Street, NW**  
**Washington, DC**

Board Members Present

Susan H. Hildreth, Chairperson  
Director of the Institute of Museum and Library Services

Katherine M. B. Berger  
Julia W. Bland  
John Coppola  
William J. Hagenah  
Carla Hayden  
Mark Y. Herring  
Mary Minow  
Douglas G. Myers

Christina Orr-Cahall  
Jeffrey H. Patchen  
Lotsee Patterson  
Sandra Pickett  
Lawrence J. Pijaux  
Harry Robinson  
D. Winston Tabb

Mary L. Chute, Deputy Director, Institute of Museum and Library Services  
Marsha Semmel, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Karen Brosius  
Jan Cellucci  
Ioannis N. Miaoulis

Katina Strauch  
Robert Wedgeworth

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# **P-R-O-C-E-E-D-I-N-G-S**

## **FRIDAY FEBRUARY 25, 2011**

CHAIRPERSON SUSAN H. HILDRETH, Director of the Institute of Museum and Library Services (“Institute” or “IMLS”), called the Twenty-Second Meeting of the National Museum and Library Services Board (“Board”) to order at 9:30 a.m. She noted that a quorum was present.

### **I. WELCOME**

CHAIRPERSON HILDRETH opened the meeting by expressing her thanks and appreciation to the Board and IMLS staff for their participation in her swearing-in ceremony the previous evening. The Honorable Stephen G. Breyer, Associate Justice of the United States Supreme Court, administered the oath of office at the Martin Luther King Branch of the D.C. Public Library, and Chairperson Hildreth was welcomed to her new position by: Senator Jack Reed of Rhode Island; Rajiv Shah, Administrator of the U.S. Agency for International Development; Lawrence Strickling, Assistant Secretary for Communications and Information at the Department of Commerce; Rachel Goslins, Executive Director of the President's Committee on the Arts and Humanities; Ginnie Cooper, DC Chief Librarian; and Doug Myers on behalf of the Board.

CHAIRPERSON HILDRETH said that IMLS is well poised to continue its critical work in supporting museums and libraries in the 21<sup>st</sup> century.

### **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twenty-First Meeting of the National Museum and Library Services Board.

### **III. FINANCIAL UPDATE**

MR. JUSTIN ESTOQUE, the Institute’s Chief Operating Officer, delivered the Institute’s financial update. He reported that IMLS had received an unqualified, “clean” audit opinion on its financial records and statements for Fiscal Year 2010. He observed that this was IMLS’s fifth consecutive clean audit determination, and reported that IMLS has continued to file timely and accurate quarterly reports with the Department of Treasury and the Office of Management and Budget.

MR. ESTOQUE then provided an update on the Institute’s interagency agreement with the Department of Education to transition IMLS grants operations to a new grants management system. The transition is scheduled to begin in March and is expected to be completed within a year. He concluded his report by reminding the Board that, on February 14, 2011, President Obama had requested \$242,605,000 in Fiscal Year 2012 appropriations for IMLS. CHAIRPERSON HILDRETH added that, following the President's budget announcement, IMLS

had convened a meeting of service organizations and stakeholders to provide additional information and address their questions.

#### **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Deputy Director for Policy, Planning, Research, and Communications, reported that Congress had passed the Museum and Library Services Act of 2010, which reauthorizes the Institute's programs and activities, with strong bipartisan support in both Congressional houses. It was passed by the Senate by unanimous consent and by voice vote in the House of Representatives. The President signed the Act into law on December 22, 2010, which, she noted, was the same day that CHAIRPERSON HILDRETH's nomination was confirmed by the Senate. MS. BITTNER highlighted some key aspects of the new authorization, including its focus on digital literacy, workforce development, data collection, and leveraging collaboration opportunities at both State and Federal levels for library and museum programs.

MS. BITTNER then provided an update on the status of the Institute's Fiscal Year 2011 appropriations bill. She reported that a bill, which had been passed by the House of Representatives and which was under consideration in the Senate, would provide the same level of support for IMLS programs as the Institute's Fiscal Year 2010 appropriations, except for slight line item adjustments.

#### **V. BOARD UPDATES**

##### **A. MUSEUMS COUNT DATA COLLECTION**

MS. BITTNER introduced MR. CARLOS MANJARREZ, the Institute's Associate Deputy Director for Policy, Planning, Research, and Communications, to report on the Institute's Museums Count project, an initiative that seeks to develop a comprehensive database of every museum in the Nation. MR. MANJARREZ explained that data collected by the Institute would be used to assess the social and economic impact of the museum sector, identify best practices, and facilitate more evidence-based policy research in the field by making data more widely available, which, he noted, was an important priority of the Obama Administration. The Institute is currently surveying approximately 3,000 households on their perceptions and attitudes about museum services and access to these services. MR. MANJARREZ explained that the Museums Count collection would be performed entirely online. The Institute is working with three contractors on the project: International Information Associates, to create the information architecture and gather basic information on museums throughout the nation, and, in tandem with this effort, the White Oak Institute and the American Association of Museums, to develop standard data definitions in collaboration with the museum field. As an example of how basic identifying information such as institutional location might be used for planning and policymaking purposes, MR. MANJARREZ presented a map showing the spatial relationship between health professional shortage areas and public library locations throughout the United States.

CHAIRPERSON HILDRETH observed that the mapping analysis could be used to identify the areas where local libraries are providing much needed access to medical information

and where expanded broadband networks are needed to facilitate this critical library function. BOARD MEMBER SANDY PICKETT observed that libraries and museums must improve upon demonstrating their impact in supporting essential services.

## **B. NATIONAL BROADBAND PLAN**

CHAIRPERSON HILDRETH then invited MS. PICKETT to provide an introduction regarding IMLS's efforts to meet the National Broadband Plan's mandate to develop guidelines for fostering digital inclusion in underserved communities. MS. PICKETT reported that the Institute had completed the development of the initial version of the guidelines, entitled *Framework for Digitally Inclusive Communities*, and would continue to work with the University of Washington and the International City/County Management Association to complete the *Framework* under an extended cooperative agreement.

MS. MARY CHUTE, the Institute's Deputy Director for Library Services, explained that the *Framework* is intended as an aspirational document that sets forth a vision and plans of action for communities to achieve digital inclusiveness regardless of their size and location. The Institute has formed two constituent groups to help complete the *Framework*: the Digital Inclusion Working Group, a 16 member group who are the chief authors of the *Framework*, and the Digital Inclusion Network, a 70-75 member group representing the views of the greater IMLS constituent network. The Institute also plans to seek comment on the *Framework* from Federal partners, such as the National Telecommunications and Information Administration, the Department of Housing and Urban Development, and the Department of Education, to ensure that the *Framework* will have the broadest possible reach. The Institute anticipates release of the final version of the *Framework* at the end of April.

CHAIRPERSON HILDRETH noted that collaboration on the *Framework's* development had brought together two distinctly separate information service provider communities -- libraries and public access computer centers -- to work toward the shared goal of helping more people access the full range of information and opportunities available online. MS. CHUTE added that the Institute will be working closely with the Bill & Melinda Gates Foundation, which is also involved in supporting the national broadband effort.

BOARD MEMBER TINA ORR-CAHALL inquired whether the Institute intends to seek input on the *Framework* from the museum community. MS. CHUTE responded that the National Broadband Plan mandate specifies libraries and community-based organizations, generally viewed as local public technology centers. CHAIRPERSON HILDRETH stated that museum representatives would be added to the Digital Inclusion Network for input from the museum community.

BOARD MEMBER CARLA HAYDEN asked about the intended impact of the *Framework*. MS. BITTNER responded that the document is meant to be a policy tool for community leaders and public administrators to assess their community's needs and capacity for public access technology. CHAIRPERSON HILDRETH added that the *Framework* is intended to give both State and Federal policymakers an understanding of how communities could be highly effective when high-speed access to digital resources is available to everyone.

### **C. WORLD INTELLECTUAL PROPERTY ORGANIZATION (WIPO)**

BOARD MEMBER MARY MINOW then introduced MS. NANCY WEISS, the Institute's General Counsel, to provide an update on developments at the United Nations World Intellectual Property Organization ("WIPO"). MS. WEISS reported that, in November, the WIPO Standing Committee on Copyright and Related Rights ("SCCR") had adopted a two-year work program on limitations and exceptions in international copyright protection. The program includes text-based work with the objective of reaching agreement on appropriate exceptions and limitations for persons with print disabilities and other reading disabilities, as well as appropriate exceptions and limitations for libraries, archives, educational, teaching and research organizations, and persons with other disabilities.

MS. WEISS explained that libraries and museums rely on limitations and exceptions to intellectual property rights to carry out their public service role of advancing access to information, preserving and disseminating knowledge, and encouraging creativity and innovation. Because IMLS is charged by law with the development and implementation of policy to ensure the availability of museum and library services and a significant source of support for services to individuals who are blind or print disabled, the agency has a special interest in the SCCR's current negotiations.

She reminded the Board about ongoing efforts at WIPO to facilitate cross-border exchange of special-format materials for print-disabled persons. She explained that, because accessible copies of published materials are made pursuant to domestic exceptions to copyright laws, accessibility efforts must be duplicated in each nation, resulting in a very small percentage of published materials being made available in accessible formats. She explained that this topic would be the focus for discussion at the June meeting of the SCCR; and limitations and exceptions for libraries and archives would be the focus of a meeting in November. She noted that the International Federation of Library Associations and Institutions ("IFLA") is working on a draft treaty proposal in preparation for the November meeting.

MS. WEISS further reported on developments of the WIPO Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore ("IGC"), which has a mandate to undertake text-based negotiations with the objective of reaching agreement on an international legal instrument or instruments that would ensure the effective protection of traditional knowledge, traditional cultural expressions/folklore and genetic resources. The IGC has released draft articles for an international instrument on the protection of traditional cultural expressions, which would be the key topic of the IGC meeting in May. She stressed that international consensus-making on legal protections that should be accorded to these forms of intangible property will be challenging, especially given that the current intellectual property system may not be geared to protect these new categories of intangible property. She said that the recognition of new intellectual property rights could impact the work of museums and libraries. At the request of the Library Copyright Alliance, whose members include the American Library Association, the Association of Research Libraries, and the Association of College and Research Libraries, the U.S. Government would be convening a meeting of stakeholders on March 31<sup>st</sup> to discuss the draft provisions.

BOARD MEMBER WINSTON TABB observed that the copyright system was founded on the need for balancing the interests between content owners and users. MR. TABB said that the lack of cross-border harmonization of copyright limitations and exception has been a significant obstacle for libraries. By way of example, he described a situation involving the Queens Public Library in New York, which serves a large Russian-speaking population. The Library could not bring books that had been recorded for the blind from Russia and had to duplicate recording efforts here in the United States. He then described a study commissioned by WIPO, which revealed that numerous countries have either no exceptions or limitations for libraries and archives in their national copyright legislation or have only minimal general provisions. MR. TABB also highlighted the important contributions of IMLS to the U.S. delegation to WIPO.

#### **D. MAKING THE LEARNING CONNECTION: MUSEUMS, LIBRARIES, AND 21ST CENTURY SKILLS**

CHAIRPERSON HILDRETH then invited BOARD MEMBER HAYDEN to provide an introduction to the update on *Making the Learning Connection*, an IMLS initiative that helps communities assess their needs and contribute to a shared vision about 21<sup>st</sup> century skills. DR. HAYDEN said that she participated in the first workshop of a multi-city workshop tour that was held in Baltimore, Maryland, which helped local museum and library leaders recognize important collaboration opportunities. She noted that the four subsequent workshops, which took place in San Francisco (California), Miami-Dade (Florida), Chicago (Illinois), and Albuquerque (New Mexico), also helped build awareness in local community leaders about how they can work together to cultivate the creativity, critical thinking, collaboration, and communications skills that individuals need to be successful in the 21st century.

MS. MARSHA SEMMEL, the Institute's Deputy Director for Museum Services and Strategic Partnerships, reported that IMLS had also been holding *Making the Learning Connection* webinars and that useful resources, including an online self-assessment tool, developed during the course of the workshop tour would be made available on the IMLS website. BOARD MEMBER JOHN COPPOLA, who participated in the Miami-Dade workshop, said that workshop participants expressed interest about how to assess the impact of 21st century skills. MS. MINOW said that she had witnessed first-hand the relationships being born between libraries and museums in the workshop held in San Francisco.

MS. SEMMEL also provided an update on IMLS's *Educate to Innovate* partnership with the John D. and Catherine T. MacArthur Foundation to fund up to thirty digital media youth learning laboratories focused on participatory learning in libraries and museums across the country. A request-for-proposals has been issued for a cooperating partner to manage the learning lab program. MS. SEMMEL anticipates that the process for selecting the cooperator would be completed this spring. She added that the MacArthur Foundation would be convening a meeting of its digital media and learning grantees to discuss ways that project models like the youth learning laboratories can be brought to scale.

## **VI. BOARD PROGRAM: LIBRARIES, MUSEUMS, AND CIVIC ENGAGEMENT**

CHAIRPERSON HILDRETH then introduced MS. SONAL SHAH, Director of the White House Domestic Policy Council's Office of Social Innovation and Civic Participation (the "Office" or "SICP"). The Office has three mission areas: (1) promoting service as a solution and a way to develop community leaders; (2) increasing investment for innovative solutions that demonstrate results; and (3) developing new, innovative models for partnership and bringing these innovations to scale. CHAIRPERSON HILDRETH that MS. SHAH's briefing on the priorities of the Office would help inform the development of the Institute's five-year strategic plan.

MS. SHAH began her remarks by noting the successful partnerships between the White House and IMLS, which include the *Educate to Innovate* and *Let's Move* initiatives. She then provided a brief overview of the three aspects of SICP programs: financing, partnership, and civic engagement. She described two examples of SICP's financing approach, which she referred to as "innovation funds." One such fund is the Social Innovation Fund, run by the Corporation for National and Community Service, which invests in intermediary organizations that identify promising, innovative solutions in communities and build capacity for scaling. Another fund is the Department of Education's Investing in Innovation ("I3") Fund, which provides competitive grants to local educational agencies and nonprofit organizations with a record of improving student achievement in order to expand the implementation of, and investment in, innovative best practices. For 2011 and 2012, SICP is also looking at two proposed innovation funds in the area of 21<sup>st</sup> century skills job training and development.

MS. SHAH then described the match requirements of SICP programs, which are incorporated to every stage of a program where Federal financing occurs. The Social Innovation Fund has a three-to-one match, and the Department of Education's I3 Fund requires a one-to-one match. In addition to leveraging non-Federal financial resources to support these important initiatives, the matching requirements bring community foundations and local funders to the table. The Gates Foundation is one of the I3 Fund's private match partners.

MS. SHAH then highlighted the *text4baby* project, as an example of a successful public-private partnership model that SICP helps support. The *text4baby* project is a free mobile health service that provides timely and expert health information via SMS text messages, in both English and Spanish, to pregnant women and new moms. She said that as much as eighty percent of low-income mothers use wireless text messaging services instead of the Internet. The project was developed through partnership with Johnson & Johnson, the National Healthy Mothers, Healthy Babies Coalition, the Department of Health and Human Services, the Department of Defense, and wireless phone providers.

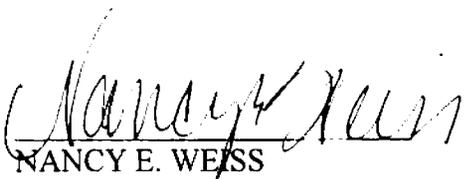
MS. SHAH concluded her remarks by stating that civic engagement at the community level is essential for the success of SICP programs. She highlighted two of these projects, one that involves partnering with state and local governments to reduce rates of recidivism of criminal activity, and another that partners with for-profit social entrepreneurship companies such as Revolution Foods, which aims to provide healthy meal options in low-income schools.

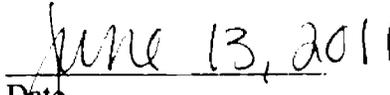
A discussion then followed about IMLS initiatives that support programs of social change through education and workforce development and how IMLS could play a greater role in helping to solve pressing social problems like those MS. SHAH described. She observed that the pending reauthorization of the Elementary and Secondary Education Act could present an opportunity for the Institute to increase its role in supporting early learning programs. She also recommended that the Institute coordinate with Mr. Roberto Rodriguez, who serves as Special Assistant to President Obama for Education, on early learning intervention programs and with the White House Office of Science and Technology Policy on methods of spurring community innovation. CHAIRPERSON HILDRETH observed that IMLS is poised to leverage the strong infrastructure of museums and libraries in this country, especially given the Institute's enhanced authority to advise Congress and the President and to conduct policy research, analysis, and data collection. MS. SHAH said that data research and analysis and improving metrics for impact assessment are also priorities for SICIP and the White House.

CHAIRPERSON HILDRETH concluded the Board program by stating that the Institute would incorporate some of the ideas and recommendations discussed with MS. SHAH into its strategic plan and pursue opportunities to partner with SICIP and other White House Offices on projects aimed at improving the welfare of communities.

## **VII. ADJOURN**

Following her closing remarks, CHAIRPERSON HILDRETH said that the next Board would be held on October 24<sup>th</sup> and 25<sup>th</sup>. She then adjourned the Twenty-Second Meeting of the National Museum and Library Services Board at approximately 12:30 p.m.

  
NANCY E. WEISS  
Secretary  
National Museum and Library Service Board

  
Date

**MINUTES OF THE TWENTY-FOURTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**OCTOBER 24, 2011**

**La Fonda Hotel**  
**100 East San Francisco Street**  
**Santa Fe, New Mexico**

Board Members Present

Susan H. Hildreth, Chairperson  
Director of the Institute of Museum and Library Services

Katherine M.B. Berger  
John Coppola  
Carla Hayden  
Christine Orr-Cahall  
Lotsee Patterson  
Winston Tabb

Julia Bland  
Karen Brosius  
Mary Minow  
Jeffrey H. Patchen  
Sandra Pickett  
Robert Wedgeworth

Mary L. Chute, Deputy Director, Institute of Museum and Library Services  
Claudia French, Deputy Director, Institute of Museum and Library Services

Board Members Not Present

Janet Cellucci  
Mark Herring  
Doug Myers  
Harry Robinson, Jr.

Will Hagenah  
Ioannis Miaoulis  
Lawrence Pijoux, Jr.  
Katina Strauch

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## **P-R-O-C-E-E-D-I-N-G-S**

**OCTOBER 24, 2011**

CHAIRPERSON SUSAN H. HILDRETH, Director of the Institute of Museum and Library Services (“Institute” or “IMLS”), called the Twenty-Fourth Meeting of the National Museum and Library Services Board (“Board”) to order at 1:30 p.m. She noted that a quorum was present.

### **I. WELCOME**

CHAIRPERSON HILDRETH opened the Meeting by inviting Veronica Gonzales, Secretary of Cultural Affairs for the State of New Mexico, Ben Wakashige, Interim State Librarian of the New Mexico State Library, and Tey Marianna Nunn, Ph.D., Director of the Art Museum and Visual Arts Program at the National Hispanic Cultural Center, to make introductory comments to the Board and members of the public.

MS. GONZALES welcomed the group on behalf of the New Mexico Governor Susana Martinez, and the Department of Cultural Affairs, a cabinet-level state agency that is one of the oldest and largest departments of culture in the nation. The Department is home to the New Mexico State Library, as well as a large and diverse collection of state-supported, state-operated museums and libraries, including the Museum of Natural History and Science, the Museum of International Folk Art, the New Mexico Museum of Space History, and the New Mexico Farm and Ranch Heritage Museum. MS. GONZALES described the ways in which the Department’s investments and activities stimulate economic and social development.

MR. WAKASHIGE described how the New Mexico State Library is meeting the critical needs of the state’s tribal communities and developing new programs to address digital literacy challenges. He credited the leadership of BOARD MEMBER LOTSEE PATTERSON for the development of tribal library services, noting that there are now 19 tribal libraries within New Mexico. MR. WAKASHIGE explained that today’s tribal libraries are vital centers, providing library, education, archival, and curatorial services, and are operating with increasing demands and limited resources. He expressed gratitude for the four basic and five enhancement grants the New Mexican tribes had received during the past year from IMLS’s Native American Library Services Program. MR. WAKASHIGE also described how a \$1.4 million grant from the National Telecommunications and Information Administration to the State Library is enabling 18 public library communities to offer training to individuals in basic computer and Internet skills and to owners of small businesses who seek to use the Internet to increase profitability.

MS. NUNN remarked on her positive experience in hosting a 21<sup>st</sup> Century Skills Workshop at the National Hispanic Cultural Center and serving as a grant reviewer for IMLS’s Museums for America Grant Program. She then discussed how the Center has used the convergence of museums and libraries (i.e., the proliferation of literature about artists, and programs that combine visual arts with writing) to insert Latino artists into the discourse of culture. She described, in particular, the Center’s publication of a book about WPA artist

Patrocinio Barela, who mourned the lack of books about Latino artists on the library shelves, and a Dia de los Muertos ofrenda installed at the Center by author Sandra Cisneros, which incorporated her writing.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twenty-Third Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

MR. MICHAEL JERGER, the Institute's Chief Financial Officer, delivered the Institute's financial update. He informed the Board that Leon Snead & Company, P.C., was completing the Institute's Fiscal Year 2011 financial audit and that, as of the meeting date, there were no major findings to report. He explained that IMLS would submit the audit, along with the agency's Fiscal Year 2011 Performance and Accountability Report, to the Office of Management and Budget on November 15, 2011.

MR. JERGER also provided an update on IMLS's transition to the Department of Education's automated G-5 grants management system. He said that the Institute's goal is for the system to be fully operational by Fiscal Year 2014, with some programs piloting the system in Fiscal Year 2013. MR. JERGER concluded his report with a brief budget update. He said that, on October 4, 2011, President Obama had signed a stop gap spending bill that would fund IMLS through November 18, 2011. During this period, funding levels for IMLS would remain at Fiscal Year 2011 figures, less a 1.503 percent across-the-board reduction.

## **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, Director of IMLS's Office of Communications and Government Affairs, reported that the Senate had passed an appropriations bill maintaining level funding for IMLS for Fiscal Year 2012. She explained that, sometime after November 18, 2011, Congress would likely pass an omnibus funding measure to support the programs and activities of IMLS for the rest of the fiscal year. She concluded her report by sharing language from a Senate Appropriations Committee Report describing IMLS's partnership with the Department of Labor. In the report, the Committee commended the Employment and Training Administration at the Department of Labor for their collaborative work with the Institute of Museum and Library Services to integrate workforce activities in public libraries with the workforce system. The Committee also encouraged the Department of Labor to continue to invest in building and strengthening partnership activities between public libraries and the Department's Career One-Stop Centers, which provide tools to assist job-seekers, students, businesses, and career professionals.

## **V. BOARD PROGRAM: STRATEGIC PLAN**

As the next item of business, CHAIRPERSON HILDRETH presented the Institute's Strategic Plan for Fiscal Years 2012 through 2016. She emphasized the importance of the

Strategic Plan and how its development has shaped a vision for how IMLS will move forward over the next five years. She observed that this will be a particularly critical time for museums and libraries as they adapt to changing community needs and expectations. She briefly described the strategic planning process, which included an external environmental scan, stakeholder workshops, a strategic planning session with agency officials and two members of the Board, meetings with the Administration's Office of Management and Budget and Members of Congress, and the successful application of IdeaScale, a social media tool that was used between July and August 2011 to solicit more than 1,400 comments from the public on the Plan.

CHAIRPERSON HILDRETH described the Plan's vision of a democratic society in which communities and individuals thrive with broad public access to knowledge, cultural heritage, and lifelong learning. She explained that IMLS' mission is to inspire libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement, by providing leadership through research, policy development, and grant making. She then discussed the five key goals of the Strategic Plan: (1) creating engaging and empowering learning experiences by placing libraries and museums at the heart of our communities' educational ecosystem, (2) promoting libraries and museums as community anchor institutions that enhance civic engagement, cultural opportunities, and economic vitality, (3) supporting exemplary stewardship of museum and library collections and promoting the use of technology to facilitate discovery of knowledge and cultural heritage, (4) promoting U.S. policies that sustain and increase access to knowledge (a role IMLS assumed from the former National Commission on Libraries and Information Science), and (5) ensuring that IMLS is achieving excellence in public management and performs as a model organization, maximizing value for the American public.

CHAIRPERSON HILDRETH described how evaluation is a key component of the Strategic Plan, and will be used both to inform the development of agency programs and activities and measure their impact. She explained that the Strategic Plan incorporates metrics for the objectives under each of the five goals and gave a few examples of them. With respect to the first goal, she highlighted IMLS' objective of supporting communities of practice that draw on current research and evaluation literature to develop effective learning experiences in libraries and museums. By Fiscal Year 2015, she said, the Institute aims to have 60% of its grantees adhering to best practices for successful learning experiences. With respect to the second goal of expanding the capacity of libraries and museums to serve as community anchor institutions, she said the Institute hopes that, by Fiscal Year 2014, 80% of its applicants will be using a community needs assessment tool to inform their proposed projects. With respect to the third goal, CHAIRPERSON HILDRETH shared the objectives of supporting the care and management of the nation's collections and the implementation of a nationwide strategy to expand public access to the information and content found in library and museum collections. She explained that the fourth goal is focused on the development of policies that support access to information, with a particular emphasis on meeting the needs of under-served communities. CHAIRPERSON HILDRETH then discussed the fifth goal, which she described as internal facing – achieving excellence in public management and performing as a model organization. In support of this goal, she explained, the agency will develop an exemplar model of efficient grant making, cultivate a culture of planning, evaluation, and evidence-based practice to maximize the

impact of public investments, and promote an engaged and energized workforce. She shared the agency's commitment to promoting greater transparency and accountability of its operations.

The Board then engaged in a discussion with the meeting participants on a broad range of topics, including the ways in which IMLS will identify trends and measures and monitor needs for museum, library, and information services; how the agency will approach risk-taking in grant projects; and how school and rural libraries are incorporated into and reflected within the Strategic Plan.

## **VI. BOARD UPDATES**

After a brief recess, CHAIRPERSON HILDRETH reconvened the Board for updates on the Institute's programs and activities.

### **A. NATIONAL MEDALS FOR MUSEUM AND LIBRARY SERVICE**

CHAIRPERSON HILDRETH announced the following recipients of the 2011 National Medal for Museum and Library Service: Alachua County Library District in Florida; Brooklyn Museum in Brooklyn, New York; Columbus Metropolitan Library in Columbus, Ohio; EdVenture Children's Museum in Columbia, South Carolina; Erie Art Museum in Erie, Pennsylvania; Hill Museum & Manuscript Library in Collegeville, Minnesota; Lewis Ginter Botanical Garden in Richmond, Virginia; Madison Children's Museum in Madison, Wisconsin; San José Public Library in San José, California; and Weippe Public Library & Discovery Center, a branch of the Clearwater Library District in Weippe, Idaho.

She explained that the Medal is the highest honor conferred on museums and libraries for service to the community, and was awarded to the ten museums and libraries in recognition of their meaningful contributions to their communities through innovative programming and a commitment to excellence. CHAIRPERSON HILDRETH said that the recipients of the Medals would also receive a \$10,000 award and participate in an interview with StoryCorps, an independent nonprofit whose mission is to provide Americans of all backgrounds and beliefs with the opportunity to record, share, and preserve stories.

### **B. MUSEUMS FOR AMERICA EVALUATION**

MR. CARLOS MANJARREZ, the Institute's Director of Planning, Research, and Evaluation, reported on a recent independent evaluation of the Institute's Museums for America (MFA) program. The evaluation included an analysis of administrative data and surveys of over a thousand applicants and recipients of financial assistance, covering the period from 2004, when the MFA program was established, through 2010. During the first seven years of the program, IMLS received 3,404 MFA applications from 1,817 eligible museums, and awarded 1,191 grants to 830 museums, providing a total of \$123 million in funding. The evaluation also included interviews with employees of 26 institutions and site visits with six recipients of IMLS grants.

MR. MANJARREZ discussed the MFA program's efficiency, yields, and the return on the public investment as reported in the study. He said that an analysis of the geographic

distribution of applicants and grantees showed that the ratio of applicants to grantees has been fairly proportional across the geographic landscape. MR. MANJARREZ highlighted some of the ways in which the MFA grants had affected the recipients' audiences, as reported by surveys, including: the impact on targeted subpopulations within communities; the strengthening of the museum's public image; an increasing ability to attract outside funding; and an increasing visibility of the institution as the center of the community. MR. MANJARREZ then described the impact of the recession upon the number of MFA applications received by IMLS, noting that applications dipped to their lowest number in 2008, but have since risen back up. He also noted a possible connection between the Institute's decision in 2008 to switch to the electronic submission of applications through the grants.gov platform, and an increasing divergence between the number of applications received from large museums, as compared with those received from small museums. He observed that there has not been a significant drop in the number of applications from small museums, and instead attributes this divergence to the fact that the number of applications received from large institutions has been increasing. MR. MANJARREZ also discussed how IMLS can provide better support for grantees both in terms of the application process as well as during the grant time period. He posed the question of whether the MFA grant review process and the evaluation requirements are sufficiently clear to applicants. He emphasized that IMLS needs to make continuing efforts to expand access to information about the MFA program.

### **C. CONNECTING TO COLLECTIONS INITIATIVE**

CHAIRPERSON HILDRETH invited IMLS BOARD MEMBER JOHN COPPOLA to report on how the Florida Association of Museums leveraged financial assistance from the IMLS *Connecting to Collections* initiative to help libraries and museums throughout Florida better care for their collections. To identify major collections-related issues, the Association used an IMLS planning grant to support a three-month online collections needs assessment survey carried out by Florida State University. From the 237 museums, libraries, archives, historic sites, and living collections responding to the survey, the Association learned that half have no formal plans for collections care or disaster response, and three quarters have inadequate environmental controls. In addition, the respondents reported that up to 80 percent of their collections are not accessible to the public due to lack of staff, finances, or storage space. In response to the survey, the Association has initiated a two-year training program with the goal of creating regional networks through which museums and libraries can assist each other. In each of four regions within Florida, the Association will pair three mentor institutions and six mentee institutions. Mentor institutions will provide training on the development of emergency response plans during the first year of the program, and training on the development of collections care and communications plans during the second. Materials will be developed in both English and Spanish to enhance access and understanding.

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### **VII. BOARD PROGRAM: DIGITAL COMMUNITIES**

CHAIRPERSON HILDRETH introduced the Board Program on Digital Communities. She explained that, increasingly, full participation in American life requires access to and use of

broadband technologies. To help community leaders make strategic decisions about technology investments, IMLS developed both a *Proposed Framework for Digitally Inclusive Communities*, as well as a publication entitled, *Building Digitally Inclusive Communities: A Brief Guide to the Proposed Framework for Digitally Inclusive Communities*. She explained that these are initial steps in IMLS's response to the Federal Communications Commission's National Broadband Plan, which recognizes the significant individual and social costs of digital exclusion and was developed to ensure that every American has access to broadband capacity. The Plan recommends that IMLS develop guidelines for public access technology through libraries and community based organizations to encourage the use of broadband technologies. CHAIRPERSON HILDRETH said that IMLS recognizes that an important step toward promoting digital inclusion is to provide tools to help communities assess their current capabilities, work across institutional boundaries, and develop plans to help fully and effectively realize the value of a digitally inclusive community.

To test the *Proposed Framework* and gather more input on its development, said CHAIRPERSON HILDRETH, IMLS had recently conducted forums in three cities – Los Angeles, California; Oklahoma City, Oklahoma; and Bangor, Maine – in order to hear directly from community members and local leaders about the challenges they face in creating digitally inclusive communities. She explained that these three cities were selected to ensure participation by diverse audiences from a mix of rural and urban environments.

CHAIRPERSON HILDRETH then introduced the first panel of the Board Program, consisting of the State Librarians who hosted the three forums – STACEY A. ALDRICH of California, SUSAN C. MCVEY of Oklahoma, and LINDA H. LORD of Maine – along with Susan Benton, Executive Director of the Urban Libraries Council, which is leading a library collaborative to develop benchmarks for public library technology. She asked each of them to describe what they learned during their community gatherings.

MS. LORD and CHAIRPERSON HILDRETH noted that the forum in Maine had 51 participants and was featured as the top story on the evening news. MS. LORD then reported that forum participants discussed the results of a survey that had been sent to 10,000 homes and businesses seeking information about why individuals are not adopting broadband. The top reasons were: (1) lack of access to a computer, (2) the expense of being connected, (3) lack of knowledge about how to use a computer, and (4) the perceived lack of value of being connected, which, of the four, has the greatest impact on non-adoption. The forum participants also discussed the digital literacy needs of different members of the community and what it means to be connected in a digital age. MS. LORD said that the forum brought together many leaders who had never met before and who expressed the desire to meet again to work through these challenging issues.

MS. MCVEY described the public forum and leadership meeting held in Oklahoma, noting that DR. PATTERSON had also attended. She observed that the forum provided an opportunity to remind governmental and community groups that they are all working together on issues involving digital inclusion and can leverage each other's resources. She was pleased that, following the meeting, the Director of Workforce Solutions at the Oklahoma Department of Commerce made training and employment resources available to the State's public libraries. She

said that the forum participants agreed that barriers to broadband adoption are not insurmountable, but coordination is essential.

MS. ALDRICH described the forum held in Los Angeles, recounting discussions on the meaning of “digital inclusion.” She emphasized the usefulness of having a framework that enables different organizations to see how their work contributes to the overall goal of enhancing digital inclusion and to consider how to leverage existing resources more effectively.

CHAIRPERSON HILDRETH asked the State Librarians to consider the types of tools and materials that IMLS could develop to assist decision makers in their planning and further encourage digital inclusivity. MS. LORD reported that the leadership group in Maine recommended that IMLS reduce the number of principles in the *Proposed Framework* and identify different tiers of practice, ranging from good to best. MS. MCVEY said that the forum participants expressed an interest in the development of a self-assessment checklist so that libraries can conduct self-evaluations of their digital inclusion programs. She also observed that the participation of the International City/County Management Association in developing the *Proposed Framework* and coordinating the forums encouraged participation and buy-in from Oklahoma’s top-level decision makers. MS. ALDRICH also emphasized the usefulness of a simple tool that would enable a community to identify both current resources and areas where additional services, such as access to job resources and computer training classes, are required. She said that conveying information in a visual manner is particularly helpful.

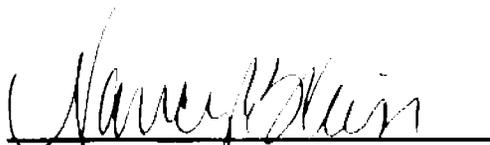
CHAIRPERSON HILDRETH next invited SUSAN BENTON, the Executive Director of the Urban Libraries Council (ULC), to describe the work of a national coalition that the Council is leading, with support from the Bill and Melinda Gates Foundation, to design and pilot a series of public access technology benchmarks for public libraries. As MS. BENTON explained, the initiative builds upon the Institute’s *Proposed Framework for Digitally Inclusive Communities*, which set out principles for developing communities in which all people, business, and institutions have access to digital content and technology. The coalition, which includes library, State, and local government leaders, will develop guidelines that define quality technology services at libraries and ways in which to continuously improve and promote re-investment in them. MS. BENTON explained that the development of the benchmarks will take place in three phases. First, the coalition will draft prototype benchmarks and collect feedback on them. The coalition will then test an initial set of benchmarks in California, Oklahoma, and Texas. Finally, the coalition will make a refined set of benchmarks available for broad use by the library community.

BOARD MEMBER ROBERT WEDGEWORTH asked the State Librarians if the participants of their forums discussed the intersection between the challenges of basic literacy and digital literacy. MS. MCVEY noted the difficulty of incorporating the concept of digital literacy into basic literacy standards, and said that the issue was raised but not resolved in the Oklahoma forum. MS. ALDRICH reported that California is using technology in its literacy programs. DR. PATTERSON observed that it is increasingly possible for individuals to be digitally literate without being able to read. MR. COPPOLA reflected upon how these issues relate to museum services and collections.

CHAIRPERSON HILDRETH introduced JAMIE HOARD, who serves as Senior Program Officer with the Bill and Melinda Gates Foundation, to lead the second panel of the Board Program. MS. HOARD works with the U.S. Libraries Program, which, as she noted, was the initial program and first major investment of the Foundation. MS. HOARD discussed the Foundation's strategic investments in libraries and its two priorities for the coming years: (1) support for the development of benchmarks that will inspire communities to continually improve and invest in public access technology, and (2) support for research and advocacy efforts that can help decision makers understand the value of public libraries, including access to technology in those libraries. To advance the second priority, the Foundation is investing in a three-year research program at the Pew Research Center's Internet and American Life Project to study the changing role of public libraries and library users in the digital age, including the shifting needs, expectations, and habits of library patrons in an environment of e-books, wide-spread mobile connectivity, global networks, and vast digital collections. The research is intended to help the library field better adapt to and advance in the changing digital landscape. MS. HOARD commended IMLS for its work in developing measures that enable libraries to report their impact and value to policy makers, and its leadership in responding to the recommendations made in the Federal Communications Commission's (FCC) National Broadband Plan. She also observed that data from a study jointly funded by IMLS and the Foundation, "Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries," is helping to leverage resources from and inform the work of the FCC and the Department of Labor. MS. HOARD concluded her remarks by noting that it is a critical time to support libraries, as these institutions are responding to high community demand, with reduced resources, in an evolving information landscape. In response to an inquiry from BOARD MEMBER SANDRA PICKETT, MS. HOARD's Gates Foundation colleague, KAREN PERRY, described the three phases of the Pew Internet and American Life Project's research initiative: (1) research about the digital context, gadgets and e-books; (2) surveys and focus groups designed to assess the value of different types of library services; and (3) surveys of library users.

#### VIII. ADJURNMENT

At the conclusion of the Board Program, CHAIRPERSON HILDRETH thanked the members of the Board for their service to IMLS and the participants for attending the Meeting. She then adjourned the Twenty-Fourth Meeting of the National Museum and Library Services Board at approximately 4:20 p.m.



NANCY E. WEISS  
Secretary  
National Museum and Library Service Board

1/28/12  
Date

**MINUTES OF THE TWENTY-FOURTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**OCTOBER 24, 2011**

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MS. GONZALES welcomed the group on behalf of the New Mexico Governor Susana Martinez, and the Department of Cultural Affairs, a cabinet-level state agency that is one of the oldest and largest departments of culture in the nation. The Department is home to the New Mexico State Library, as well as a large and diverse collection of state-supported, state-operated museums and libraries, including the Museum of Natural History and Science, the Museum of International Folk Art, the New Mexico Museum of Space History, and the New Mexico Farm and Ranch Heritage Museum. MS. GONZALES described the ways in which the Department’s investments and activities stimulate economic and social development.

MR. WAKASHIGE described how the New Mexico State Library is meeting the critical needs of the state’s tribal communities and developing new programs to address digital literacy challenges. He credited the leadership of BOARD MEMBER LOTSEE PATTERSON for the development of tribal library services, noting that there are now 19 tribal libraries within New Mexico. MR. WAKASHIGE explained that today’s tribal libraries are vital centers, providing library, education, archival, and curatorial services, and are operating with increasing demands and limited resources. He expressed gratitude for the four basic and five enhancement grants the New Mexican tribes had received during the past year from IMLS’s Native American Library Services Program. MR. WAKASHIGE also described how a \$1.4 million grant from the National Telecommunications and Information Administration to the State Library is enabling 18 public library communities to offer training to individuals in basic computer and Internet skills and to owners of small businesses who seek to use the Internet to increase profitability.

MS. NUNN remarked on her positive experience in hosting a 21<sup>st</sup> Century Skills Workshop at the National Hispanic Cultural Center and serving as a grant reviewer for IMLS’s Museums for America Grant Program. She then discussed how the Center has used the convergence of museums and libraries (i.e., the proliferation of literature about artists, and programs that combine visual arts with writing) to insert Latino artists into the discourse of culture. She described, in particular, the Center’s publication of a book about WPA artist

Patrocinio Barela, who mourned the lack of books about Latino artists on the library shelves, and a Dia de los Muertos ofrenda installed at the Center by author Sandra Cisneros, which incorporated her writing.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twenty-Third Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

MR. MICHAEL JERGER, the Institute's Chief Financial Officer, delivered the Institute's financial update. He informed the Board that Leon Snead & Company, P.C., was completing the Institute's Fiscal Year 2011 financial audit and that, as of the meeting date, there were no major findings to report. He explained that IMLS would submit the audit, along with the agency's Fiscal Year 2011 Performance and Accountability Report, to the Office of Management and Budget on November 15, 2011.

MR. JERGER also provided an update on IMLS's transition to the Department of Education's automated G-5 grants management system. He said that the Institute's goal is for the system to be fully operational by Fiscal Year 2014, with some programs piloting the system in Fiscal Year 2013. MR. JERGER concluded his report with a brief budget update. He said that, on October 4, 2011, President Obama had signed a stop gap spending bill that would fund IMLS through November 18, 2011. During this period, funding levels for IMLS would remain at Fiscal Year 2011 figures, less a 1.503 percent across-the-board reduction.

## **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, Director of IMLS's Office of Communications and Government Affairs, reported that the Senate had passed an appropriations bill maintaining level funding for IMLS for Fiscal Year 2012. She explained that, sometime after November 18, 2011, Congress would likely pass an omnibus funding measure to support the programs and activities of IMLS for the rest of the fiscal year. She concluded her report by sharing language from a Senate Appropriations Committee Report describing IMLS's partnership with the Department of Labor. In the report, the Committee commended the Employment and Training Administration at the Department of Labor for their collaborative work with the Institute of Museum and Library Services to integrate workforce activities in public libraries with the workforce system. The Committee also encouraged the Department of Labor to continue to invest in building and strengthening partnership activities between public libraries and the Department's Career One-Stop Centers, which provide tools to assist job-seekers, students, businesses, and career professionals.

## **V. BOARD PROGRAM: STRATEGIC PLAN**

As the next item of business, CHAIRPERSON HILDRETH presented the Institute's Strategic Plan for Fiscal Years 2012 through 2016. She emphasized the importance of the

Strategic Plan and how its development has shaped a vision for how IMLS will move forward over the next five years. She observed that this will be a particularly critical time for museums and libraries as they adapt to changing community needs and expectations. She briefly described the strategic planning process, which included an external environmental scan, stakeholder workshops, a strategic planning session with agency officials and two members of the Board, meetings with the Administration's Office of Management and Budget and Members of Congress, and the successful application of IdeaScale, a social media tool that was used between July and August 2011 to solicit more than 1,400 comments from the public on the Plan.

CHAIRPERSON HILDRETH described the Plan's vision of a democratic society in which communities and individuals thrive with broad public access to knowledge, cultural heritage, and lifelong learning. She explained that IMLS' mission is to inspire libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement, by providing leadership through research, policy development, and grant making. She then discussed the five key goals of the Strategic Plan: (1) creating engaging and empowering learning experiences by placing libraries and museums at the heart of our communities' educational ecosystem, (2) promoting libraries and museums as community anchor institutions that enhance civic engagement, cultural opportunities, and economic vitality, (3) supporting exemplary stewardship of museum and library collections and promoting the use of technology to facilitate discovery of knowledge and cultural heritage, (4) promoting U.S. policies that sustain and increase access to knowledge (a role IMLS assumed from the former National Commission on Libraries and Information Science), and (5) ensuring that IMLS is achieving excellence in public management and performs as a model organization, maximizing value for the American public.

CHAIRPERSON HILDRETH described how evaluation is a key component of the Strategic Plan, and will be used both to inform the development of agency programs and activities and measure their impact. She explained that the Strategic Plan incorporates metrics for the objectives under each of the five goals and gave a few examples of them. With respect to the first goal, she highlighted IMLS' objective of supporting communities of practice that draw on current research and evaluation literature to develop effective learning experiences in libraries and museums. By Fiscal Year 2015, she said, the Institute aims to have 60% of its grantees adhering to best practices for successful learning experiences. With respect to the second goal of expanding the capacity of libraries and museums to serve as community anchor institutions, she said the Institute hopes that, by Fiscal Year 2014, 80% of its applicants will be using a community needs assessment tool to inform their proposed projects. With respect to the third goal, CHAIRPERSON HILDRETH shared the objectives of supporting the care and management of the nation's collections and the implementation of a nationwide strategy to expand public access to the information and content found in library and museum collections. She explained that the fourth goal is focused on the development of policies that support access to information, with a particular emphasis on meeting the needs of under-served communities. CHAIRPERSON HILDRETH then discussed the fifth goal, which she described as internal facing – achieving excellence in public management and performing as a model organization. In support of this goal, she explained, the agency will develop an exemplar model of efficient grant making, cultivate a culture of planning, evaluation, and evidence-based practice to maximize the

impact of public investments, and promote an engaged and energized workforce. She shared the agency's commitment to promoting greater transparency and accountability of its operations.

The Board then engaged in a discussion with the meeting participants on a broad range of topics, including the ways in which IMLS will identify trends and measures and monitor needs for museum, library, and information services; how the agency will approach risk-taking in grant projects; and how school and rural libraries are incorporated into and reflected within the Strategic Plan.

## **VI. BOARD UPDATES**

After a brief recess, CHAIRPERSON HILDRETH reconvened the Board for updates on the Institute's programs and activities.

### **A. NATIONAL MEDALS FOR MUSEUM AND LIBRARY SERVICE**

CHAIRPERSON HILDRETH announced the following recipients of the 2011 National Medal for Museum and Library Service: Alachua County Library District in Florida; Brooklyn Museum in Brooklyn, New York; Columbus Metropolitan Library in Columbus, Ohio; EdVenture Children's Museum in Columbia, South Carolina; Erie Art Museum in Erie, Pennsylvania; Hill Museum & Manuscript Library in Collegeville, Minnesota; Lewis Ginter Botanical Garden in Richmond, Virginia; Madison Children's Museum in Madison, Wisconsin; San José Public Library in San José, California; and Weippe Public Library & Discovery Center, a branch of the Clearwater Library District in Weippe, Idaho.

She explained that the Medal is the highest honor conferred on museums and libraries for service to the community, and was awarded to the ten museums and libraries in recognition of their meaningful contributions to their communities through innovative programming and a commitment to excellence. CHAIRPERSON HILDRETH said that the recipients of the Medals would also receive a \$10,000 award and participate in an interview with StoryCorps, an independent nonprofit whose mission is to provide Americans of all backgrounds and beliefs with the opportunity to record, share, and preserve stories.

### **B. MUSEUMS FOR AMERICA EVALUATION**

MR. CARLOS MANJARREZ, the Institute's Director of Planning, Research, and Evaluation, reported on a recent independent evaluation of the Institute's Museums for America (MFA) program. The evaluation included an analysis of administrative data and surveys of over a thousand applicants and recipients of financial assistance, covering the period from 2004, when the MFA program was established, through 2010. During the first seven years of the program, IMLS received 3,404 MFA applications from 1,817 eligible museums, and awarded 1,191 grants to 830 museums, providing a total of \$123 million in funding. The evaluation also included interviews with employees of 26 institutions and site visits with six recipients of IMLS grants.

MR. MANJARREZ discussed the MFA program's efficiency, yields, and the return on the public investment as reported in the study. He said that an analysis of the geographic

distribution of applicants and grantees showed that the ratio of applicants to grantees has been fairly proportional across the geographic landscape. MR. MANJARREZ highlighted some of the ways in which the MFA grants had affected the recipients' audiences, as reported by surveys, including: the impact on targeted subpopulations within communities; the strengthening of the museum's public image; an increasing ability to attract outside funding; and an increasing visibility of the institution as the center of the community. MR. MANJARREZ then described the impact of the recession upon the number of MFA applications received by IMLS, noting that applications dipped to their lowest number in 2008, but have since risen back up. He also noted a possible connection between the Institute's decision in 2008 to switch to the electronic submission of applications through the grants.gov platform, and an increasing divergence between the number of applications received from large museums, as compared with those received from small museums. He observed that there has not been a significant drop in the number of applications from small museums, and instead attributes this divergence to the fact that the number of applications received from large institutions has been increasing. MR. MANJARREZ also discussed how IMLS can provide better support for grantees both in terms of the application process as well as during the grant time period. He posed the question of whether the MFA grant review process and the evaluation requirements are sufficiently clear to applicants. He emphasized that IMLS needs to make continuing efforts to expand access to information about the MFA program.

### **C. CONNECTING TO COLLECTIONS INITIATIVE**

CHAIRPERSON HILDRETH invited IMLS BOARD MEMBER JOHN COPPOLA to report on how the Florida Association of Museums leveraged financial assistance from the IMLS *Connecting to Collections* initiative to help libraries and museums throughout Florida better care for their collections. To identify major collections-related issues, the Association used an IMLS planning grant to support a three-month online collections needs assessment survey carried out by Florida State University. From the 237 museums, libraries, archives, historic sites, and living collections responding to the survey, the Association learned that half have no formal plans for collections care or disaster response, and three quarters have inadequate environmental controls. In addition, the respondents reported that up to 80 percent of their collections are not accessible to the public due to lack of staff, finances, or storage space. In response to the survey, the Association has initiated a two-year training program with the goal of creating regional networks through which museums and libraries can assist each other. In each of four regions within Florida, the Association will pair three mentor institutions and six mentee institutions. Mentor institutions will provide training on the development of emergency response plans during the first year of the program, and training on the development of collections care and communications plans during the second. Materials will be developed in both English and Spanish to enhance access and understanding.

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### **VII. BOARD PROGRAM: DIGITAL COMMUNITIES**

CHAIRPERSON HILDRETH introduced the Board Program on Digital Communities. She explained that, increasingly, full participation in American life requires access to and use of

broadband technologies. To help community leaders make strategic decisions about technology investments, IMLS developed both a *Proposed Framework for Digitally Inclusive Communities*, as well as a publication entitled, *Building Digitally Inclusive Communities: A Brief Guide to the Proposed Framework for Digitally Inclusive Communities*. She explained that these are initial steps in IMLS's response to the Federal Communications Commission's National Broadband Plan, which recognizes the significant individual and social costs of digital exclusion and was developed to ensure that every American has access to broadband capacity. The Plan recommends that IMLS develop guidelines for public access technology through libraries and community based organizations to encourage the use of broadband technologies. CHAIRPERSON HILDRETH said that IMLS recognizes that an important step toward promoting digital inclusion is to provide tools to help communities assess their current capabilities, work across institutional boundaries, and develop plans to help fully and effectively realize the value of a digitally inclusive community.

To test the *Proposed Framework* and gather more input on its development, said CHAIRPERSON HILDRETH, IMLS had recently conducted forums in three cities – Los Angeles, California; Oklahoma City, Oklahoma; and Bangor, Maine – in order to hear directly from community members and local leaders about the challenges they face in creating digitally inclusive communities. She explained that these three cities were selected to ensure participation by diverse audiences from a mix of rural and urban environments.

CHAIRPERSON HILDRETH then introduced the first panel of the Board Program, consisting of the State Librarians who hosted the three forums – STACEY A. ALDRICH of California, SUSAN C. MCVEY of Oklahoma, and LINDA H. LORD of Maine – along with Susan Benton, Executive Director of the Urban Libraries Council, which is leading a library collaborative to develop benchmarks for public library technology. She asked each of them to describe what they learned during their community gatherings.

MS. LORD and CHAIRPERSON HILDRETH noted that the forum in Maine had 51 participants and was featured as the top story on the evening news. MS. LORD then reported that forum participants discussed the results of a survey that had been sent to 10,000 homes and businesses seeking information about why individuals are not adopting broadband. The top reasons were: (1) lack of access to a computer, (2) the expense of being connected, (3) lack of knowledge about how to use a computer, and (4) the perceived lack of value of being connected, which, of the four, has the greatest impact on non-adoption. The forum participants also discussed the digital literacy needs of different members of the community and what it means to be connected in a digital age. MS. LORD said that the forum brought together many leaders who had never met before and who expressed the desire to meet again to work through these challenging issues.

MS. MCVEY described the public forum and leadership meeting held in Oklahoma, noting that DR. PATTERSON had also attended. She observed that the forum provided an opportunity to remind governmental and community groups that they are all working together on issues involving digital inclusion and can leverage each other's resources. She was pleased that, following the meeting, the Director of Workforce Solutions at the Oklahoma Department of Commerce made training and employment resources available to the State's public libraries. She

said that the forum participants agreed that barriers to broadband adoption are not insurmountable, but coordination is essential.

MS. ALDRICH described the forum held in Los Angeles, recounting discussions on the meaning of “digital inclusion.” She emphasized the usefulness of having a framework that enables different organizations to see how their work contributes to the overall goal of enhancing digital inclusion and to consider how to leverage existing resources more effectively.

CHAIRPERSON HILDRETH asked the State Librarians to consider the types of tools and materials that IMLS could develop to assist decision makers in their planning and further encourage digital inclusivity. MS. LORD reported that the leadership group in Maine recommended that IMLS reduce the number of principles in the *Proposed Framework* and identify different tiers of practice, ranging from good to best. MS. MCVEY said that the forum participants expressed an interest in the development of a self-assessment checklist so that libraries can conduct self-evaluations of their digital inclusion programs. She also observed that the participation of the International City/County Management Association in developing the *Proposed Framework* and coordinating the forums encouraged participation and buy-in from Oklahoma’s top-level decision makers. MS. ALDRICH also emphasized the usefulness of a simple tool that would enable a community to identify both current resources and areas where additional services, such as access to job resources and computer training classes, are required. She said that conveying information in a visual manner is particularly helpful.

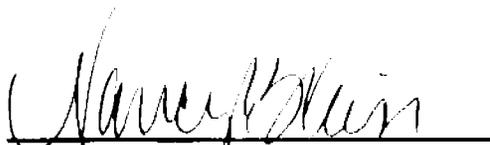
CHAIRPERSON HILDRETH next invited SUSAN BENTON, the Executive Director of the Urban Libraries Council (ULC), to describe the work of a national coalition that the Council is leading, with support from the Bill and Melinda Gates Foundation, to design and pilot a series of public access technology benchmarks for public libraries. As MS. BENTON explained, the initiative builds upon the Institute’s *Proposed Framework for Digitally Inclusive Communities*, which set out principles for developing communities in which all people, business, and institutions have access to digital content and technology. The coalition, which includes library, State, and local government leaders, will develop guidelines that define quality technology services at libraries and ways in which to continuously improve and promote re-investment in them. MS. BENTON explained that the development of the benchmarks will take place in three phases. First, the coalition will draft prototype benchmarks and collect feedback on them. The coalition will then test an initial set of benchmarks in California, Oklahoma, and Texas. Finally, the coalition will make a refined set of benchmarks available for broad use by the library community.

BOARD MEMBER ROBERT WEDGEWORTH asked the State Librarians if the participants of their forums discussed the intersection between the challenges of basic literacy and digital literacy. MS. MCVEY noted the difficulty of incorporating the concept of digital literacy into basic literacy standards, and said that the issue was raised but not resolved in the Oklahoma forum. MS. ALDRICH reported that California is using technology in its literacy programs. DR. PATTERSON observed that it is increasingly possible for individuals to be digitally literate without being able to read. MR. COPPOLA reflected upon how these issues relate to museum services and collections.

CHAIRPERSON HILDRETH introduced JAMIE HOARD, who serves as Senior Program Officer with the Bill and Melinda Gates Foundation, to lead the second panel of the Board Program. MS. HOARD works with the U.S. Libraries Program, which, as she noted, was the initial program and first major investment of the Foundation. MS. HOARD discussed the Foundation's strategic investments in libraries and its two priorities for the coming years: (1) support for the development of benchmarks that will inspire communities to continually improve and invest in public access technology, and (2) support for research and advocacy efforts that can help decision makers understand the value of public libraries, including access to technology in those libraries. To advance the second priority, the Foundation is investing in a three-year research program at the Pew Research Center's Internet and American Life Project to study the changing role of public libraries and library users in the digital age, including the shifting needs, expectations, and habits of library patrons in an environment of e-books, wide-spread mobile connectivity, global networks, and vast digital collections. The research is intended to help the library field better adapt to and advance in the changing digital landscape. MS. HOARD commended IMLS for its work in developing measures that enable libraries to report their impact and value to policy makers, and its leadership in responding to the recommendations made in the Federal Communications Commission's (FCC) National Broadband Plan. She also observed that data from a study jointly funded by IMLS and the Foundation, "Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries," is helping to leverage resources from and inform the work of the FCC and the Department of Labor. MS. HOARD concluded her remarks by noting that it is a critical time to support libraries, as these institutions are responding to high community demand, with reduced resources, in an evolving information landscape. In response to an inquiry from BOARD MEMBER SANDRA PICKETT, MS. HOARD's Gates Foundation colleague, KAREN PERRY, described the three phases of the Pew Internet and American Life Project's research initiative: (1) research about the digital context, gadgets and e-books; (2) surveys and focus groups designed to assess the value of different types of library services; and (3) surveys of library users.

## VIII. ADJURNMENT

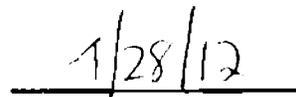
At the conclusion of the Board Program, CHAIRPERSON HILDRETH thanked the members of the Board for their service to IMLS and the participants for attending the Meeting. She then adjourned the Twenty-Fourth Meeting of the National Museum and Library Services Board at approximately 4:20 p.m.



NANCY E. WEISS

Secretary

National Museum and Library Service Board



Date

**MINUTES OF THE TWENTY-FIFTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**APRIL 28, 2012**

**Minneapolis Central Library**  
**300 Nicollet Mall**  
**Minneapolis, Minnesota**

Board Members Present

Susan H. Hildreth, Chairperson  
Director of the Institute of Museum and Library Services

Katherine Berger  
Julia Bland  
John Coppola  
William Hagenah  
Mary Minow  
Jeffrey Patchen

Lotsee Patterson  
Lawrence Pijoux  
Harry Robinson, Jr.  
Winston Tabb  
Robert Wedgeworth

Mary L. Chute, Deputy Director for Libraries, IMLS  
Claudia French, Deputy Director for Museums, IMLS

Board Members Not Present

Karen Brosius  
Jan Cellucci  
Carla Hayden  
Mark Y. Herring  
Ioannis Miaoulis

Douglas Myers  
Christina Orr-Cahall  
Sandra Pickett  
Katina Strauch

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# **P-R-O-C-E-E-D-I-N-G-S**

**APRIL 28, 2012**

CHAIRPERSON SUSAN H. HILDRETH, Director of the Institute of Museum and Library Services (“Institute” or “IMLS”), called the Twenty-Fifth Meeting of the National Museum and Library Services Board (“Board”) to order at 1:00 p.m. She noted that a quorum was present.

## **I. WELCOME**

CHAIRPERSON HILDRETH opened the Meeting by acknowledging the significant public library space and high level of activity taking place on a Saturday afternoon at the Minneapolis Central Library. She then invited MS. NANCY WALTON, Minnesota State Librarian, to make introductory comments to the Board and members of the public.

MS. WALTON welcomed the Board on behalf of the Chief Officers of State Library Agencies (COSLA), and thanked its members for the leadership they continue to provide to the library community. In addition to describing how Minnesota’s libraries and cultural institutions are adapting to changes brought about by new technologies and shifting demographics, she reported on the impact of the State’s Arts & Cultural Heritage Legacy Fund. The Fund, which was established by a State constitutional amendment, sets aside funding for arts and cultural heritage, as well as natural resources. Because of its requirement that institutions must partner with other institutions to receive funds, the Fund has fostered innovative partnerships across the State. She explained that the State Library, for example, works very closely with the Minnesota Historical Society. Libraries across the State that never had funding for programs now are able to, among other things, invite authors and exhibit museum objects.

MS. WALTON also provided examples of how Minnesota uses Federal funds to launch projects that are subsequently sustained using State funds. She explained that Minnesota initially used Federal funds to license library databases for the public, but the licenses are now fully supported by State funding. Similarly, she said, the Minnesota Digital Library was launched using Federal funds and is now supported with assistance from the Arts and Cultural Heritage Legacy Fund. MS. WALTON concluded her remarks by highlighting how both Federal and State funds support ASKMN.org, which provides real-time library reference and research services for Minnesota residents.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twenty-Fourth Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

MR. MICHAEL JERGER, the Institute's Chief Financial Officer, delivered the Institute's financial update. He reported that, on February 13, 2012, President Obama submitted the Fiscal Year 2013 Budget of the United States Government to Congress. The Budget, MR. JERGER explained, included a request of \$231.9 million for IMLS, which is the same amount as Congress appropriated for the agency in Fiscal Year 2012. He said that IMLS would prepare its Fiscal Year 2014 budget request during the summer and submit it to the Office of Management and Budget in September 2012.

MR. JERGER next informed the Board that, on November 7, 2011, Leon Snead & Company, the agency's auditor, rendered the Institute's sixth consecutive unqualified or "clean" audit opinion of the agency's financial statements. He said that the auditors identified no material weaknesses related to the Institute's Fiscal Year 2011 financial records. He then recounted that the Director and senior staff met with Leon Snead & Company, on April 10, 2012, to clarify the scope and timing of the upcoming Fiscal Year 2012 financial audit.

MR. JERGER concluded his report by informing the Board that IMLS has continued to submit timely financial reports to the Office of Management and Budget and was making progress on its transition to the United States Department of Education's G5 Grants Management System.

## **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Director of the Office of Communications and Government Affairs, reported that the Director had been meeting with Congressional appropriations staff to answer questions about the President's Fiscal Year 2013 Budget Request and to discuss the Institute's Strategic Plan, as well as library and workforce issues. She said that, on January 13, 2012, the Director joined Representative Rush Holt at his request to meet with key library leaders in New Jersey. The visit showcased libraries' work in supporting workforce development and the value of school libraries.

MS. BITTNER concluded her report by informing the Board that IMLS planned to present Congressional briefings on digital literacy, as well as library, museum, and workforce development partnerships.

## **V. PROGRAM UPDATES**

### **A. LET'S MOVE! MUSEUMS AND GARDENS**

CHAIRPERSON HILDRETH invited BOARD MEMBER JULIA BLAND to provide an update on *Let's Move!*, an national initiative launched by First Lady Michelle Obama dedicated to solving the problem of obesity. MS. BLAND reported that over 500 museums had signed up to be part of the initiative through *Let's Move! Museums and Gardens*, which inspires museums to use their resources and programs to help achieve the goals of the national initiative. Museums and gardens are launching community efforts to fight childhood obesity using interactive exhibits, outdoor spaces, and programs that encourage families to eat healthy foods and increase physical activity. MS. BLAND said that many interesting collaborations have emerged from museum participation in the initiative, including partnerships with hospitals and healthcare systems. She described how the Louisiana Children's Museum had welcomed Mrs. Obama in New Orleans to tour the "Eat. Sleep. Play." program that the museum had developed in cooperation with a local daycare center. The program uses a module launched by the Children's Museum of Manhattan to promote Mrs. Obama's anti-obesity, pro-exercise agenda.

MS. BITTNER said that IMLS staff had recently met with MR. SAM KASS, White House Assistant Chef and Senior Policy Advisor for Healthy Food Initiatives, who spearheads *Let's Move!*, to discuss the future of the *Let's Move! Museums & Gardens* program. She was pleased that the meeting participants recognized the importance of *Feeding the Spirit*, a *Let's Move!* program organized by the American Association of Museums' Center for the Future of Museums, that focused on the role that museums and public gardens can play in improving the health of children, creating healthy communities, and using food as a medium to cultivate new audiences.

### **B. DIGITAL LITERACY**

CHAIRPERSON HILDRETH next briefed the Board on IMLS's efforts to promote digital literacy and inclusion. She explained how IMLS, in partnership with the University of Washington and the International City/County Managers Association ("ICMA"), had consulted with hundreds of community members and experts to identify action steps and a framework for digitally inclusivity. She explained that these efforts were taken in furtherance of the National Broadband Plan, which calls upon IMLS to provide assistance in developing digitally connected communities.

CHAIRPERSON HILDRETH reported that the partners had recently published, "Building Digital Communities: Getting Started," which provides action steps communities can take to begin a conversation around digital literacy and digital inclusion. Interested community-based institutions, including libraries and museums, can: (1) convene community stakeholders; (2) develop a shared community understanding of digital inclusion; (3) create a community action plan; (4) implement the plan; and (5) evaluate and revise the plan. She explained that communities need a plan for their digital assets, because digital accessibility is an integral part of the infrastructure of healthy communities. The guide complements another publication developed by IMLS and its partners entitled, "Building Digital Communities: A Framework for Action," which establishes a broad, more detailed, framework for digital inclusivity and encourages engagement across all sectors of the community to ensure that everyone has access to digital content and technologies. She described the framework as an important step toward providing tools that can help communities compete in a global economy and improve civic life, and noted that the framework benefited from the input of more than one hundred organizations and individuals with deep knowledge about public access to technology and the diverse information needs of communities.

CHAIRPERSON HILDRETH also described a recent IMLS award to WebJunction, part of the Online Computer Library Center, to help with next steps, including the following: helping local leaders find new ways to work together to meet local community needs for digital inclusion; establishing expertise in specific areas, such as education, health care and public safety; and establishing an active community of practice to support libraries, museums, and community-based organizations interested in taking on a leadership role in building digital communities. As part of the project, CHAIRMAN HILDRETH explained, WebJunction, and its partners TechSoup Global, and ICMA, will hold summits in Oklahoma City, OK and St. Paul, MN. The St. Paul summit will bring together teams of library representatives, city and county managers, and community-based organization representatives from around the country. Each team will develop and then host at least one digital inclusion activity in its local community. The teams will evaluate and publish outcomes from their local activities, and jointly report to IMLS on both project effectiveness and lessons learned.

CHAIRPERSON HILDRETH then discussed *Connect to Compete*, a non-profit initiative announced by the Federal Communication Commission to help Americans access broadband technology. IMLS's role in this initiative, she explained, is to facilitate the connection between the FCC's national program and State and local libraries in support of digital literacy. She said that IMLS is currently working with the Illinois, Mississippi and West Virginia State Libraries to develop pilot programs to discover their capacity to provide assistance to those who wish to improve their digital literacy skills and identify resources necessary to increase their capacity to serve the public.

Finally, CHAIRPERSON HILDRETH introduced a video clip from “Libraries are Obsolete”—a recent debate in which she participated at Harvard University – where she argued that libraries are not “obsolete” in today’s digital era. The Board members observed that the debate provided good visibility for IMLS and reaffirmed the continuing importance of libraries.

### **C. MUSEUMS FOR AMERICA VIDEO CASE STUDIES**

MS. CLAUDIA FRENCH, IMLS’ Deputy Director for Museums, reported on video case studies developed as part of an independent evaluation of the IMLS Museums for America (“MFA”) Grant Program. The evaluation assessed the impact of MFA awards, totaling \$123 million, that were made in Fiscal Years 2009 and 2010, with the goals of increasing the capacity of museums, enabling them to reach new audiences, and helping them leverage additional outside funding. The video case studies highlighted the impact of MFA grants awarded to the Queens Museum of Art and the St. Louis Children’s Museum.

### **VI. BOARD PROGRAM I: TRENDSWATCH 2012**

CHAIRPERSON HILDRETH introduced MS. ELIZABETH MERRITT, Founding Director of the Center for the Future of Museums at the American Association of Museums, to present a recent report issued by the Center, entitled “TrendsWatch 2012: Museums and the Pulse of the Future.” MS. MERRITT explained that the new report, which she was presenting publicly for the first time at the National Museum and Library Services Board Meeting, identifies a number of societal trends that are having an impact on museums and are likely to continue to shape their future. The Center plans to issue the trends report on an annual basis, and hopes that it will encourage museums to plan with longer time-frames in mind. Most strategic plans cover two to five years, she explained; this report is designed to help museums think in terms of 25 to 50 years.

MS. MERRITT then described in detail the seven major trends identified in the report, including: (1) crowdsourcing; (2) threats to non-profit status; (3) “Takin’ it to the Streets” (mobile museums); (4) alternative forms of funding; (5) demographic trends (aging population); (6) augmented reality (including through use of handheld devices); and (7) “the New Educational Era” (i.e., the development of 21st Century learning skills). MS. MERRITT explained how each of these trends is impacting key aspects of our society, and provided numerous examples of the ways in which museums have already begun responding to each of these trends, which are set out in the report.

BOARD MEMBER WINSTON TABB observed that many of the trends Ms. Merritt identified affect libraries as well. This view was echoed by BOARD MEMBER ROBERT WEDGEWORTH.

## **VII. BOARD PROGRAM II: INNOVATION IN MINNESOTA**

CHAIRPERSON HILDRETH next introduced the second Board program, which would explore the ways in which innovative programs in Minnesota are enhancing museum and library services.

### **A. LEARNING LABS**

CHAIRPERSON HILDRETH first introduced MS. DEBBIE WILLMS, Deputy Director of the St. Paul Public Library, to describe how the Library and St. Paul Parks and Recreation are carrying out a “Learning Lab” project with support from the IMLS and the MacArthur Foundation. CHAIRPERSON HILDRETH explained that IMLS and the MacArthur Foundation jointly developed a grant program to support the planning and design of up to 30 “Learning Labs,” which are intended to engage youth in mentor-led, interest-based, collaborative learning experiences in museums and libraries using digital and traditional media. The funded Learning Labs projects are expected to provide prototypes for the field and reflect current research about digital media and youth learning. The St. Paul Public Library received one of the initial grants from IMLS, and applications for a second round of awards will be due on June 15, 2012.

MS. WILLMS introduced her partner in the Learning Lab project, MS. KATHY KORUM, the Deputy Director of St. Paul Parks and Recreation, and explained that their project has three components: a physical; mobile; and virtual piece. While the Library and Parks and Recreation are the lead organizations for the grant, she said that other partners include the Science Museum of Minnesota, Twin Cities Public Television, the St. Paul Neighborhood Network, St. Paul Public Schools, and the University of Minnesota Learning Technologies Media Lab.

MS. KORUM described the program’s physical space in St. Paul, which consists of a library, a recreational center, classrooms, and “a great deal of technology.” She hopes kids will become interested in a piece of technology and want to create something new using it with the assistance of the Learning Lab partners. MS. KORUM then described the plan for the project’s mobile lab, which the partners intend to connect to a pre-existing community program in order to have greater access to the community. Finally, MS. KORUM described the project’s planned virtual space, which would be situated in “Sprockets,” St. Paul’s out-of-school-time network, and

provide a safe online space where kids can work closely with each other and their mentors to help increase collaboration and improve their digital projects.

MS. KORUM said that the project partners are discovering that digital learning takes place in many different ways and that local parks can serve as a welcoming environment for kids to engage in this type of learning. The partners now believe that, if you build relationships with young people, they will sign up for almost anything. For this reason, MS. KORUM explained, the partners plan to focus on youth development in their Learning Lab project, rather than computer programming, with the goal of building relationships and developing trust.

## **B. CONNECTING GLOBAL HERITAGE WITH THE ARTS**

MS. ELIZABETH NEILSON ARMSTRONG, Curator of Contemporary Art and Director of the Center for Alternative Museum Practice (“CAMP”) at the Minneapolis Institute of Arts (the “MIA”) spoke next. CHAIRPERSON HILDRETH explained that one of the 160 projects funded through the Museums for America Program last year was *Connecting Global Heritage with the New*, an initiative designed to bring working artists to the MIA for sustained interactions with the museum’s collections and the visiting public.

MS. ARMSTRONG explained that, before she was hired in 2008, the MIA had never had a contemporary curator or a contemporary art program, and she was charged with defining a role for contemporary art at the museum. She envisioned the Center for Alternative Museum Practice as a kind of catalyst and connector between museum departments, and was able to model this role early on in her tenure. MS. ARMSTRONG said that she was approached soon after she was hired by two street artists who wanted to do a projection on the front of the museum building. The artists, one a computer expert and the other a comic artist, were both inspired by the museum’s collection of Persian miniatures and the issue of global violence. Working with a high school that had a cross-disciplinary program involving geography, visual arts, and language arts, CAMP developed a five-month curriculum program about global violence and youth. The culmination of these efforts was an evening at the museum where the kids created works, with the two professional street artists, to animate the building and “bring it alive.”

MS. ARMSTRONG explained that, in addition to building a contemporary collection in the museum, she uses contemporary art to help individuals connect with the museum’s collection. She described the recent display of a contemporary painting by Kehinde Wiley, depicting two young Black men in a dramatic fallen heroes pose, in the museum’s Baroque gallery.

MS. ARMSTRONG also informed the Board about the new ways in which the museum is working with the Minneapolis College of Art and Design. She explained, for example, that the

museum commissions a student each year to do a site-specific piece with installation assistance from the museum's professional staff. Finally, MS. ARMSTRONG described how Marcus Young, a local performance artist, took up residence in the museum for 10 days. All of these efforts are stimulating conversation and connection with the museum's collection.

### **C. LEGACY AMENDMENT**

MS. ANDREA KAJER, Deputy Director for External Relations at the Minnesota Historical Society, was the final speaker of the Board program. She discussed the Clean Water, Land and Legacy Amendment to the State's Constitution (the "Legacy Amendment"), which was adopted in 2008 and established the Arts and Cultural Heritage Fund – a dedicated funding stream that supplements government support for a variety of cultural activities important to the State. MS. WALTON, Minnesota State Librarian, briefly described projects supported by this Fund in her opening remarks.

ANDREA KAJER explained that the Legacy Amendment is expected to raise \$250 million dollars per year, through the State's sales tax, and supports four different funding areas, with 19.75 percent dedicated for the Arts and Cultural Heritage Fund, or about \$50 million per year. Money earmarked for the Fund may only be spent for arts, arts education, access, and for preservation of Minnesota's history and cultural heritage. She explained that the dedicated funding must supplement, not substitute for, traditional sources of funding, and described some of the uses of the Fund. She noted the breadth of organizations eligible for support from the Fund, including county fairs, sports arenas, and historic buildings, such as the State capitol. MS. KAJER said \$22 million dollars from the Fund in 2009, and \$24 million dollars in 2011, were used to support history programs. These funds have supported 600 grants and launched 75 new programs.

### **VIII. QUESTIONS AND ANSWERS**

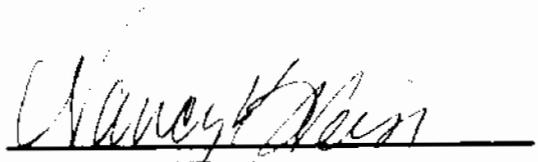
CHAIRPERSON HILDRETH opened the question and answer session by asking MS. KAJER to describe the funding process under the Arts and Cultural Heritage Fund. MS. KAJER explained that the State legislature apportions money to organizations within the State, including the Minnesota Historical Society and the Minnesota State Arts Board, which run grant programs.

CHAIRPERSON HILDRETH then asked MS. ARMSTRONG how she worked with her staff members to embrace more contemporary programming and exhibits. MS. ARMSTRONG emphasized the important of having a museum director who encourages staff to read and apply "innovation" concepts and literature.

MR. WEDGEWORTH asked MS. WILLMS and MS. KORUM if their experiences working on the collaboration between the St. Paul Library and St. Paul Parks and Recreation had impacted the ways in which they think about educating and training their staff members. MS. WILLMS said that she is now seeking to create new jobs which seek expertise that can be used in both parks and libraries, such as training in education and youth development. MS. ARMSTRONG added that she also felt that cross-disciplinary skills were crucial and described a grant program at MIA where staff members can apply for funding for projects that expose them to new experiences outside of their day-to-day work or prior professional training, thereby stimulating creativity thinking.

**IX. ADJOURNMENT**

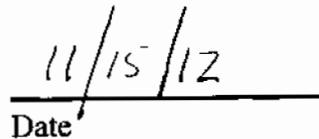
CHAIRPERSON HILDRETH thanked all of the panelists and Board members for their participation in the Meeting. CHAIRPERSON HILDRETH then adjourned the Twenty-Fifth Meeting of the National Museum and Library Services Board at approximately 3:45p.m.



NANCY E. WEISS

Secretary

National Museum and Library Service Board



Date

**MINUTES OF THE TWENTY-SIXTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**  
**NOVEMBER 15, 2012**

**Institute of Museum and Library Services**  
**1800 M Street, NW, 9<sup>th</sup> Floor**  
**Board Room**  
**Washington, DC**

Board Members Present

Susan H. Hildreth, Chairperson  
Director of the Institute of Museum and Library Services

Charles Benton  
Christie Pearson Brandau  
John Coppola  
Carla Hayden  
Eric Jolly  
Mary Minow  
Lawrence Pijeaux, Jr.  
Winston Tabb

Julia Bland  
Norberto Castro  
Suravi Gangopadhyay  
Luis Herrera  
Susana Torruella Leval  
Christine Orr-Cahall  
Suzanne Thorin  
Robert Wedgeworth

Claudia French, Deputy Director for National Museum and Library Services

Board Members Not Present

Janet Cellucci  
Mark Herring

Will Hagenah  
Ioannis Miaoulis

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# **P-R-O-C-E-E-D-I-N-G-S**

**November 15, 2012**

CHAIRPERSON SUSAN H. HILDRETH, Director of the Institute of Museum and Library Services (“Institute” or “IMLS”), called the Twenty-Sixth Meeting of the National Museum and Library Services Board (“Board”) to order at 9:00 a.m. She observed that a quorum was present.

## **I. WELCOME**

CHAIRPERSON HILDRETH opened the Meeting by noting the critical role that libraries and museums had played in the immediate aftermath of Hurricane Sandy. She reported that, although some libraries and museums suffered damages during the hurricane, many were able to reopen operations shortly after the storm and served as places of refuge. These institutions provided light, heat, community meeting spaces, and access to the Internet, thereby permitting individuals affected by the storm to seek assistance from the Federal Emergency Management Agency (FEMA). CHAIRPERSON HILDRETH said that IMLS had approved the provision of immediate emergency assistance through the Conservation Assessment Program (CAP) to museums affected by the storm. This program, which is administered by Heritage Preservation through a cooperative agreement with IMLS, is supporting assessments by conservators and historic preservation specialists who can evaluate damage and recommend recovery steps.

MS. MAMIE BITTNER, the Institute’s Director of the Office of Communications and Government Affairs reported on the celebration of the winners of the National Medal for Museum and Library Service that had taken place the previous evening in the White House Indian Treaty Room. She then introduced and displayed a video which described how the National Medal winning institutions had impacted the lives of local community members.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twenty-Fifth Meeting of the National Museum and Library Services Board.

## **III. INTRODUCTION OF NEW MEMBERS**

CHAIRPERSON HILDRETH introduced the eight new members of the Board, who were appointed by President Obama on November 8, 2012: Mr. Charles Benton of Illinois, Ms. Christie Brandau of Iowa, Mr. Bert Castro of Arizona, Ms. Paula Gangopadhyay of Michigan, Mr. Luis Herrera of California, Mr. Eric Jolly, of Minnesota, Ms. Susana Torruella Leval, of New York and Ms. Suzanne Thorin, of New York. These new members had participated in orientation the prior day.

#### **IV. BOARD PROGRAM: MUSEUMS, LIBRARIES, AND EARLY LEARNING**

As the next item of business, MS. MARSHA SEMMEL, the Institute's Director of Strategic Partnerships, introduced and moderated a panel program focused on museums, libraries and early learning. In introducing the program, she emphasized that museums and libraries have long played an active role in community early learning efforts and described IMLS's support for early learning activities, through both discretionary grants as well as in conjunction with the State Library Administrative Agencies. She described IMLS's work with the Campaign for Grade-Level Reading (the "Campaign") to make the early learning goals of the Campaign a priority for IMLS's National Leadership Grant program. In September of 2012, IMLS announced awards of more than \$2.5 million in grants for library and museum projects addressing the goals of the Campaign. MS. SEMMEL informed the Board that IMLS was developing, in partnership with the Campaign, a new publication addressed to policymakers focusing on the role of libraries and museums in advancing early learning. Finally, she described a partnership between IMLS and the Office of Head Start and the Administration for Children and Families at the Department of Health and Human Services, which will promote collaboration between early childhood programs and public libraries.

##### **A. THE CAMPAIGN FOR GRADE-LEVEL READING**

MS. SEMMEL then introduced MR. RALPH SMITH, Managing Director of the Campaign for Grade-Level Reading and Senior Vice President of the Annie E. Casey Foundation. MR. SMITH discussed the goals and purposes of the Campaign for Grade-Level Reading. He described the Campaign as a collaborative effort by foundations, nonprofit partners, states and communities across the nation to ensure that more children in low-income families succeed in school and graduate prepared for college, a career, and active citizenship. The Campaign is focused on what it describes as the most important predictor of school success and high school graduation — reading at grade level by the end of third grade. MR. SMITH explained that the Campaign is a way to mobilize people, civic organizations, and anchor institutions, such as museums and libraries, to respond to three problems: (1) children who begin school so far behind their peers that they can't catch up in three years; (2) children who fall further behind their peers during the school year due to chronic school absenteeism; and (3) children who come back to school in September further behind their peers than when they left school in June.

MR. SMITH indicated that it became clear to the Campaign that the three identified problems were uniquely outside the province of the traditional classroom and that anchor institutions within local communities, such as libraries and museums, had a particularly important role to play in responding to these challenges. He announced that 124 communities across the country had already joined the Campaign, representing 350 school districts, and 8 million children. In addition, MR. SMITH indicated that more than 100 libraries and museums are participating in the Campaign, noting that libraries across the country are playing a leading role in engaging with families and summer programs to advance early learning.

## **B. U.S. DEPT. OF HEALTH AND HUMAN SERVICES – OFFICE OF CHILD CARE**

MS. SHANNON RUDISILL, Director of the Office of Child Care, Administration for Children and Families, U.S. Department of Health and Human Services, then spoke about the joint IMLS-Department of Health and Human Services initiative to encourage partnerships and collaboration between early childhood programs and public libraries to help meet the educational needs of young children and their families.

MS. RUDISILL noted that museums and libraries are in a special position to bring early learning services to the places where children and families are located on a regular basis. She also described a number of key early learning initiatives launched by the Department of Health and Human Services, including providing funding for state early learning advisory councils, and partnering with the Department of Education on the Race to the Top Early Learning Challenge grant programs. MS. RUDISILL noted that many of the Race to the Top grants included library and museum programs, and urged the museum and library community to continue to explore potential partnerships with early childhood programs, including child care centers, Head Start associations, and state advisory councils.

## **C. RICHMOND, VIRGINIA: A COLLABORATIVE APPROACH**

MS. HARRIET HENDERSON COALTER, Director of the Richmond Public Library, spoke about the ways in which the city of Richmond, Virginia has worked to address early learning issues. She discussed the city's efforts to bring a number of different programs and initiatives into alignment. As examples, MS. COALTER cited the Richmond Early Childhood Development Initiative, which is a collaboration between the library, the health department, and social services, and the city's Great Little Reading Campaign, which involves a number of city departments and more than thirty community partner organizations. While describing Richmond's Grade-Level Reading initiative, she stressed that the overarching goal of the city's initiative is to build a grade-level reading focus into existing programs, while emphasizing the importance of collaboration across city departments and with community partners. MS. COALTER noted that the Richmond Public Library was tasked to serve as the lead convener for the Richmond Grade-Level Reading campaign due to the fact that the library already had numerous early learning programs in place, including the library's annual summer reading program, collaborations with child care providers, and school readiness workshops. She also observed that the library has a dedicated literacy outreach position, and that this staff member's task is to help build community partnerships, particularly those focused upon early learning.

MS. COALTER also discussed the library's new efforts to improve coordination between schools, child care and other community providers to build more effective summer learning programs. The library received a grant from IMLS to strengthen, in coordination with the Library of Virginia, its own summer reading program. As part of these efforts, she indicated that the library intends to build its summer reading list in a more inclusive way, to evaluate and coordinate programming schedules for summer programs to maximize the ability of children to participate in multiple programs, and develop a model literacy component. A key part of the program described by MS. COALTER will be an evaluation and research based component, which will be done in

partnership with Virginia Commonwealth University, to test and evaluate the success of various summer program activities.

#### **D. MUSEUMS AND EARLY LEARNING**

BOARD MEMBER JULIA BLAND was the final speaker during the Board Program. She noted that an emphasis on early learning not only aligns with the President's agenda, but also with IMLS's strategic plan that looks at places the learner at the center, with museums and libraries serving as community anchor institutions. MS. BLAND discussed a number of ways in which museums are playing key roles in early learning. She noted that a growing number of museums operate programs inside of child care centers, and that there is a growing focus within the museum community on developing awareness in parents and caregivers of the importance of bringing children into different learning environments so that they can take advantage of new opportunities to develop and enrich the child's cognitive development.

MS. BLAND also highlighted a number of children's museums projects that have been innovating in the early learning space, including projects by the Boston Children's Museum, the Long Island Children's Museum, the Children's Museum of Houston, the Chicago Children's Museum, the Portland Children's Museum (Oregon), the Stepping Stones Museum for Children in Norwalk, CT, the Children's Museum of Manhattan, and the Louisiana Children's Museum. She also shared that the Association of Children's Museums has undertaken a three year effort to reimagine children's museums. MS. BLAND described the effort as an opportunity to look at the external trends, the role of technology, and the importance of sustainability. In addition, she noted that the Association of Children's Museums has received a grant from IMLS to study the latest research being conducted in children's museums, which should provide greater understanding of the impact of such research. MS. BLAND further described a new initiative of the North American Reggio Emilia Alliance to organize a group of museum professionals, early childhood professionals, higher education professionals, and civic and municipal leaders, to travel to Reggio Emilia, Italy to study the acclaimed Reggio Emilia model approach to early learning and early childhood development.

#### **E. DISCUSSION**

BOARD MEMBER LAWRENCE PIJEAUX, JR. asked if there were specific examples of the ways in which art and history museums have been involved in innovative early learning programs.

BOARD MEMBER SURAVI GANGOPADHYAY cited an example of a recent successful pilot test of a program offered by The Henry Ford called Reading Inspiration – The Henry Ford Story, which uses literacy as a vehicle to reinforce historical facts, innovation, 21st century skills, geography and mapping skills.

MS. SEMMEL noted that the Smithsonian Institution is taking an expansive new look at early learning. She observed that, in addition to conducting a longitudinal evaluation of its early enrichment center for parents and children, the Smithsonian is also undertaking a literature review of early learning studies in non-children's museums.

BOARD MEMBER ROBERT WEDGEWORTH noted that the early learning programs are only the beginning of the story, and that it is also important to offer programs focusing on adult literacy skills. This view was echoed by BOARD MEMBER SUSANA TORRUELLA-LEVAL who stressed the importance of connecting adult and young adult programs with early learning programs. BOARD MEMBER SUZANNE THORIN added that she viewed the opportunity to engage adult literacy as the next step, because a key part of early learning is having parents in the homes instilling reading values to their children.

MR. SMITH noted that a number of libraries and museums, particularly in Chicago and Baltimore, are recognizing the connection between adult literacy and early learning and are hosting storytelling times and storytelling training for parents who may not be able to read to their children. BOARD MEMBER CARLA HAYDEN noted that the Enoch Pratt Free Library in Baltimore hosts family reading circles using high quality children's picture books, which allows for parents with low literacy levels to still be able to read to their children.

## **V. FINANCIAL UPDATE**

MR. MICHAEL JERGER, the Institute's Chief Financial Officer, provided the Institute's financial update. He reported that IMLS is operating under a government-wide continuing resolution that supports Fiscal Year 2013 activities through March 27, 2013. The continuing resolution, MR. JERGER explained, provides funding levels for IMLS at approximately half a percent increase over Fiscal Year 2012 levels, which was \$232 million for IMLS.

MR. JERGER next informed the Board that Leon Snead & Company, IMLS's independent auditor, had issued, for the seventh consecutive year, an unqualified or "clean" opinion of the agency's Fiscal Year 2012 financial statements. In their report, the auditors identified no significant deficiencies or material weaknesses with respect to IMLS's financial records.

MR. JERGER concluded his report by discussing IMLS's preparations for a government-wide sequester, which could reduce IMLS's appropriation by approximately 8.2 percent, or about \$19 million. CHAIRPERSON HILDRETH explained that, in addressing the sequestration, IMLS sought to protect, as much as possible, the agency's program funds, as well as its significant research activities and data collections.

## **VI. LEGISLATIVE UPDATE**

MS. BITTNER updated the Board on recent legislative developments. She reported that the House of Representatives had passed a budget resolution for Fiscal Year 2013 funding, with associated language that mentions IMLS. The budget notes that making grants to museums and libraries is not a core federal responsibility and is a function that can be funded at the state and local level and by contributions from the private sector. Since then, MS. BITTNER reported, the Senate Committee passed a bill that maintains level funding for IMLS at \$232 million and includes positive language regarding IMLS's consolidation of the Conservation Project Support Program into Museums for America, and the 21st Century Museum Professionals Program into the National Leadership Grant Program. This reflects the Senate's support of the agency's efforts to simplify its

grant offerings while continuing to pursue collections care and museum professional development goals. The Senate also added language underscoring the need to support museum services for Native Hawaiians. She further reported that, on the House side, a bill was passed out of the appropriations subcommittee, with a cut of two percent for IMLS. The bill included language requiring the agency to limit the amount of funds that could be directed toward indirect costs in a grant award. This is a matter that is under review on a government-wide basis.

MS. BITTNER informed the Board that IMLS had been engaged in a significant amount of outreach to members of Congress, including meetings with each member of the appropriations committees. She reported that, on September 13, 2012, IMLS provided two congressional briefings on the important relationships between libraries and workforce centers, in coordination with the Employment and Training Administration at the U.S. Department of Labor. Representative Rush Holt spoke at a briefing held for House staff, and Senators Jack Reed and Kay Hagen spoke at a briefing held for Senate staff. Staff from approximately twenty-five congressional offices attended each briefing and had an opportunity to hear from librarians, representatives from workforce centers, and North Carolina's Secretary of State. MS. BITTNER said that IMLS planned to present additional congressional briefings that would focus on the role of museums and libraries and early learning, and the role of libraries in digital literacy.

MS. BITTNER concluded her update by reporting that IMLS had received National Medal nominations from 43 members of Congress, nominating a total of 133 museums and libraries for the award.

## **VII. PROGRAM UPDATES**

### **A. LEARNING LABS**

CHAIRPERSON HILDRETH next invited MS. SEMMEL to provide the Board with an update regarding the Learning Labs program.

MS. SEMMEL explained that IMLS and the John D. and Catherine T. MacArthur Foundation recently announced the second round of winners of a national competition to design 21st century Learning Labs in museums and libraries around the country. IMLS and the MacArthur Foundation jointly developed a grant program to support the planning and design of "Learning Labs," which are intended to engage youth in mentor-led, interest-based, collaborative learning experiences in museums and libraries using digital and traditional media. Each funder contributed \$2 million to support up to 24 Learning Labs throughout the country and foster a robust community of practice. IMLS and the MacArthur Foundation have supported the Urban Libraries Council, in cooperation with the Association of Science and Technology Centers, to help with the development of a community practice in this sphere around evaluation, outcomes, and best practices. The funded Learning Labs projects are expected to provide prototypes for the field and reflect current research about digital media and youth learning. MS. SEMMEL explained that the Learning Labs are more than simply putting teens in front of computers, and that the program is focused on the evolving roles for museums, libraries, and the people who work in these institutions, as they attempt to find new ways to reprogram spaces in the institutions to get youth to feel comfortable exploring and creating traditional and digital media.

BOARD MEMBER LUIS HERRERA added that the Learning Lab in the San Francisco Public Library had transformed the internal culture of the library, and represented a new way of doing business through very strong partnerships. He emphasized that the Learning Labs provide youth with key skills that are going to be essential to finding success in a 21st century workforce. This view was echoed by CHAIRPERSON HILDRETH, who also discussed the important role mentorship plays in the Learning Labs program.

BOARD MEMBER CHARLES BENTON voiced his support for the partnership between IMLS and the MacArthur Foundation on the Learning Labs program and stated that these projects are focused not simply on digital literacy, which he noted is critical on its own, but also in helping to establish our digital future.

## **B. COMMUNICATION OUTREACH**

MS. CLAUDIA FRENCH, the Institute's Deputy Director for Museum Services, reported next on the Institute's recent efforts to enhance its communication and outreach activities. She explained the importance IMLS places on receiving feedback from the community in order to ensure that the agency is focusing on the key issues facing the field. She then described two new outreach activities which are intended to supplement traditional meetings with national partners and participation in conferences and convenings.

MS. FRENCH reported that IMLS had recently launched, in coordination with the American Institute for Conservation and Heritage Preservation, a new blog series, entitled "From the Bench." The series provides an opportunity for conservators to share their experience and inform others about their IMLS-supported work in preserving cultural objects.

She then explained how IMLS would use the social media tool, "IdeaScale," to help the agency solicit new ideas and stimulate discussions on ways to maximize the impact of the Museum Grants for African American History and Culture Program. Since the program was launched in 2006, IMLS has awarded \$8.2 million of assistance to build the capacity of African American History and Culture museums, which was the area of greatest need at the inception. As capacity has increased over the past seven years, it may be appropriate to focus on other or additional needs. The IdeaScale platform, explained MS. FRENCH, will allow IMLS to engage directly with the African American History and Culture museum community while the agency begins working to reshape the program.

## **C. MEASURING SUCCESS**

MR. CARLOS MANJARREZ, the Institute's Director of Planning, Research, and Evaluation, reported on the Institute's evidence-based approach to evaluation and discussed the agency's on-going "Measuring Success" initiative. He explained that an evidence-based approach to evaluation is integral to IMLS's Strategic Plan, which he described as a process improvement model. MR. MANJARREZ suggested that it is beneficial to think of IMLS grants as investments, and that, in order to evaluate the success of those investments, resources are needed that can provide the basis for an evidence-based evaluation of IMLS grants. In order to determine which

grants have been most successful, MR. MANJARREZ explained, it is essential to establish comparable metrics that can be used to evaluate success across a wide breadth of varying library and museum practices.

The Measuring Success initiative was launched in 2011 with the goal of helping IMLS and the State Library Administrative Agencies that receive funding under IMLS's Grants to State Program to plan for, manage, and evaluate grant-supported library activities. MR. MANJARREZ explained that IMLS is working in collaboration with the SLAA's to develop comparable metrics so that there can be more meaningful measurement of the activities that the states are providing. The most important outcome of the initiative, according to MR. MANJARREZ, will be the ability to share with the field the information about what programs really do work.

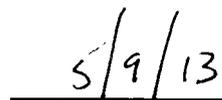
MR. MANJARREZ described other ways in which IMLS is working to evaluate the impact of its discretionary programs. He discussed a recent independent evaluation of the Institute's Museums for America program, and announced that the agency is in the middle of an independent evaluation of its Laura Bush 21st Century Librarian program. MR. MANJARREZ also highlighted a new model for evaluation that the agency is using, in which IMLS seeds initiatives and works closely with partners to evaluate the initiatives along the way. He cited the Learning Labs program as a model for this form of evaluation, and noted that the Institute is developing similar models in its work on early learning with the Campaign for Grade-Level Reading, and its work with the Local Initiative Support Corporation (LISC) on a project aimed at identifying ways in which libraries and museums can contribute to comprehensive community development initiatives.

MR. MANJARREZ concluded his report by discussing the Institute's Museums Count Initiative, which is a multi-phase project intended to establish a comprehensive, reliable database containing information about the size, distribution, and scope of the museum sector in the United States. There currently is no single source of information describing the characteristics of museums that can be used by museums, museum professionals, IMLS, policy makers, researchers, or the general public.

**VIII. ADJOURNMENT**

CHAIRPERSON HILDRETH thanked all of the Board members and panelists for their participation in the Meeting. She then adjourned the Twenty-Sixth Meeting of the National Museum and Library Services Board at approximately 12:00 p.m.

  
\_\_\_\_\_  
NANCY E. WEISS  
Secretary  
National Museum and Library Service Board

  
\_\_\_\_\_  
Date

**MINUTES OF THE TWENTY-SEVENTH MEETING  
OF THE  
NATIONAL MUSEUM AND LIBRARY SERVICES BOARD  
INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**MAY 9, 2013**

**Institute of Museum and Library Services  
1800 M Street, NW, 9<sup>th</sup> Floor  
Board Room  
Washington, DC**

Board Members Present

Susan H. Hildreth, Chairperson  
Director of the Institute of Museum and Library Services

Althemese Pemberton Barnes  
Christie Pearson Brandau  
John Coppola  
Paula Gangopadhyay  
Luis Herrera  
Tammie Kahn  
Jacquelyn Sundstrand  
Mary Minow  
Suzanne Thorin  
Robert Wedgeworth

Charles Benton  
Norberto Castro  
Vishakha Desai  
Carla Hayden  
Eric Jolly  
George Kerscher  
Susana Torruella Leval  
Lawrence Pijeaux, Jr.  
Winston Tabb

Claudia French, Deputy Director for Museum Services, IMLS  
Maura Marx, Deputy Director for Library Services, IMLS

Board Members Not Present

William Hagenah

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# **P-R-O-C-E-E-D-I-N-G-S**

**MAY 9, 2013**

CHAIRPERSON SUSAN H. HILDRETH, Director of the Institute of Museum and Library Services (“Institute” or “IMLS”), called the Twenty-Seventh Meeting of the National Museum and Library Services Board (“Board”) to order at 9:00 a.m. She observed that a quorum was present.

## **I. WELCOME**

CHAIRPERSON HILDRETH opened the Meeting by commending the work of the three Board members – Julia Bland, Janet Cellucci, and Mark Herring – who had recently completed their Board service. In addition, CHAIRPERSON HILDRETH discussed the 2013 National Medal for Museum and Library Service ceremony which had taken place the previous day in the East Room of the White House. She thanked BOARD MEMBER MARY MINOW for her work to help coordinate the ceremony with the First Lady, Michelle Obama, who, with CHAIRPERSON HILDRETH, presented the medals to ten museums and libraries from across the country.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twenty-Sixth Meeting of the National Museum and Library Services Board.

## **III. INTRODUCTION OF NEW MEMBERS**

CHAIRPERSON HILDRETH welcomed five new members, who had been recently appointed by President Obama, to the Board: Ms. Althemese Barnes of Florida, Ms. Vishakha Desai of New York, Ms. Tammie Kahn of Texas, Mr. George Kerscher of Montana, and Ms. Jacquelyn Sundstrand of Nevada. She reported that these new members had participated in orientation the prior day.

CHAIRPERSON HILDRETH next informed the Board that the Meeting would be the final Board Meeting for MS. MARSHA SEMMEL, the Institute’s Director of Strategic Partnerships, who would soon be retiring from the government. MS. SEMMEL expressed her gratitude for the work of the Board and shared her belief that the museum and library community is at a tipping point toward greater public recognition for their work improving learning opportunities and making a difference in their communities.

## **IV. FINANCIAL UPDATE**

MR. MICHAEL JERGER, the Institute’s Chief Financial Officer, provided the Institute’s financial update and reported on the Fiscal Year 2013 budget process. MR. JERGER recounted that the automatic spending cuts associated with the government-wide sequester took effect on

March 1, 2013. The sequester cuts, MR. JERGER explained, totaled 5% of current funding levels, or approximately \$11.5 million in cuts to Fiscal Year 2013 spending for IMLS. He next reported that, on March 26, 2013, President Obama signed a government-wide continuing resolution to support Fiscal Year 2013 activities through September 30, 2013. This continuing resolution included an across-the-board reduction of approximately 2/10 of a percent, in addition to the sequester cuts. The final Fiscal Year 2013 budget for IMLS is \$219.8 million, explained MR. JERGER, which represents a 5.2% reduction from Fiscal Year 2012.

## **V. LEGISLATIVE UPDATE**

CHAIRPERSON HILDRETH introduced MS. MAMIE BITTNER, the Institute's Director of the Office of Communications and Government Affairs, and thanked MS. BITTNER, her team, and the Board, for the work involved in putting together the 2013 National Medal for Museum and Library Service ceremony.

MS. BITTNER updated the Board on recent legislative developments. She reported that President Obama's Fiscal Year 2014 budget was released on April 10, 2013, and would fund IMLS at \$225.8 million, which would provide IMLS with a 2.7% increase from Fiscal Year 2013. MS. BITTNER noted that IMLS would use the funds to advance its strategic goals, focusing, in particular, on early childhood development and science, technology, engineering and mathematics ("STEM") education. She said that the IMLS will continue its partnership with the Campaign for Grade-Level Reading and release a national policy report in late spring describing both how libraries and museums make a difference for young learners and how policy makers can partner with libraries and museums to create effective learning strategies and plans. In addition, IMLS plans to fund, in 2014, at least 20 pilot projects focusing on early learning for children who are not in formal pre-school programs. With regard to the agency's STEM initiative, she reported that libraries and museums are emerging as community technology hubs where out-of-school STEM learning efforts take place and that, in 2014, IMLS will create a funding priority for projects that develop new programming models to teach STEM skills to at-risk youth.

BOARD MEMBER LUIS HERRERA expressed his support for emphasizing early learning and STEM and asked if the agency could anticipate how much funding would be provided for each of these initiatives. In response, CHAIRPERSON HILDRETH explained that the agency has not decided on a specific funding amount for either initiative. IMLS will incorporate a STEM priority in both the National Leadership Grants and the Museums for America programs. With regard to the early learning initiative, she stated that they agency would likely identify a partner to help coordinate its efforts.

BOARD MEMBER ROBERT WEDGEWORTH noted that it would be useful for the Board to hear more about the IMLS's efforts to support academic libraries and school media centers, because the funding for those institutions have suffered serious impacts in the past decade. CHAIRPERSON HILDRETH explained that IMLS has supported school libraries, particularly through its Laura Bush 21st Century Librarians and National Leadership Grant programs, and said that she would prepare some materials for the Board on this topic. BOARD MEMBER SUZANNE THORIN added that much of the learning in libraries takes place in the context of

academic libraries, and that it is important for the agency to be engaged with some of the exciting work that is going on in those institutions.

BOARD MEMBER PAULA GANGOPADHYAY also expressed her support for the two focus areas – early childhood learning and STEM -- and added that it may be helpful to think of STEM in an even broader sense, as STEAM (STEM + the Arts), and/or STREAM (STEAM + Reading). BOARD MEMBER VISHAKHA DESAI echoed this view and emphasized the importance of integral learning within museums.

## **VI. PROGRAM UPDATES**

Before turning to Program Updates, CHAIRPERSON HILDRETH discussed a recent meeting involving IMLS, members of President Obama's Domestic Policy Council, and representatives from the library community. She described the lively discussion involving four key policy areas: (1) early learning; (2) STEM; (3) the role of libraries and museums in working on issues involving immigration; and (4) the role of libraries and museums in providing health information to the public.

### **A. HERITAGE HEALTH INDEX II**

CHAIRPERSON HILDRETH then introduced MS. CLAUDIA FRENCH, the Institute's Deputy Director for Museum Services, who reported that IMLS had awarded funds to Heritage Preservation to conduct a second comprehensive survey of the condition of U.S. collections, the "Heritage Health Index II." MS. FRENCH noted that a first survey, the "Heritage Health Index," which was conducted in 2004, helped shape a number of IMLS investments over the years within the framework of the agency's comprehensive "Connecting to Collections" initiative.

MS. FRENCH introduced MR. LAWRENCE REGER, President of Heritage Preservation, who provided background information on the first Heritage Health Index survey and the plans for the second. He described how the first survey emphasized important aspects of the stewardship of cultural heritage. He then introduced MS. KRISTEN OVERBECK LAISE, Executive Vice President of Heritage Preservation, who discussed in more detail the findings of the first Heritage Health Index and the goals of Heritage Health Index II.

MS. LAISE described the breadth of the original survey, which collected information on the state of preservation across the entire spectrum of collecting institutions, from internationally renowned art museums and libraries to local historical societies, specialized archives, and archeological repositories. The survey found that 4.8 billion artifacts held in public trust were at risk and that 190 million were in need of immediate care. A report associated with the survey advised institutions to give priority to providing safe conditions for their collections; develop emergency plans to protect their collections and train staff on how to carry out these plans; and assign responsibility for caring for collections to members of the staff. The report also recommended that individuals at all levels of government and the private sector assume responsibility for providing support to enable the Nation's collections to survive. MS. LAISE said that the new Heritage Health Index II will use a similar instrument and methodology to the

2004 study to identify changes that have taken place in collections care during subsequent ten years. In addition, the project will examine the effectiveness of preservation activities and initiatives during that same time, and will recommend actions to continue to improve the care of collections.

BOARD MEMBER WINSTON TABB stressed the importance of having a comprehensive view of what constitutes a museum collection, noting as an example a “historic house,” where the house, itself, is a critical part of the collection. He explained that it is vital, when maintaining the buildings for such museums, to do this in a way that preserves their character as part of the collection. MR. REGER noted that, although the Heritage Health Index does not ask specific questions about architectural structures, museums in older buildings may qualify to have both an architectural assessor and collections assessor review their museum through the IMLS-Heritage Preservation Conservation Assessment Program. BOARD MEMBER SUSANA TORRUELLA LEVAL similarly urged the group to cast a wide net to ensure that the project captures the full breadth of museum collections, including collections reflecting expressions of communities that have been traditionally underrepresented.

BOARD MEMBER THORIN emphasized the vast amount of digitization taking place in museums and libraries and recommended that the Heritage Health Index II pose questions about the health of the infrastructure supporting these efforts. MS. LAISE agreed that digitization is an important part of the survey, noting that Heritage Preservation will be convening a panel of individuals with expertise in digital preservation and digitization to review the survey questions asked as part of the previous survey and to suggest new additions to reflect current standards and practices. BOARD MEMBER GEORGE KERSCHER suggested that Heritage Preservation consider and pose questions pertaining to the accessibility of digital information.

BOARD MEMBER DESAI asked whether, after the Heritage Health Index II report is released in 2014, IMLS would change some priorities of the agency’s grant programs based on the needs identified by the project. CHAIRPERSON HILDRETH observed that the agency had made a great commitment to disaster preparedness, which the prior report had identified as an urgent need. MS. SEMMEL added that, as part of the Connecting to Collections initiative that followed the first Heritage Health Index report, IMLS, in partnership with Heritage Preservation, and the American Association for State and Local History, helped to create an online community of practice through [ConnectingtoCollections.org](http://ConnectingtoCollections.org). The online community, MS. LAISE explained, currently has 3,000 members, and is intended to serve as a central information hub where smaller museums, libraries, archives, and historical societies can get answers to collections care questions and quickly locate reliable preservation resources, while helping staff members network with their colleagues in the preservation community.

In closing, MS. LAISE described an IMLS-funded Heritage Preservation project that provides online courses on preservation for librarians. She explained that one of the reasons why Heritage Preservation proposed the project was because the first Heritage Health Index demonstrated that public libraries often serve as the sole repository for historical materials in their community.

## **B. NATIONAL ACCESS TO DIGITAL CONTENT**

CHAIRPERSON HILDRETH next introduced MS. MAURA MARX, the Institute's Deputy Director for Library Services, who updated the Board on national initiatives designed to provide broad public access to digital content and collections. She described the early efforts of the Library of Congress, through its American Memory Project, and concluded with a summary of the recent work carried out by the Digital Public Library of America (DPLA). MS. MARX identified five key elements integral to any national digital access project: (1) code; (2) metadata; (3) content; (4) services; and (5) community.

"Code," she explained is the technical backbone of any digital system. According to MS. MARX, a national digital access project should have the principles of the Internet – openness, generativity, collaboration, and transparency – built into its DNA.

With respect to metadata, MS. MARX said that people want to discover content on the Internet in many different places, including through commercial public search engines. In order for a digital access project to allow such discoverability, she explained, the metadata must be exposed to the open Internet through open metadata so that it may freely move through the web environment.

MS. MARX described the importance of providing digital access to all types of content, regardless of format. In discussing this element, she acknowledged the complexities involved with providing public access to content in accordance with the legal framework.

MS. MARX explained that the fourth key element to a national digital access project is "services." She praised museums and libraries that have moved from being protectors and gatekeepers to being facilitators who swing the gates wide open and invite the public to come in and use their content. One way many institutions are doing this, she explained, is by inviting developers and innovators to build tools and services utilizing the institution's existing data.

With respect to the final element, community, MS. MARX stressed the importance of bringing together diverse stakeholders in order to build a successful national digital access project. She noted that there are many constituents outside of the museum and library community, including technologists, lawyers, and government officials, who are also interested in seeing the promise of the Internet come to fruition in broad public access to the wealth of materials held in collecting institutions. To illustrate the important role that community plays in national digital access projects, MS. MARX described the Digital Hubs Pilot Program, which is a public/private partnership funded by IMLS, the National Endowment for the Humanities, and the Knight Foundation. This project is designed to leverage the existing U.S. digital library infrastructure, much of which was developed with Library Services Technology Act (IMLS) funding, to create a sustainable national digital library system. She explained that under the Digital Hubs Pilot project, existing statewide and regional digital library projects (service hubs) and existing content repositories (content hubs) will partner with the DPLA to connect national infrastructure and content in a way that aims to increase public access to digital content.

## **VII. BOARD PROGRAM: TRENDSWATCH 2013**

At the conclusion of MS. MARX'S presentation, CHAIRPERSON HILDRETH introduced ELIZABETH MERRITT, Founding Director of the Center for the Future of Museums at the American Association of Museums (AAM), and PHILLIP KATZ, Assistant Director for Research at AAM, to present the content of the Center's 2013 TrendsWatch Report. As MS. MERRITT and MR. KATZ explained, TrendsWatch is an annual report that the Center has developed to help museums gain a better understanding of their future. The report identifies a number of societal trends that are having an impact on museums and are likely to continue to shape the future of these institutions.

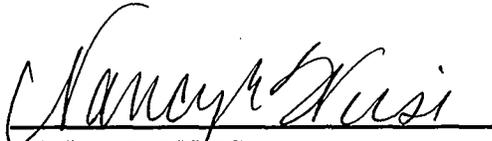
MS. MERRITT and MR. KATZ described in detail the six trends identified in the 2013 TrendsWatch Report: (1) "The Changing Shape of Giving" (philanthropy trends); (2) 3-D printing; (3) "The Great Unbundling" (the transformation of higher education, including massive open online courses); (4) "When Stuff Talks Back" (networked objects and the "Internet of Things"); (5) "Disconnecting to Reconnect" (a backlash against complete digital immersion); and (6) "The Urban Renaissance" (the growth and restoration of the urban core). MS. MERRITT and MR. KATZ explained how each of these trends is impacting key aspects of our society, and provided numerous examples of the ways in which museums have already begun to respond to each of these trends.

BOARD MEMBER CHRISTIE PEARSON BRANDAU observed that the trend of networked objects, location tracking, and the "Internet of Things" could raise significant questions for libraries attempting to balance concerns regarding the privacy of library patrons, intellectual freedom, and technology. BOARD MEMBER KERSCHER added that the combination of digitization of museum materials, GPS capabilities, and personal devices with audio capabilities, could greatly enhance the ability of those with visual impairments to access audio information related to an exhibit.

BOARD MEMBER LAWRENCE PIJEAUX, JR., noting the increasing number of non-profits, and dwindling philanthropic resources, expressed concerns regarding the ability of small institutions to keep up with the other trends discussed in the report. MS. MERRITT concurred with this concern, but also explained that this was one of the reasons AAM incorporated a "desire to disconnect" as a trend. She explained that museums can choose whether to adopt technology; there is a valid niche for completely analog museums, where connected people may be able to get away from technology and enter a physical learning space.

**VIII. ADJOURNMENT**

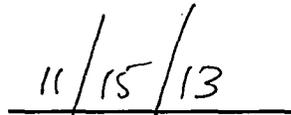
At the conclusion of the Board Program, CHAIRPERSON HILDRETH thanked all of the Board members and panelists for their participation in the Meeting. She then adjourned the Twenty-Seventh Meeting of the National Museum and Library Services Board.



NANCY E. WEISS

Secretary

National Museum and Library Service Board



Date

**MINUTES OF THE TWENTY-EIGHTH MEETING**  
**OF THE**  
**NATIONAL MUSEUM AND LIBRARY SERVICES BOARD**  
**INSTITUTE OF MUSEUM AND LIBRARY SERVICES**

**November 15, 2013**

**Institute of Museum and Library Services**  
**Birmingham Public Library**  
**2100 Park Place**  
**Birmingham, Alabama 35203**

Board Members Present

Susan H. Hildreth, Chairperson  
Director of the Institute of Museum and Library Services

Althemese Pemberton Barnes  
Christie Pearson Brandau  
John Coppola  
Luis Herrera  
Tammie Kahn  
Susana Torruella Leval  
Lawrence Pijeaux, Jr.  
Robert Wedgeworth

Charles Benton  
Norberto Castro  
Paula Gangopadhyay  
Eric Jolly  
George Kerscher  
Mary Minow  
Jacquelyn Sundstrand  
Winston Tabb

Claudia French, Deputy Director for Museum Services, IMLS  
Maura Marx, Deputy Director for Library Services, IMLS

Board Members Not Present

Vishakha Desai  
Carla Hayden

William Hagenah  
Suzanne Thorin

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# **P-R-O-C-E-E-D-I-N-G-S**

**NOVEMBER 15, 2013**

CHAIRPERSON SUSAN H. HILDRETH, Director of the Institute of Museum and Library Services (“Institute” or “IMLS”), called the Twenty-Eighth Meeting of the National Museum and Library Services Board (“Board”) to order at 9:00 a.m. She observed that a quorum was present.

## **I. WELCOME**

CHAIRPERSON HILDRETH opened the meeting by welcoming the Board members, representatives of museum and library organizations, and members of the public. She next introduced MS. REBECCA MITCHELL, Director of the Alabama Public Library Service, BOARD MEMBER LAWRENCE PIJEAUX JR., President and CEO of the Birmingham Civil Rights Institute, and MS. RENEE BLALOCK, Director of the Birmingham Public Library, who welcomed the attendees to Birmingham, and noted that the city was commemorating the 50th anniversary of the events of the civil rights movement that had taken place in Birmingham in 1963.

## **II. MINUTES OF THE PREVIOUS MUSEUM AND LIBRARY SERVICES BOARD MEETING**

As its first order of business, the Board unanimously approved the Minutes of the Twenty-Seventh Meeting of the National Museum and Library Services Board.

## **III. FINANCIAL UPDATE**

CHAIRPERSON HILDRETH provided the Institute’s financial update, reporting on the Fiscal Year 2014 budget process and the Federal government’s recent shutdown due to a lapse in appropriations. She also discussed the maintenance of effort requirement for the IMLS’s Grants to States program, which provides that, in order for a state to receive the full allocation of funding from IMLS, it must maintain state financial support for library services. CHAIRPERSON HILDRETH explained that the purpose of the maintenance of effort requirement is to ensure that LSTA funds supplement, rather than supplant, state support for library services. She noted that, if a state does not meet the maintenance of effort requirement, the state may submit a request for a waiver to IMLS, and that in Fiscal Year 2014, eight states had submitted such a request. She noted that three of the waiver requests had been approved by IMLS, and five were denied, but that the states whose waiver requests were denied still had an opportunity to appeal the initial denial of their request.

#### **IV. LEGISLATIVE UPDATE**

MS. MAMIE BITTNER, the Institute's Director of the Office of Communications and Government Affairs, updated the Board on recent legislative developments. She reported on a number of pieces of legislation relating to museums and libraries that had been recently introduced in Congress, including the "Workforce Investment Act," the "LEARN Act," a bill to reauthorize the "No Child Left Behind Act," and the "Strong Start for America's Children Act." MS. BITTNER explained how each of the pieces of legislation relates to, or impacts, libraries, museums, and the Institute's strategic goals, including early learning.

#### **V. PROGRAM UPDATES**

##### **A. IMLS OFFICE OF MUSEUM SERVICES UPDATE**

CHAIRPERSON HILDRETH then introduced MS. CLAUDIA FRENCH, the Institute's Deputy Director for Museum Services, who provided the Board with an update on a number of recent efforts undertaken by the Office of Museum Services ("OMS"). MS. FRENCH noted that OMS had conducted a strategic review of the office's grant-making processes in an attempt to find efficiencies and ensure continuing alignment with the strategic goals outlined in the IMLS Strategic Plan.

MS. FRENCH explained that OMS had reviewed grant guidelines and categories with the goal of making the grant application process easier and more accessible for museums of all types and sizes. As a result, four of the agency's previous funding programs were consolidated into two umbrella categories: *Museums for America*, which now includes funding for the activities and projects that were previously supported under *Conservation Project Support*, and *National Leadership Grants for Museums*, which now includes funding for the activities and projects that were previously supported under *21st Century Museum Professionals*. She noted that the review enabled OMS to reduce the number of grant guidelines and also to ensure greater consistency across the guidelines. These changes were designed to not only make things easier for potential grantees, but also to make the agency's internal grants processing more efficient.

MS. FRENCH also discussed *Museums Take the Lead*, a recent convening of current IMLS museum grantees, and IMLS staff, which took place in Denver, Colorado. The two-day meeting was designed to create an environment in which representatives of the grantee institutions, and IMLS staff, could interact in a collaborative manner. She observed that the meeting served as a resource for communicating the collective impact and contribution of the IMLS-supported projects and for documenting how resulting models and tools have been and are being shaped. MS. FRENCH explained that sharing of such information could have a vital role in shaping the development of future OMS funding programs.

MS. FRENCH concluded her presentation by discussing the office's ongoing strategic analysis and assessment projects, including a small pilot grant program within *Museums for America*, which does not require matching funds from the grantee, and a continuing strategic review of other OMS programs including the *Native American/Native Hawaiian Museum Services Program*, and the *Museum Grants for African American History and Culture* program.

BOARD MEMBER ERIC JOLLY applauded OMS for pursuing innovative initiatives, including the pilot “no match” project that MS. FRENCH described, noting that such projects could not only benefit smaller organizations, but also young museum professionals throughout the museum community. BOARD MEMBER ALTHEMESE PEMBERTON BARNES also observed that a consolidated grants process could be particularly helpful for small to medium size museums, which may not have designated resource development staff.

BOARD MEMBER PAULA GANGOPADHYAY commended the IMLS staff on the Denver convening, and stated that she witnessed significant capacity building taking place during the meeting, as representatives from various grantee institutions shared their knowledge with one another. BOARD MEMBER SUSANA TORRUELLA LEVAL also expressed her support for IMLS putting together the convening and creating a space to bring together leaders from throughout the museum community to discuss important ideas.

## **B. IMLS OFFICE OF LIBRARY SERVICES UPDATE**

As the next item of business, CHAIRPERSON HILDRETH introduced MS. MAURA MARX, the Institute’s Deputy Director for Library Services, who provided the Board with an update regarding recent developments in the agency’s Office of Library Services (“OLS”). She reported that OLS had also begun to conduct a comprehensive strategic review of its programs and processes.

MS. MARX also described efforts to update the agency’s *Grants to States* program, which provides financial assistance to state library administrative agencies (“SLAAs”). This effort, which is titled *Measuring Success*, is a collaborative project between IMLS and the SLAAs to develop a pragmatic group of strategies to improve the *Grants to States* planning and evaluation process. MS. MARX explained that the goal is to develop a system capable of tracking performance and impact over time and across different program areas, resulting in the identification and fostering of SLAA best practices, which could help ensure that *Grants to States* supported activities deliver high quality public service. She noted that since *Measuring Success* was launched in March of 2011, the team had already held 60 webinars discussing SLAA programs, priorities, and outcomes.

A vital part of the *Measuring Success* project, MS. MARX explained, is the development of an updated reporting tool called the state programs report (“SPR”), which permits states to provide the agency with data regarding their use of IMLS funds. MS. MARX outlined the agency’s plans for the development of the updated SPR, noting that the system is expected to be ready for a pilot program starting January 15, 2014, with the goal of a full launch of the SPR on July 1, 2014. After the SPR launches, she explained that the third phase of the project will be to measure the impact of the *Grants to States* funding, and the development of an outcomes model, which is scheduled for 2015. She said that the new SPR system is intended to complement the agency’s adoption of a new electronic grants management system (eGMS).

BOARD MEMBER GEORGE KERSCHER asked whether the Institute was considering accessibility issues in the design of the new eGMS. MS. MARX confirmed that accessibility, as

well as concepts such as interoperability, are in fact key considerations in the agency's development of the new eGMS.

## **VI. BOARD PROGRAM**

### **A. MAKERSPACES**

CHAIRPERSON HILDRETH next introduced MR. DALE DOUGHERTY, founder, president, and CEO of Maker Media, Inc., to provide an overview of makerspaces and the opportunities they present for museums and libraries. Makerspaces are part of a growing movement of hands-on, mentor-led learning environments to make and remake the physical and digital worlds. MR. DOUGHERTY described the history of the "maker movement," and explained that the maker movement is essentially a revival of making "things" – from robotics technology, to woodworking, to cooking.

MR. DOUGHERTY noted that a fundamental aspect of the maker movement is the connection of the maker community at "Maker Faires," where enthusiasts meet with other members of the community and discuss what they have made and how they made it. The first Maker Faire was held in the San Francisco area in 2006, and saw more than 20,000 individuals participate. MR. DOUGHERTY explained there were more than 125,000 people attending the recent two-day Maker Faire in San Francisco, and that there were approximately 100 other Maker Faires held around the world in 2013, including events in Rome, Tokyo, and Santiago, Chile. He noted that the Maker Faires have now further evolved into the idea of a makerspace as a persistent location where adults and children can connect to others in the community. MR. DOUGHERTY explained that institutions such as libraries and museums are particularly well suited to serve as makerspace venues because of their unique roles as community anchors.

CHAIRPERSON HILDRETH then introduced MS. ANDREA SAENZ, First Deputy Commissioner at the Chicago Public Library. MS. SAENZ provided an overview of the Chicago Public Library's experiences with its makerspace, which received IMLS grant funding. She explained that the library decided to build a makerspace because it believed that the project would directly tie in with both the library's early learning and lifelong learning initiatives.

MS. SAENZ reported that the Chicago Public Library's makerspace opened in July of 2013, and she noted that the program has allowed the library to create a collaborative environment where people can build things, access information, and advance their own critical thinking and problem solving skillsets. The library has used the space not only for "open shop hours" in which patrons can simply walk in and begin tinkering with the available equipment, but also for scheduled classes, primarily focused on introducing the equipment to new users. She noted that the library initially saw heavy demand for the classes when the space first opened, but more recently there has been significant growth in demand for the open shop hours. MS. SAENZ traced this increasing demand for open shop hours to the fact that many of those who initially attended classes at the makerspace have been returning to the space to work on their own projects and collaborate with others. The library has seen a significant increase in collaboration between patrons in the makerspace, as MS. SAENZ noted that most of the patrons who are using

the space in the open shop hours are now finding that they typically receive help directly from other patrons who may have participated in the same class.

MS. SAENZ also described the partnership between the Chicago Public Library and the Museum of Science and Industry. She explained that the museum already had its own makerspace and therefore had a team of staff members with equipment expertise, who were able to provide library staff with training on the equipment prior to the launch of the library's makerspace. MS. SAENZ noted that the Chicago Children's Museum had also been an important thought partner for the library, as the museum had launched its own tinkering space earlier in the year.

MS. SAENZ closed her presentation by describing the impact the makerspace has had on the Chicago Public Library staff. She noted that feedback from librarians who have rotated through the makerspace has been enormously positive. The staff has reported that the experience had made them much better librarians, and strengthened their connection with other people in the library.

CHAIRPERSON HILDRETH next introduced MS. JANE WERNER, Executive Director of the Children's Museum of Pittsburgh. MS. WERNER discussed the Children's Museum of Pittsburgh's makerspace, which is called "MAKESHOP." She stated that MAKESHOP is a partnership between the Children's Museum of Pittsburgh, Carnegie Mellon Entertainment Technology Center, the University of Pittsburgh Study for Learning in Out-of-School Environments, and Hive Pittsburgh. MS. WERNER explained that MAKESHOP, which was one of the country's first in-museum makerspaces, has a mission to provide innovative and creative experiences which foster joy, creativity, and curiosity. The project's focus is to nurture and advance informal learning opportunities and a research-based understanding at the intersection of the digital and physical worlds. The MAKESHOP is a 3,000 square foot space within the museum that includes 3D printers, laser cutters, sewing machines, and soldering equipment. In addition to offering programs for younger children, MS. WERNER explained that the Children's Museum holds quarterly Youth MAKEnight programs for children eight years of age and above, and Adult MAKEnight programs for adults.

The Children's Museum has also attempted to expand the MAKESHOP footprint by offering a Pop Up MAKESHOP. MS. WERNER explained that staff members had built a bicycle capable of carrying MAKESHOP supplies and equipment, which can be pedaled out to local parks during the summer to set up small MAKESHOPS throughout the community. She noted that the museum has also launched a program called Mobile MAKESHOP, in which museum MAKESHOP staff work with other small community libraries, museums, and education programs to help establish their own makerspaces within their institutions.

MS. WERNER also described the museum's efforts to incorporate making activities into the local classrooms, including the museum's MAKESHOP Teacher Boot Camp, in which 40 local teachers came into the makerspace and learned how the maker movement could be incorporated into their own classrooms. In addition, the museum offers a MAKESHOP Teacher Residency, in which a local public school teacher can spend a year working in the MAKESHOP developing ideas for further incorporating maker concepts into the classroom.

MS. WERNER noted that the Children’s Museum of Pittsburgh was awarded a 2012 National Leadership Grant from IMLS, to enable the museum, in partnership with the New York Hall of Science, to conduct emergent research alongside academic researchers, on family participation in museum-based makerspaces.

BOARD MEMBER GANGOPADHYAY observed that all museums, including art, history, and science museums, can participate in the maker movement. She emphasized the flexibility of maker programs, and stressed that each venue’s maker program can provide a unique community experience.

BOARD MEMBER HERRERA asked how the institutions are going to measure the success of their maker programs, and noted the importance of sharing any measurement data that may come out of such projects. MS. WERNER noted that the Children’s Museum’s goal is to closely study and measure both the long-term and short-term impact of their projects. MS. SANEZ added that the Chicago Public Library is capturing data through surveys completed by individuals who have visited their makerspace to discover what they have learned during their visit. In addition, the library is conducting surveys of people who visited the space six months later to find out, for example, if they have taken any relevant classes or training or explored other makerspaces.

BOARD MEMBER LEVAL observed that museums have a long history of extending their informal learning opportunities to the wider community, including working in local schools and festivals, and are therefore in a unique position to leverage those pre-existing structures to embrace the maker movement.

BOARD MEMBER TAMMIE KAHN noted that makerspaces may implicate intellectual property issues and suggested that it may be worthwhile to offer museums and libraries resources to help manage any such potential issues.

**B. STRATEGIC COMMUNICATION**

MS. BITTNER next introduced MS. JUDY WHITTLESEY, Executive Vice President at Susan Davis International, who led a conversation with the Board regarding how to strategically communicate with the public and the community regarding the impact of museum and library services, and their work relating to the Board and the Institute.

**C. NATIVE AMERICAN/NATIVE HAWAIIAN MUSEUM AND LIBRARY PROGRAMS, AND AFRICAN AMERICAN HISTORY AND CULTURE PROGRAM**

CHAIRPERSON HILDRETH then asked MS. MARX and MS. FRENCH to provide the Board with an overview of the Institute’s *Native American/Native Hawaiian Library and Museum* programs.

MS. MARX explained that the Institute administers the *Native American Library Services Basic and Enhancement Grant* programs, as well as the *Native Hawaiian Library Services Grant* program. The *Native American Library Services Basic Grants* program provides noncompetitive multiyear grants to federally recognized tribes to support core library services, such as buying library materials, funding salaries and training, and providing Internet connectivity and computers. MS. MARX noted that *Native American Enhancement Grants*, of up to \$150,000 with terms of up to two years, are available to tribes with basic grants for expanding services for learning, access to information, and partnerships. *Native Hawaiian Library Services Grants* are available to nonprofit organizations that primarily serve and represent Native Hawaiians for projects that may enhance existing library services or implement new library services.

MS. FRENCH explained that the Institute also administers the *Native American/Native Hawaiian Museum Services Grants* program, which provides grant funding to federally recognized tribes and/or nonprofit organizations that primarily serve and represent Native Hawaiians. The grants administered under the program are intended to provide opportunities to sustain heritage, culture, and knowledge through strengthened activities in areas such as exhibitions, educational services and programing, professional development, and collections stewardship.

MS. FRENCH also discussed the Institute's *Museum Grants for African American History and Culture (AAHC)*. *AAHC* grants are intended to enhance institutional capacity and sustainability through professional training, technical assistance, internships, outside expertise, and other tools. MS. FRENCH described the Institute's efforts to strategically evaluate and update, as appropriate, the *AAHC* program to best accomplish the program's goals. IMLS has coordinated with a variety of stakeholders, including *AAHC* panelists, community leaders, and the Board of the Association of African American Museums (AAAM), and MS. FRENCH will be recommending changes to the 2015 guidelines to expand the scope of projects that can be funded through the program.

BOARD MEMBERS PIJEAUX and BARNES both discussed the important impact that the *AAHC* program has had in the African American Museum community, particularly with respect to improving the professional capacity of smaller institutions. BOARD MEMBER LEVAL also emphasized the importance of the *Native American/Native Hawaiian* and *AAHC* programs with regard to capacity building, and suggested that similar programs could provide significant support to institutions with an immigrant community focus, including those focused on the Latino community.

**VII. ADJOURNMENT**

At the conclusion of the Board Program, CHAIRPERSON HILDRETH thanked all of the Board Members and panelists for their participation in the Meeting. She then adjourned the Twenty-Eighth Meeting of the National Museum and Library Services Board.

  
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NANCY E. WEISS  
Secretary  
National Museum and Library Service Board

  
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Date