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From: Mae Ridges <MRidges@imls.gov>
Sent: Wed, Jun 17, 2020 8:47 am
Subject: IMLS FOIA 20-22

This responds to your Freedom of Information Act (FOIA) request to the National Archives and Records Administration (NARA) dated June 6, 2020. You requested a “copy of the Meeting Minutes of each meeting of the National Museum and Library Services Board since November 1, 2018.”

In accordance with FOIA requirements contained in 5 U.S.C. §552, I am providing you with the information you requested. The FOIA Officer has determined that the attached documents are 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 IMLS FOIA Processor Mae Ridges, who processed your request.

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

Sincerely,
Mae L. Ridges
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FOIA Processor
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MINUTES OF THE THIRTY-EIGHTH MEETING
OF THE
NATIONAL MUSEUM AND LIBRARY SERVICES BOARD
INSTITUTE OF MUSEUM AND LIBRARY SERVICES

NOVEMBER 1, 2018

955 L'Enfant Plaza North, SW, Suite 4000
Washington, D.C. 20024

Board Members Present

Kathryn Matthew, Chairperson
Director of the Institute of Museum and Library Services

Sayeed Choudhury
Luis Herrera
Tammie Kahn
Mary Minow
Homa Naficy
Tey Marianna Nunn
Jane Pickering

Mort Sajadian
Kenneth J. Schutz
Jacquelyn Sundstrand
Deborah Taylor
Suzanne Thorin
Jonathan L. Zittrain

Paula Gangopadhyay, Deputy Director for Museum Services, IMLS
Robin Dale, Deputy Director for Library Services, IMLS

Board Members Not Present

Annette Evans Smith
Lisa Hoffman
Lynne Ireland
George Kerscher
Sylvia Orozco
Beth Takekawa
Robert Wedgeworth

CONTENTS

<u>Agenda Item</u>	<u>Page Number</u>
I. WELCOME AND DIRECTOR'S REPORT.....	3
II. APPROVAL OF MINUTES.....	4
III. OFFICE OF LIBRARY SERVICES REPORT.....	4
IV. OFFICE OF MUSEUM SERVICES REPORT.....	5
V. OFFICE OF DIGITAL AND INFORMATION STRATEGY REPORT.....	6
VI. FINANCIAL AND OPERATIONS REPORT.....	7
VII. LEGISLATIVE AND POLICY REPORT.....	8
VIII. ADJOURNMENT.....	9

I. WELCOME AND DIRECTOR'S REPORT

CHAIRPERSON KATHRYN K. MATTHEW called to order the Thirty-Eighth Meeting of the National Museum and Library Services Board at 9:00 a.m., and noted that a quorum was present.

In her opening remarks, CHAIRPERSON MATTHEW reflected on IMLS's programs and initiatives from the past year, and the agency's plans and priorities for the year ahead. She described the agency's overall portfolio, which incorporates the themes of the IMLS strategic plan and includes projects to support rural and tribal communities, individuals with disabilities, and people with low economic security. CHAIRPERSON MATTHEW identified several areas of special emphasis: supporting and guiding the field in capacity building; reaching out to new applicants and smaller institutions; evaluating funded work; and disseminating learning for adoption across the field.

CHAIRPERSON MATTHEW cited the *Community Catalyst Initiative* to explain how IMLS evaluates its own work. With *Community Catalyst*, IMLS has adopted community development practices from other sectors, looking to both professional and grassroots community work. CHAIRPERSON MATTHEW noted that the *Community Catalyst* program also builds capacity through technical support, brings together grantees for cohort learning, and supports integrating design-based research into grantees' work. Other projects in the agency's portfolio of community development work include *STEMeX* (focused on community assets around STEM learning) and *Community Salute* (focused on the work that museums and libraries do with veterans and military families).

CHAIRPERSON MATTHEW also reported on a recently launched social well-being study designed to understand the relationship between museum and library activities and the well-being of their communities—including, among other factors, economic security, civic engagement, and literacy. In the early stage of this project, CHAIRPERSON MATTHEW noted, IMLS is focused on assessment and evaluation, identifying a baseline of its activities seen as priorities for the coming year. These activities include technical assistance, professional development, community relationships, and digital tools and practices.

CHAIRPERSON MATTHEW acknowledged that demonstrating actual impact is a challenge for any funder. One way to measure impact is to assess whether the supported practices are spreading and being adopted throughout professional networks. The long-term goals of changing networks and perceptions takes a great deal of time and investment, but ultimately, CHAIRPERSON MATTHEW noted, IMLS seeks to ensure that museums and libraries are self-sufficient, can continue to use the tools developed with IMLS funding to empower their communities, and are building connections among colleagues, stakeholders, and partners.

CHAIRPERSON MATTHEW observed that asset-based community development requires consideration of the gifts already present in the community, and about how to amplify work that is already underway before rushing into a new project. Rather than focusing on needs, asset-based community development encourages focusing on what partners and stakeholders can bring to the table.

CHAIRPERSON MATTHEW also provided an update on a comprehensive evaluation of the *Community Catalyst* program. The first phase of evaluation is focused on grantees—how their practices are changing, how they are using technical assistance, and how they are developing capacity. The second phase, CHAIRPERSON MATTHEW explained, evaluates community engagement and the changes seen in local networks. Finally, the evaluation considers how to expand the scale of grantee projects.

As CHAIRPERSON MATTHEW explained, IMLS continues to evaluate, learn from evaluations, refine its practices, and disseminate lessons to the field. By focusing on a theory of change, IMLS undertakes near-term activities, measures outputs, and considers long-term priorities in order to have clarity on its plan and performance as an agency.

CHAIRPERSON MATTHEW concluded her report and recognized GENERAL COUNSEL NANCY E. WEISS for approval of the Minutes of the Thirty-Seventh Meeting of the National Museum and Library Services Board.

II. APPROVAL OF MINUTES

The Board unanimously approved the Minutes of the Thirty-Seventh Meeting of the National Museum and Library Services Board.

III. OFFICE OF LIBRARY SERVICES REPORT

CHAIRPERSON MATTHEW introduced ROBIN DALE, IMLS'S DEPUTY DIRECTOR OF THE OFFICE OF LIBRARY SERVICES (OLS), to provide an update on recent programs.

MS. DALE provided an overview of OLS activities in the past year, including two IMLS convenings, grants and strategic cooperative agreements, and community engagement at conferences and meetings.

MS. DALE first explained how IMLS convenings provide opportunities to come together with stakeholders and share information about tools, best practices, and lessons learned from grantee projects. Learning from stakeholders enables IMLS to identify gaps and address them in the following years' notice of funding opportunities. At the *National Digital Platform at 3* convening, MS. DALE noted, IMLS learned about work needed in the areas of digital inclusion and sustainability. At a convening for the *Laura Bush 21st Century Librarian* program, IMLS heard from library schools about issues of student recruitment, retention, and diversity.

MS. DALE reported that OLS granted over 300 awards in 43 states and territories, funding a portfolio mix of exploratory, pilot, and scaling projects. For example, IMLS invested in an OCLC project to study how public libraries can work within their communities to address the opioid epidemic, and in the *Inclusive Internship Initiative* for high school students working with mentors in a public library. MS. DALE also noted that OLS has worked with the Association of Research Libraries on a diversity and development program for undergraduate and graduate

students.

MS. DALE then discussed a series of analyses conducted by OLS in the past year. First, OLS mapped the projects of the *National Digital Platform* in order to visualize the program's cumulative impact regionally, by state, and nationwide. MS. DALE also commented on analyses conducted of the *Native American* and *Native Hawaiian* programs, mapping the previous five years of awards. She explained that these analyses help IMLS identify trends in grant applications, focus notice of funding opportunities, and plan future convenings and cooperative agreements.

During her report, MS. DALE also presented the results of OLS's analysis of the five-year evaluation reports for 2013-2017 in the *Grants to States* program, noting an increase in work on civic engagement, continued focus on accessibility, and projects directed at specific populations and rural libraries and communities. At the annual *Grants to States* conference hosted by IMLS, state representatives and coordinators learned from each other and shared innovations.

Next, MS. DALE introduced a new grant initiative for small and rural libraries, aimed at accelerating promising practices at small libraries to support capacity-building. In cohorts, these grantees will get training in a topical area from a mentor institution and learn from each other; the entire project will be studied by a third-party evaluator.

BOARDMEMBER LUIS HERRERA asked MS. DALE to speak about convenings on library and information science, and inquired about themes and trends that she anticipates in the field. MS. DALE answered that OLS reestablished a category for pre-professional training (fellowships, internships) to build the professional pipeline and increase interest from a more diverse field. Additionally, OLS is focused on strategic support that enables successful programs to grow and inform the field. MS. DALE noted that OLS is collaborating with other agencies to promote financial literacy, and is supporting projects that address media literacy and privacy rights.

BOARDMEMBER JONATHAN L. ZITTRAIN observed that supporting the citizenry in developing numeracy and financial life skills is particularly helpful in difficult economic circumstances, and suggested the development of modules for information science education that do not require the commitment to library school in order to develop skills.

IV. OFFICE OF MUSEUM SERVICES REPORT

CHAIRPERSON MATTHEW introduced PAULA GANGOPADHYAY, IMLS'S DEPUTY DIRECTOR OF THE OFFICE OF MUSEUM SERVICES (OMS), to provide an update on recent programs.

MS. GANGOPADHYAY opened her remarks by providing an overview of past year, which brought an increase in funding; a record number of awarded *African American History and Culture* grants; and outreach to all 50 states, Washington DC, and Puerto Rico through discretionary grants, national medal awards, and technical assistance and capacity-building programs.

MS. GANGOPADHYAY highlighted several significant OMS projects, including a cooperative agreement with the Foundation of the American Institute of Conservation for five emergency conservation assessments in California, Florida, the Virgin Islands, and Puerto Rico. MS. GANGOPADHYAY also explained that IMLS partnered with the National Park Service, National Endowment for the Arts, and National Endowment for the Humanities for the *Save America's Treasures* program, and is managing seven collections projects. She reported that the *Museums for All* program hit several milestones in the past year, including increasing the participating museums and reaching 1.4 million visitors, and that OMS is having strategic discussions regarding the future and sustainability of the program. MS. GANGOPADHYAY also introduced the *Museums for Digital Learning* cooperative agreement, which was launched to boost the digital capacity of the entire museums sector and create interdisciplinary collections-based educational resources. MS. GANGOPADHYAY then discussed a new grant initiative in response to requests from the field to meet the needs of small museums, which often lack capacity and resources to navigate the federal grants process.

MS. GANGOPADHYAY next described the new portfolio framework, under which OMS is taking a strategic and systematic approach to do internal scans on the awarded grants from 2014-2017 into six core areas. She identified the three goals of centralizing this information: (1) to tell better stories about IMLS's work; (2) to back up those stories with data; and (3) to assess gaps and opportunities to direct OMS investments better. MS. GANGOPADHYAY noted that OMS plans to work next with the agency's information technology team and consultants to synthesize the data from the internal scan. OMS also conducted a penetration study to assess IMLS's applicant pool. The data allowed OMS to strategically improve outreach to states with historically fewer applicants and grantees. MS. GANGOPADHYAY described a new grant category in *National Leadership Grants – Museums*, "data collection analysis and evaluation," that is being introduced to encourage the sector to more proactively address data collection and analysis needs.

MS. GANGOPADHYAY then reported on OMS's responses to conversations with the museum sector, including a 2016 convening of universities to discuss gaps in museum studies, including areas such as diversity, inclusion, identity, equity, and representation.

BOARDMEMBER MORT SAJADIAN asked what the goals were for expanding the *Museums for All* program, whether other organizations like the American Alliance of Museums should be involved, and whether additional incentives were necessary. MS. GANGOPADHYAY responded that OMS is conducting a six-month information gathering process and convening in order to have a better understanding of how to expand the program in a sustainable manner.

V. OFFICE OF DIGITAL AND INFORMATION STRATEGY REPORT

CHAIRPERSON MATTHEW introduced BENJAMIN SWEEZY, IMLS'S DEPUTY DIRECTOR OF THE OFFICE OF DIGITAL AND INFORMATION STRATEGY (ODIS), to provide an update on recent activities.

MR. SWEEZY explained that ODIS helps IMLS staff incorporate more data into grant-making

and with analytical tools and approaches. MR. SWEEZY first discussed the *Heritage Health Information* project, surveying institutions' collections and conservation practice, in connection with IMLS's strategic goal of capacity building.

Turning to the strategic goal of increasing public access, MR. SWEEZY reported that the results of the *Public Needs for Library and Museum Services Survey* had been published. Downloadable files on the IMLS website identify different trends in attitudes, uses, and needs in the museum and library sectors. MR. SWEEZY also noted that the agency website has been updated in response to results of a user research study.

MR. SWEEZY discussed IMLS's near term transition from its legacy grants management system to eGMS, a system developed by the National Endowment for the Humanities. MR. SWEEZY explained his office's role in data migration to the new system.

Under the strategic goal of achieving excellence, MR. SWEEZY provided an overview of internal information technology projects, including an inventory of internal datasets and IT systems and how they are impacted by records management requirements. MR. SWEEZY noted that, in the past year, ODIS has expanded ease of access for core applications for teleworking staff, upgraded staff mobile devices, incorporated processes to scan for vulnerabilities in the IMLS network, developed new protocols for collecting sensitive data from reviewers, and engaged the Department of the Interior to conduct a security assessment.

MR. SWEEZY explained efforts to build and test a library search and compare tool to help the public make use of quality statistical information held by IMLS, and demonstrated the interface available at www.imls.gov/labs.

BOARDMEMBER DEBORAH TAYLOR asked if the online search and compare tool had been promoted to libraries. MR. SWEEZY responded that it had not yet, and that additional rounds of iteration would be necessary before launching it fully.

BOARDMEMBER SUZANNE THORIN asked if MR. SWEEZY had plans for working with academic libraries to incorporate their statistical data. MR. SWEEZY indicated openness to that opportunity.

VI. FINANCIAL AND OPERATIONS REPORT

CHAIRPERSON MATTHEW introduced MICHAEL JERGER, IMLS'S CHIEF OPERATING OFFICER, to provide a financial and operations update.

MR. JERGER shared news that IMLS received an increase in funding to \$242 million for Fiscal Year 2019, including a \$2 million increase in administrative costs. MR. JERGER reported that the agency was in the final stages of a Fiscal Year 2018 audit, and was preparing its performance and accountability report. MR. JERGER highlighted the agency's progress toward implementing eGMS and revising its grants administration manual. MR. JERGER noted that the agency established a Risk Management Council, which is addressing risks in the agency's IT systems and grants administration. MR. JERGER also explained his office's role in ensuring

compliance with the Digital Accountability and Transparency Act and the Grants Oversight and New Efficiency Act, including monthly reporting of grant-related data on usaspending.gov.

MR. JERGER emphasized the importance of IMLS employee training, listing trainings conducted in the past year by the Offices of Human Resources and General Counsel. He reported that the agency is also revising its continuity of operations plan, and that many staff members participate on an emergency task force team.

BOARDMEMBER MARY MINOW asked if the agency's new location in L'Enfant Plaza has helped to facilitate cooperation with the National Endowment for the Humanities and the National Endowment for the Arts. MR. JERGER responded that it has, particularly in the context of working together on eGMS. MR. JERGER expressed that, given budgetary constraints, the relocation was a "positive" move.

VII. LEGISLATIVE AND POLICY REPORT

CHAIRPERSON MATTHEW introduced GENERAL COUNSEL NANCY E. WEISS to provide a legislative and policy update.

MS. WEISS updated the Board on recent efforts to review and update the *Museum and Library Services Act*, which authorizes IMLS's programs and activities. She reported that, on September 28, 2018, the Senate introduced S. 3530, which includes new provisions to strengthen data-driven policy making, prepare and respond to disasters and emergencies, and expand recruitment and professional development of museum and library professionals. She explained that the House of Representatives introduced an identical bill, and both were advancing through the Congressional review process. MS. WEISS said that Congressional staff had signaled that reauthorization may be considered by the end of the calendar year.

MS. WEISS next described how the Office of General Counsel had researched and updated the agency's legislative history from 1938 to the present, and published a legislative history of the National Museum of African American History and Culture Act (NMAAHCA), which also established the IMLS's grant program for Museums of African American Museums of History and Culture. The NMAAHCA legislative history and highlights of IMLS grants in this area was published in *The Public Historian*, Vol. 40 No. 3, August 2018; (pp. 142-162), in a special journal developed to the "State of Black Museums."

MS. WEISS explained that, in addition engagement on appropriations and authorization legislation, IMLS coordinates with the White House and agencies throughout the government on policy issues affecting the provision of museum, library, and information services. IMLS, for example, regularly engages on matters involving copyright. Along with the U.S. Patent and Trademark Office, Copyright Office, and Department of State, IMLS represents the United States at the United Nations World Intellectual Property Organization (WIPO), helping to evaluate international copyright policies that impact museums, libraries, and archives, educational institutions, and people with disabilities. MS. WEISS highlighted the fact that, in October, the President signed legislation implementing the provisions of the *Marrakesh Treaty to Facilitate Access to Published Works by Visually Impaired Persons and Persons with Print*

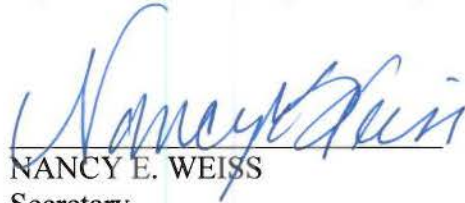
Disabilities, which requires countries to have minimum domestic copyright exceptions to expand access to accessible materials, and provides for the cross-border provision and exchange of materials. The United States will now work on depositing its ratification instruments to implement the treaty. MS. WEISS also reported that IMLS has been engaged on developing a UNESCO recommendation on openly-licensed educational resources.

MS. WEISS turned next to the agency's policy efforts to expand digital access and inclusion. She described recent work with the White House Broadband Interagency Working Group, as well as efforts to facilitate eligibility under the E-Rate program for Native American tribes. She also updated the Board on other congressional efforts to expand broadband availability in tribal and rural areas and promote digital literacy. MS. WEISS described how IMLS leveraged its Capitol Hill Maker Faire, to focus on tribal and rural digital engagement.

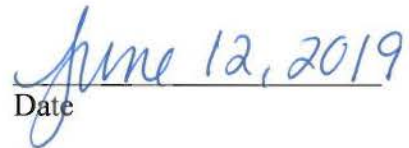
MS. WEISS concluded her remarks with an overview of the internal work of the Office of General Counsel over the past year, emphasizing its efforts to review and revise numerous IMLS policies and procedures, to advance the mission of the agency.

VIII. ADJOURNMENT

After thanking the members of the Board for their service, CHAIRPERSON MATTHEW adjourned the meeting at 12:06 p.m.


NANCY E. WEISS

Secretary
National Museum and Library Services Board


Date

MINUTES OF THE THIRTY-NINTH MEETING
OF THE
NATIONAL MUSEUM AND LIBRARY SERVICES BOARD
INSTITUTE OF MUSEUM AND LIBRARY SERVICES

JUNE 12, 2019

955 L'Enfant Plaza North, SW, First Floor Conference Room
Washington, D.C. 20024

Board Members Present

Kathryn Matthew, Chairperson
Director of the Institute of Museum and Library Services

Sayed Choudhury
Luis Herrera
Lynne Ireland
George Kerscher
Mary Minow
Homa Naficy
Tey Marianna Nunn
Sylvia Orozco

Jane Pickering
Mort Sajadian
Kenneth J. Schutz
Jacquelyn Sundstrand
Beth Takekawa
Deborah Taylor
Suzanne Thorin
Robert Wedgeworth

Board Members Not Present

Annette Evans Smith
Lisa Hoffman
Tammie Kahn
Jonathan L. Zittrain
Paula Gangopadhyay, Deputy Director for Museum Services, IMLS

CONTENTS

<u>Agenda Item</u>	<u>Page Number</u>
I. WELCOMING REMARKS	3
II. APPROVAL OF MINUTES.....	3
III. LEGISLATIVE UPDATE.....	3
IV. DIRECTOR’S REPORT AND PROGRAM UPDATES	5
V. FINANCIAL AND OPERATIONS REPORT	8
VI. OFFICE OF DIGITAL AND INFORMATION STRATEGY REPORT.....	9
VII. ADJOURNMENT.....	10

I. WELCOMING REMARKS

CHAIRPERSON KATHRYN K. MATTHEW called to order the Thirty-Ninth Meeting of the National Museum and Library Services Board at 9:00 a.m., and noted that a quorum was present.

CHAIRPERSON MATTHEW recognized GENERAL COUNSEL NANCY E. WEISS for approval of the Minutes of the Thirty-Eighth Meeting of the National Museum and Library Services Board.

II. APPROVAL OF MINUTES

The Board unanimously approved the Minutes of the Thirty-Eighth Meeting of the National Museum and Library Services Board.

III. LEGISLATIVE UPDATE

GENERAL COUNSEL NANCY E. WEISS provided an update on recent legislation impacting IMLS.

MS. WEISS introduced the legislative update with a map reflecting the limited state of access to library services in many parts of the United States prior to the passage of the Library Services Act in 1956. She then shared an IMLS analysis of data reflecting that, as of 2015, 98 percent of households in the United States live within ten miles of a public library, and 90 percent of all Americans live within five miles of a public library.

BOARD MEMBER ROBERT WEDGEWORTH asked how the agency responds to statements that the legislation has achieved its purpose. MS. WEISS explained that, while the Library Services Act and subsequent laws have established components of the national infrastructure, more is needed to ensure full and ongoing access to essential library services (including broadband access and digital resources). She explained that the location data was affected by concentrations in urban areas and emphasized the importance of building out the infrastructure in underserved areas such as rural and tribal communities, and leveraging the national infrastructure to meet the current needs of the public.

To set the context for explaining the changes for library and museum programs brought about by the passage of the Museum and Library Services Act of 2018 (which reauthorizes the functions and program of IMLS through FY 2025), MS. WEISS reviewed the legislative history of the agency's programs. She described the 1964 Library Services and Construction Act, the creation of the Institute of Museum Services in 1976, and the establishment of IMLS in 1996 with the passage of the Museum and Library Services Act (MLSA). The MLSA brought together the Federal museum and library programs and changed the focus of Federal library support from construction to technology. MS. WEISS observed that IMLS's legislation was enacted at the same time as the Telecommunications Act of 1996, and the two laws work together to support digital access and inclusion, particularly with respect to libraries.

MS. WEISS said that the National Museum and Library Services Board was created in 2003, to ensure cross-sector guidance for the agency that was previously provided separately by the National Museum Services Board and the National Commission Library and Information Science. IMLS's *Museum Grants for African American History and Culture* program was also authorized in 2003, in the same legislation that established the National Museum of African American History and Culture. Through the reauthorization of the MLSA in 2010, she said, Congress transferred to IMLS two library data collection programs previously carried out by the Department of Education, and the library and information policy functions of the National Commission on Library and Information Science.

MS. WEISS then discussed recent changes for library and museum programs in brought about by the passage of the Museum and Library Services Act of 2018, which reauthorizes the functions and program of IMLS through FY 2025. She explained that the reauthorized MLSA increases the amount allocated for Native American Tribal Services, increases the minimum allotments to state library administrative agencies, and emphasizes professional opportunities and training to develop and support a diverse cadre of museum and library professionals. The new law includes a new emphasis for libraries on serving people of diverse and underrepresented backgrounds and adds "tribal library" to the definition of a library. The legislation also addresses the ability of libraries to provide services in the event of emergency or disaster. Turning to updates for museum programs, MS. WEISS described how the Act now emphasizes the importance of connecting the public to its diverse heritage and encouraging civic engagement. MS. WEISS also explained that the Act strengthens the agency's authority to carry out research, data collection, analysis and modeling, evaluation, and the dissemination of information.

MS. WEISS reported on other pieces of pending legislation involving IMLS, such as the Access Broadband Act, for which IMLS provided technical assistance, and the proposed Digital Equity Act, for which IMLS worked to ensure that libraries were included in addressing digital inclusion. MS. WEISS also provided an update on legislative efforts to establish a National Museum of the American Latino and a related program of financial support at IMLS.

Turning to the IMLS's strategic goal of increasing public access, MS. WEISS discussed IMLS's participation in international efforts to promote the use of openly licensed educational resources. IMLS's engagement in the Administration's efforts reflects the importance of these resources to museums and libraries. MS. WEISS addressed IMLS's work in increasing access for people with print disabilities. BOARD MEMBER GEORGE KERSCHER explained that the term "print disability" (which he coined) refers to the inability to access print materials for many reasons, including blindness or low vision, as well as learning or physical disabilities. MS. WEISS described IMLS's role in identifying the need for, negotiating, and supporting U.S. ratification and entry into the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled, which took effect in the United States on May 8th, 2019. MS. WEISS explained how the Treaty works and how the State Library Administrative Agencies and other IMLS grantees are able to engage in cross border sharing of accessible materials.

BOARD MEMBER LUIS HERRERA asked if the percentage of print materials available in accessible formats, currently 10 percent, was likely to increase as a result of the U.S.

implementation of the Marrakesh Treaty. MS. WEISS responded affirmatively noting recent cross-border efforts, and BOARD MEMBER KERSCHER observed the Treaty's impact on publishers developing accessible products, explaining that the availability of accessible materials for purchase reduces the need to create and distribute alternative versions through the copyright exception.

BOARD MEMBER ROBERT WEDGEWORTH commended the progress made regarding accessible materials and highlighted a fundamental concern—the large population of people lacking basic literacy. CHAIRPERSON MATTHEW noted that this is a high priority for IMLS in funding individual projects and making connections with other organizations.

BOARD MEMBER DEBORAH TAYLOR queried whether the move away from support for construction would result in libraries housed in older buildings not set up for technological change. IMLS ASSOCIATE DEPUTY DIRECTOR – STATE PROGRAMS TERESA DEVOE noted that IMLS had received similar concerns, but the MLSA prohibits the agency from funding construction. MS. WEISS added that IMLS has interpreted the legislation in line with other government precedent to enable certain efforts that are needed to effectively use technology. BOARD MEMBER SAYEED CHOUDHURY queried whether access to mobile devices and the development of 5G networks would mitigate these issues. CHAIRPERSON MATTHEW noted that efforts around broadband access was a major focus for IMLS for these reasons.

IV. DIRECTOR'S REPORT AND PROGRAM UPDATES

CHAIRPERSON MATTHEW continued the prior discussion to highlight more of the agency's accomplishments during FY 2019. She described IMLS's role and support for increasing the availability of accessible resources, and reiterated IMLS's active role in broadband policy discussions as well as efforts to support workforce development.

CHAIRPERSON MATTHEW reported on the ways in which IMLS continues to improve efficiencies in administrative processes through electronic recordkeeping and by modernizing the agency's information technology systems to enhance security, privacy, and customer service. She described the ways in which IMLS promotes open data and the agency's upcoming transition to a new electronic grants management system. She also highlighted the ways in which IMLS is focusing on learning, evaluation, and assessment in line with the recently enacted Federal Evidence Based Policymaking Act.

CHAIRPERSON MATTHEW then turned to how the agency has been approaching funding opportunities. In addition to its focus on collection stewardship, conservation, and professional development, the agency also prioritizes capacity building for different types of museums and libraries, she said, explaining how new program opportunities address the needs of small museums and libraries.

CHAIRPERSON MATTHEW described how IMLS engages in program planning and evaluation and tracks grant recipients' internal objectives and key results with the goal of having a holistic approach to achieving the agency's strategic goals. IMLS's *Community Catalyst Initiative* applies this approach, CHAIRPERSON MATTHEW explained, noting that trends identified and

validated with stakeholders in a town hall format informed exploratory research opportunities on how best to use STEM experts to inspire learning. IMLS draws on common practices in social science to understand the relationship between museums and libraries and social well-being in their communities.

CHAIRPERSON MATTHEW also described ways in which the agency has tested capacity-building models using a cohort framework, helping the agency achieve a longer term understanding of how grantees retain learning and disseminate it throughout the museum and library sectors. The *Accelerating Promising Practices for Small Libraries Program* draws on the cohort model of the *Community Catalyst Initiative*, and assigns a mentor organization to provide expertise to grant recipients, who are divided into three cohorts focusing on community memory, digital inclusion, and school libraries. IMLS has engaged a cooperator to evaluate the work of each cohort. Evaluations of these projects are not only illuminating for IMLS, she explained, but also can demonstrate the impact of its grantees' work.

CHAIRPERSON MATTHEW and CHIEF OPERATING OFFICIAL MICHAEL JERGER next reported on how, with the help of a consultant and input from IMLS staff, the agency has implemented logic models to articulate and clarify what it believes are the outcomes of its work and the impact of its investments. These priorities can then be incorporated into IMLS funding opportunities.

Because the new OLS Deputy Director, Cynthia Landrum, was not yet at the agency, CHAIRPERSON MATTHEW then updated the Board on recent activities involving the agency's Office of Library Services. With respect to the *Library Grants to States* program, CHAIRPERSON MATTHEW reported that the State Library Administrative Agencies would be submitting reports on IMLS their FY 2019 accomplishments. In April 2019, IMLS had convened a *Library Grants to States* program conference, which, included sessions dedicated to data and evaluation. Also participating in the conference were representatives of the Research Institute for Public Libraries (RIPL), an IMLS grant recipient that helps build capacity in the library field with respect to research, evaluation, and data analysis.

MS. KELCY SHEPHERD, ASSOCIATE DEPUTY DIRECTOR FOR LIBRARY SERVICES – DISCRETIONARY, reported that a "Lifelong Learning" category had been added to FY 2019 library discretionary grant opportunities, and noted that, for FY 2020 projects, the Office of Library Services would be incorporating new language to emphasize cross-disciplinary, family, and inquiry-based learning.

CHAIRPERSON MATTHEW called the Board's attention to another focal area in the library discretionary grants program—diversity in the profession—which had been further enhanced in the agency's recent reauthorization. She explained that IMLS grants support the development of recruitment and hiring practices and other efforts to train and retain library staff, boards, and volunteers. A 2017 report from an IMLS convening of practitioners and library schools identified the necessity of better connecting the development of school curricula and best practices to institutional needs "on the ground."

BOARD MEMBER GEORGE KERSCHER asked what was being done to recruit individuals

with disabilities, and MS. SHEPHERD responded that individuals with disabilities were included in IMLS's framing of diversity and an area of emphasis in the agency's work.

Turning to the work of the Office of Museum Services (OMS), CHAIRPERSON MATTHEW reported on behalf of DEPUTY DIRECTOR PAULA GANGOPADHYAY. Highlights from FY 2019 included an increase in first-time applicants in the *Museum Grants for African American History and Culture* and *Native American/Native Hawaiian Museum Services* programs. Additionally, CHAIRPERSON MATTHEW reported, IMLS saw an increase in National Medals for Museum and Library Services nominations for institutions in these sectors. The *Museums Empowered* and *National Leadership Grants for Museums* programs also received an increase in applications in the "diversity and inclusion" category.

BOARD MEMBER ROBERT WEDGEWORTH asked for examples of the types of research and data-related applications submitted to OMS. SUPERVISORY GRANTS MANAGEMENT SPECIALIST HELEN WECHSLER replied that IMLS receives many applications involving efficacy and learning, as well as conservation-related research for living and non-living collections.

CHAIRPERSON MATTHEW reported that the IMLS's *Museum Assessment Program* with the American Alliance of Museums now offered two new assessments in educational programming and board development. She also said that IMLS's *Conservation Assessment Program* with the Foundation for the Advancement in Conservation (FAIC) included a new emergency assessment opportunity. CHAIRPERSON MATTHEW also highlighted IMLS's interagency agreement with the Department of Education to scale-up STEM-learning through the *21st Century Learning Science Centers Program*, and the continued expansion of the *Museums for All* program, which provides free or low-cost admission to low-income program participants.

CHAIRPERSON MATTHEW discussed ways that IMLS is gaining knowledge through evaluation, grantee convenings, and discussions with stakeholders to inform IMLS programs. In response to needs expressed by the sector, IMLS also added a new museum grant category focused on data and evaluation for FY 2019 grants. CHAIRPERSON MATTHEW observed that 11 percent of applications in the last cycle were to support data assessment projects.

BOARD MEMBER JANE PICKERING asked whether IMLS had received feedback from grantees regarding whether STEM activities were inclusive of men and women, boys and girls. the focus of the STEM movement on activities traditionally undertaken by men as opposed to women MS. WECHSLER described how an IMLS partnership with the Department of Education supports a STEM circuitry program with a mix of activities, including fabric work and sewing, to teach core science to both boys and girls in the program. OMS CHIEF ADMINISTRATOR CHRISTOPHER REICH added that the Department of Education partnership was targeting underrepresented audiences with equity-oriented facilitation of Making activities; the project is raising the profile of museums in their communities by providing training for educators in STEM programming.

BOARD MEMBER LUIS HERRERA expressed curiosity in what topics IMLS staff were hearing about from the museum and library fields, and whether these aligned with the IMLS

strategic goals. SENIOR MUSEUM PROGRAM OFFICER SANDRA NARVA described how grants to Native American tribes include funding for the convening of awardees, so that IMLS can gather feedback on whether the needs of the field (such as language preservation) are being met through IMLS's programs. MR. REICH added that museums are continually building capacity to ensure relevance in their communities in changing socioeconomic environments, and that taking diversity and inclusion into account internally is critical to these efforts. MS. SHEPHERD mentioned a funded project for a Native American tribe in Maine to train other tribes on handling issues of intellectual property and cultural patrimony. MS. SHEPHERD also highlighted an upcoming convening of tribal library grantees, at which IMLS hoped to learn about gaps in the field and needs to be addressed. Other areas of need in the library field, MS. SHEPHERD continued, include sustainability of digital infrastructure and digital projects and the development of strong community partnerships. MR. REICH noted that IMLS is one of the few places where museums can apply for funding for collections care and that making collections relevant to the community is an important goal, which can be emphasized in light of the upcoming 250th anniversary of the United States. SENIOR MUSEUM PROGRAM OFFICER MARK ISAKSEN commented that the Museum Grants for African American History and Culture program has seen an increase in applications for projects involving digitization of collections, capacity building, and engagement with school districts on K-12 curricula.

BOARD MEMBER KENNETH SCHUTZ noted that proactive fortification by museums of their collections may be an important part of disaster preparedness, particularly in light of the effects of climate change. CHAIRPERSON MATTHEW indicated that this could be a ripe area for a needs assessment.

V. FINANCIAL AND OPERATIONS REPORT

CHAIRPERSON MATTHEW introduced MICHAEL JERGER, IMLS'S CHIEF OPERATING OFFICER, to provide a financial and operations update.

MR. JERGER reported on the agency's 13th clean financial audit opinion, which was issued in November, and directed the Board to the FY 2018 Performance and Accountability Report on the agency's website. He also described the agency's \$2 million increase in appropriations for FY 2019, which includes a \$1 million increase in administration, and \$1 million increase in funding for research, evaluation, and data collection. MR. JERGER explained that the increased administrative funds would cover staff and contracting support, interagency agreements, panels, and other operational needs.

MR. JERGER next provided a snapshot of the agency's grant operations, explaining that IMLS currently had 2,500 open grants, and had approved 1,000 grantee reports and processed 3,000 grant payments during the current fiscal year. He also described the many training sessions led by the Offices of Human Resources and the General Counsel during the year, and other updates to operations, including the implementation of a new government-wide charge card management program.

BOARD MEMBER ROBERT WEDGEWORTH asked if IMLS had identified any types of common Freedom of Information Act requests. MS. WEISS responded that applications and final grant reports, as well as communications with members of Congress, were commonly requested.

MR. JERGER reported that IMLS was in the process of finalizing its Continuity of Operations Plan. In the prior year, the agency had established a Risk Management Council (RMC). During FY 2019, the RMC prioritized information technology, and would be focused on grant making processes in FY 2020. MR. JERGER also announced that IMLS would launch eGMS, an electronic grants management system designed to reduce burden on grantees, on October 1, 2019.

VI. OFFICE OF DIGITAL AND INFORMATION STRATEGY REPORT

CHAIRPERSON MATTHEW introduced BENJAMIN SWEEZY, IMLS'S DEPUTY DIRECTOR OF THE OFFICE OF DIGITAL AND INFORMATION STRATEGY, to provide an update on recent activities.

MR. SWEEZY expanded upon the Director's introduction of the types of new research designs that IMLS has integrated into agency efforts to assess community engagement and social well-being. He also updated the Board on the *Public Libraries Survey* and *State Library Administrative Agency Survey*, available at [imls.gov/data](https://www.imls.gov/data), which he explained are core datasets for decision-making across the library field. MR. SWEEZY said IMLS has been linking its data with that of its statistical counterparts at other agencies (such as Census data) to make findings that are relevant and resonate with stakeholders.

MR. SWEEZY provided the Board with additional information about IMLS's recent technology updates and the implementation of security modernization requirements, including multifactor authentication and cloud-based email and document management.

BOARD MEMBER ROBERT WEDGEWORTH asked how the agency was maintaining the currency of statistical reports. MR. SWEEZY described how IMLS is considering how to implement a method of releasing survey data prior to the release of the agency's final analysis and report. This would involve compiling a process version of data that could be made available and then augmented with a final version.

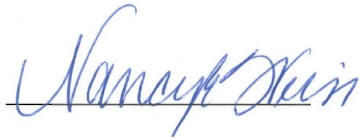
MR. SWEEZY then discussed the efforts IMLS has made to improve the *Public Libraries Survey*, implement new tools to analyze data from *State Program Reports*, and conduct a pilot exploration of automated text processing tools to augment staff review of grant reports. IMLS carried out research to identify gaps and needs of librarian and other data users to increase the usability of query options in the Library Search and Compare tool at [imls.gov/labs](https://www.imls.gov/labs). MR. SWEEZY explained that his team had instructed State data coordinators how to use the new tool at the annual Library Grants to States conference.

MR. SWEEZY also highlighted the release of new findings from the *Heritage Health Information Survey*, and the infographic products coming out of this effort available on

imlsl.gov/hhis. Comparing new data and information collected a decade ago, this report on the state of conservation and preservation efforts at cultural heritage organizations is able to identify developments in the museum and library fields over time.

VII. ADJOURNMENT

After thanking the members of the Board for their service, CHAIRPERSON MATTHEW adjourned the meeting at 12:24 p.m.



NANCY E. WEISS
Secretary
National Museum and Library Services Board

Date

MINUTES OF THE FORTIETH MEETING
OF THE
NATIONAL MUSEUM AND LIBRARY SERVICES BOARD
INSTITUTE OF MUSEUM AND LIBRARY SERVICES

DECEMBER 5, 2019

955 L'Enfant Plaza North, SW, First Floor Conference Room
Washington, D.C. 20024

Board Members Present

Kathryn Matthew, Chairperson
Director of the Institute of Museum and Library Services

Lisa Hoffman
Lynne Ireland
George Kerscher
Mary Minow
Homa Naficy
Tey Marianna Nunn
Sylvia Orozco

Jane Pickering
Mort Sajadian
Jacquelyn Sundstrand
Beth Takekawa
Deborah Taylor
Suzanne Thorin
Jonathan Zittrain

Paula Gangopadhyay, Deputy Director for Museum Services, IMLS
Cyndee Landrum, Deputy Director for Library Services, IMLS

Board Members Not Present

Sayed Choudhury
Luis Herrera
Tammie Kahn
Kenneth J. Schuta
Annette Evans Smith
Robert Wedgeworth

CONTENTS

<u>Agenda Item</u>	<u>Page Number</u>
I. WELCOME AND DIRECTOR’S REPORT	3
II. APPROVAL OF MINUTES.....	4
III. OFFICE OF LIBRARY SERVICES REPORT	4
IV. OFFICE OF MUSEUM SERVICES REPORT	5
V. FINANCIAL AND OPERATIONS REPORT	7
VI. OFFICE OF THE CHIEF INFORMATION OFFICER REPORT.....	7
VII. POLICY UPDATE	8
VIII. ADJOURNMENT.....	10

I. WELCOME AND DIRECTOR'S REPORT

CHAIRPERSON KATHRYN K. MATTHEW called to order the Fortieth Meeting of the National Museum and Library Services Board at 9:02 a.m., noting that a quorum was present.

CHAIRPERSON MATTHEW introduced her report to the Board by describing IMLS's efforts to align staff expertise, financial resources, agency relationships, and grantee projects to support libraries and museums nationwide. She explained how IMLS encourages grantees to evaluate their work and share their results so that others can understand and learn from them, as well as how IMLS engages in internal validation efforts, partnering with third-party researchers and evaluators, to assess the agency's work and identify new strategic approaches. As an example of this, CHAIRPERSON MATTHEW discussed the *Community Catalyst* initiative, which has undergone a mixed methods evaluation—interviews, observations, surveys, and case studies—to understand the effects of the capacity building program.

CHAIRPERSON MATTHEW then explained IMLS's use of a "social well-being lens" to situate the agency's work within a collective impact framework. Social well-being, CHAIRPERSON MATTHEW elaborated, includes economic as well as social indicators, such as housing, educational effectiveness, community health, cultural assets, and social capital. CHAIRPERSON MATTHEW described how an IMLS supported social-wellbeing study correlates museum and library program activities with the well-being of their communities. Through the study, IMLS is interested in supporting long-term capacity building, learning how community partners engage with grantee work, and capturing the lessons gleaned from evaluations to benefit the field at large. By testing capacity-building models within the *Community Catalyst* cohort, IMLS is aiming to understand how to support learning and diffusion of practices across the sector as well as more broadly among other funders.

The cohort of *Community Catalyst* grantees are working with tools such as logic models, asset and journey mapping to consider their desired outcomes, and power ladders that include visitors and community members in driving the direction and vision of institutional programming.

CHAIRPERSON MATTHEW also described the agency's efforts to directly engage with the museum and library fields. She reported that IMLS had conducted listening sessions in five communities to introduce evaluation tools and gauge reactions on how useful they may be, and what information or coaching would be helpful. Participants in the sessions included museums, libraries, and a variety of funders.

BOARD MEMBER LISA HOFFMAN asked if IMLS had seen any notable results from introducing new tools to participants in the *Community Catalyst* program. CHAIRPERSON MATTHEW responded that cohort members quickly grasped the concepts of asset mapping and journey mapping, and that they grappled with how to define outcomes that they can aspire to achieve and demonstrate. CHAIRPERSON MATTHEW explained that power ladders, as an exercise, help grantees engage in conversations with their communities to work toward a greater sense of power for visitors and community members.

BOARD MEMBER LYNNE IRELAND shared her observations of the *Community Catalyst* project in Lincoln, Nebraska, noting that it had significantly changed the relationships between museums, libraries, community foundations, corporations, and retail institutions. Examining the community as a set of resources rather than a set of problems was a new idea for many participants, and enabled museums and libraries to see the community as critical partners, not just an audience to be served. BOARD MEMBER IRELAND reported that a local foundation in Lincoln supported asset-based community development and obtained institutional commitment among partners to continue these efforts.

DEPUTY DIRECTOR GANGOPADHAY commented that changing mindsets among partners is difficult, but enhances the sustainability of the effort. BOARD MEMBER HOMA NAFICY followed up, noting that mindset change takes longer than the three-year period of the *Community Catalyst* program, and suggested an extension of the program. CHAIRPERSON MATTHEW indicated that an additional goal of the *Community Catalyst* program was to develop professional cohorts to reinforce and improve each other, as well as how to share materials with a broader audience (for example, showcasing evaluation learnings on a website).

CHAIRPERSON MATTHEW recognized GENERAL COUNSEL NANCY E. WEISS for approval of the Minutes of the Thirty-Ninth Meeting of the National Museum and Library Services Board.

II. APPROVAL OF MINUTES

The Board unanimously approved the Minutes of the Thirty-Ninth Meeting of the National Museum and Library Services Board.

III. OFFICE OF LIBRARY SERVICES REPORT

CHAIRPERSON MATTHEW next introduced CYNDEE LANDRUM, IMLS'S DEPUTY DIRECTOR OF THE OFFICE OF LIBRARY SERVICES (OLS), to provide an update on recent programs.

DEPUTY DIRECTOR LANDRUM described recent OLS accomplishments, including the launching the *Accelerating Promising Practices for Small Libraries* grant program, advancing the *Measures that Matter* initiative, and scaling up other existing projects in the areas of digital and community preservation, civic and digital literacy, and citizen science. OLS also hosted a reception for the *National Student Poets* and collaborated on the *National Book Festival*, elevating awareness of IMLS. DEPUTY DIRECTOR LANDRUM shared that OLS will play a significant role in situating libraries as key partners for the *2020 Census*.

DEPUTY DIRECTOR LANDRUM explained that the *Accelerating Promising Practices for Small Libraries* program aimed to increase access to IMLS support and diversify the OLS applicant pool. The first cohort of grantees, DEPUTY DIRECTOR LANDRUM reported, includes 30 small and rural libraries with a broad range of grant experience. DEPUTY DIRECTOR LANDRUM explained that the program implements a community of practice and mentoring model to build capacity in the areas of community memory, digital inclusion, and

transforming school libraries. The program also includes an evaluation aspect, she continued, to assess the cohort and the mentoring approach.

DEPUTY DIRECTOR LANDRUM then reported on a tribal library convening hosted by OLS, which brought together representatives of 22 tribes that received funding through IMLS's *Native American and Native Hawaiian Library Services* program. During the convening, IMLS heard directly about the needs of tribal libraries, shared information about other Federal opportunities, and helped emphasize the importance of building networks among state and tribal libraries.

DEPUTY DIRECTOR LANDRUM then turned to *Measures that Matter* initiative, a collaboration with the Chief Officers of State Library Agencies. Data partners in this project, she explained, include public library associations, the American Library Association, the Urban Libraries Council, and other stakeholders with a data-related mission. The last phase of the initiative is to build a *Public Library Data Alliance* to develop strategies and tactics to advance data-related work, and to align different data practices and tools in the field to work in concert. An evaluation of the program will look at the contributions of programmatic activities in libraries and progress made toward social well-being outcomes.

BOARD MEMBER SUZANNE THORIN commented that the *Accelerating Promising Practices* program had brought in a record number of new applicants. DEPUTY DIRECTOR LANDRUM noted that there was an increase in diversity among types of libraries in the applicant pool, and that a goal of the program, from a capacity building perspective, is to introduce these new grantees to other OLS grant programs as well.

BOARD MEMBER BETH TAKEKAWA asked about the different role of libraries in the Census in 2020 as compared to that in 2010. DEPUTY DIRECTOR LANDRUM responded that because the 2020 Census was digital, lack of access to broadband could impede individuals in rural communities, for example, from participating. BOARD MEMBER HOMA NAFICY observed challenges in reaching immigrant communities, as well. CHAIRPERSON MATTHEW noted that libraries, seen as trusted partners, may assist in reaching non-English speakers.

BOARD MEMBER DEBORAH TAYLOR asked how IMLS planned to overcome the challenges of various data collectors working together with differing abilities and capacities. DEPUTY DIRECTOR LANDRUM responded that, despite the variety of experience with tools among data collectors, the goal of the Public Library Data Alliance was to share knowledge about what tools are available and how to use them.

IV. OFFICE OF MUSEUM SERVICES REPORT

CHAIRPERSON MATTHEW introduced PAULA GANGOPADHYAY, IMLS'S DEPUTY DIRECTOR OF THE OFFICE OF MUSEUM SERVICES (OMS), to provide an update on recent programs.

DEPUTY DIRECTOR GANGOPADHYAY reported on recent accomplishments of OMS, including the launch of the *Inspire Grants for Small Museums* initiative, and her observation of an increase in projects focused on museum professional development, diversity and inclusion,

and digital platforms. DEPUTY DIRECTOR GANGOPADHYAY noted that OMS held annual grantee convenings for the *African American History and Culture* and *Native American and Native Hawaiian* programs, and co-hosted a convening with the Association of Children's Museums for participants in the *Museums for All* free or reduced entry to museums initiative to learn how museums in hub cities might work together for the success of the initiative in their community. DEPUTY DIRECTOR GANGOPADHYAY also discussed a new cooperative agreement with the Boston Children's Museum to provide training for museum and library professional staff, expanding its early childhood initiatives in Massachusetts, Virginia, and South Carolina, and into additional states.

DEPUTY DIRECTOR GANGOPADHYAY also reported on six full-day grant writing workshops that OMS held in partnership with regional museum associations. These workshops were conceived in response to the results of an OMS penetration study. The goal of the workshops, she explained, was to provide greater access to funding in remote areas or areas with historically low application numbers, and to empower small museums and new applicants to apply. DEPUTY DIRECTOR GANGOPADHYAY explained that the workshops included instruction from OMS staff about putting together a good grant proposal and common pitfalls to avoid.

DEPUTY DIRECTOR GANGOPADHYAY then discussed three OMS program evaluations. First, OMS conducted an internal scan of awarded grant data from 2014 to 2018 to analyze trends in the sector and engaged a contractor to perform a statistical analysis of this data to ascertain short-term and long-term impacts of OMS funding. The resulting report, she explained, will have quantitative data points and provide examples from learning, community, collections, and digital focused grants. DEPUTY DIRECTOR GANGOPADHYAY also noted a planned evaluation of the *African American History and Culture* grant program, that will assess program outcomes and identify barriers that prevent organizations from applying. Finally, DEPUTY DIRECTOR GANGOPADHYAY discussed a market analysis and opportunity assessment to be conducted of the OMS capacity building programs, the *Museum Assessment Program* and *Collections Assessment for Preservation Program*.

BOARD MEMBER JANE PICKERING asked why there had been an increase in the number of small museums applying for grants, and whether there were plans for additional administrative support from the agency for smaller institutions. DEPUTY DIRECTOR GANGOPADHYAY responded that the *Inspire Grants for Small Museums* program was designed to be manageable with a \$50,000 cap on grant funds per institution. She observed that institutions from underrepresented states were varied in size and budget depending on the type of institution.

BOARD MEMBER MORT SAJADIAN asked about the status of the *Museums for All* program and how it is being administered and evaluated. DEPUTY DIRECTOR GANGOPADHYAY responded that a report on the program conducted in its second year found that institutions had largely been able to leverage funds from corporations or community foundations to support access for underserved populations. DEPUTY DIRECTOR GANGOPADHYAY noted that the Association of Children's Museums had put together a comparative report on other existing access programs, and discussed possibilities for enhancements to *Museums for All*, such a new communications strategy and outreach to other funders.

BOARD MEMBER BETH TAKEKAWA asked whether museums had a role in supporting the 2020 Census. DEPUTY DIRECTOR GANGOPADHYAY informed the Board that IMLS had convened a meeting to connect museum associations with the Census Bureau. OFFICE OF MUSEUM SERVICES CHIEF ADMINISTRATOR CHRISTOPHER REICH added that Census representatives attend OMS conferences and participate in efforts to increase awareness of museums' efforts to promote the Census.

DEPUTY DIRECTOR GANGOPADHYAY then addressed a question from BOARD MEMBER MORT SAJADIAN about how museums and libraries may collaborate on efforts to promote, for example, early learning and Making activities. DEPUTY DIRECTOR GANGOPADHYAY provided examples of how museums and libraries are currently working together and with cross-sector partners.

V. FINANCIAL AND OPERATIONS REPORT

CHAIRPERSON MATTHEW introduced CHRIS CATIGNANI, IMLS'S ACTING CHIEF OPERATING OFFICER, to provide a financial and operations update.

MR. CATIGNANI highlighted accomplishments from 2019, including the launch of the Electronic Grants Management System (eGMS), DATA Act implementation, the formation of a Risk Management Council, and a successful financial audit. MR. CATIGNANI also introduced upcoming developments, including the adoption of a new comprehensive procurement system, PRISM, which will seamlessly integrate procurement data into IMLS's accounting system. MR. CATIGNANI explained that IMLS can leverage both PRISM and eGMS to improve data report templates, and that eGMS functionality will improve grantee communications.

MR. CATIGNANI explained that the recently established Risk Management Council, which includes the Chief Financial Officer, General Counsel, Director of Grants Policy and Management, Chief Information Officer, and Director of Human Resources) has been examining the agency's information infrastructure.

VI. OFFICE OF THE CHIEF INFORMATION OFFICER REPORT

CHAIRPERSON MATTHEW introduced SCOTT CAREY, IMLS'S CHIEF INFORMATION OFFICER, to provide an update on recent activities.

MR. CAREY highlighted accomplishments from 2019 in the information technology and data arenas, including the adoption of eGMS, the *Heritage Health Information Survey*, and IT migration to the cloud. MR. CAREY reported that IMLS had recently conducted a table-top exercise of its continuity of operations plan, and would conduct an agency-wide exercise in the upcoming calendar year. MR. CAREY also noted that the agency plans to improve the public-facing website and increase the efficiency of data collection and delivery. Turning to IMLS surveys, MR. CAREY noted that IMLS recently published the report of the *2016 State Library Administrative Agencies Survey*, and released data from the 2017 survey. The 2018 survey, MR. CAREY remarked, had a one-hundred percent response rate.

MR. CAREY confirmed that grant records for fiscal year 2020 grants would be managed and maintained within eGMS, that data from previous years was accurately and completely migrated into eGMS, and that the new system complies with federal records managements requirements. According to MR. CAREY, IMLS is looking at ways to efficiently use eGMS data to provide better support to the field and reduce administrative burdens on staff.

BOARD MEMBER LYNNE IRELAND asked if there were budgetary implications from the agency's transition to cloud storage. MR. CAREY responded that migration to the cloud can be an opportunity for IMLS to be more efficient if implemented diligently and responsibly. BOARD MEMBER LYNNE IRELAND also asked if the agency's continuity of operations plan was managed at the agency level or with oversight from another agency; MR. CAREY responded that the plan is internal, and a new plan was implemented in September 2019.

BOARD MEMBER MORT SAJADIAN asked how eGMS implementation would impact grantee reporting processes, and whether IMLS was educating those institutions on new processes. MR. CAREY responded that new procedures had been communicated to existing grantees and announcements were made for prospective applicants. IMLS staff has conducted open fora for grantees and applicant webinars, and there are multiple tutorials available for users on how to operate the new system. MR. CAREY also noted that after an initial spike after implementation, the number of eGMS helpdesk requests has decreased to approximately ten per week.

VII. POLICY UPDATE

CHAIRPERSON MATTHEW introduced NANCY E. WEISS, IMLS'S GENERAL COUNSEL, to provide an update on recent convenings and policy-related activities.

MS. WEISS reported that, during fiscal year 2019, IMLS engaged in efforts to strengthen the copyright system to facilitate museum, library, and information services. IMLS worked with the White House and Congress, along with the U.S. Patent and Trademark Office and Department of State, to support the United States' adoption and implementation of the *Marrakesh Treaty to Facilitate Access to Published Works by Visually Impaired Persons and Persons with Print Disabilities*, which IMLS helped draft and negotiate. The Treaty establishes minimum copyright exceptions to facilitate access for individuals with print disabilities, as well as a mechanism for the cross-border exchange of accessible works. MS. WEISS explained that IMLS also engaged in discussions at the World Intellectual Property Organization (WIPO) about copyright limitations and exceptions for museums, libraries, archives, and educational institutions to enable these institutions to carry out their public services roles of providing access to information and preserving collections.

MS. WEISS said that she delivered the United States interventions at WIPO on the need for limitations and exceptions, highlighting the findings of IMLS's *Heritage Health Information Survey* on the preservation of cultural materials and emergency response. She also informed the Board that the HHIS has been cited in other policy discussions, noting its inclusion in a recent United States Supreme Court brief discussing how copyright exceptions are used to preserve and

make available government collections and information.

MS. WEISS observed that copyright discussions can often be too theoretical, and reported on IMLS efforts to hear from museums, libraries, and archives about their experiences with cross-border initiatives, in order to better inform policy discussions. In September 2019, IMLS convened grantees and other entities at the Smithsonian American Art Museum to gather case studies about how museums, libraries, and archives are navigating copyright issues associated with projects that extend across borders. Convening participants reported that they frequently avoid or are unable to carry out these types of projects because they lack the capacity to work through the difficult international copyright issues.

MS. WEISS then updated the Board on IMLS's efforts to promote openly-licensed educational resources (OER). MS. WEISS said that IMLS had compiled a list of all of its OER-related efforts to date, including grant awards, a convening on OER co-hosted with the National Science Foundation and the Department of Education, and the development of an OER Playbook with the Departments of State and Education. MS. WEISS also described how IMLS had engaged in drafting a recommendation on OER which had been recently adopted by the United Nations Educational, Scientific, and Cultural Organization (UNESCO).

BOARD MEMBER GEORGE KERSCHER explained that the publishing sector is experiencing a movement toward increasing accessibility of commercially published materials, but that the production of accessible OER remains less sophisticated. BOARD MEMBER GEORGE KERSCHER noted that the availability of tools for authoring and verifying accessible materials presented an opportunity in the OER space to move toward born accessible and consistently accessible materials. MS. WEISS welcomed these suggestions. She said that IMLS had incorporated accessibility into the OER Playbook and UNESCO Recommendation, and was eager to find ways to build capacity in this area.

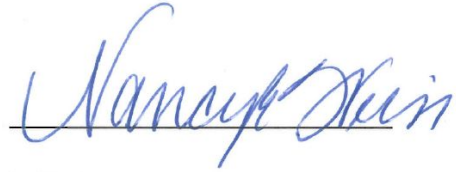
BOARD MEMBER GEORGE KERSCHER shared that the EPUB accessibility standard, which would soon be adopted by the International Organization for Standardization, includes embedded schema.org metadata to describe accessibility features. He also noted that the World Wide Web Consortium is working on publishing a guide for presenting reader friendly accessibility metadata. Access to accessibility metadata, he explained, would enable libraries to examine such data before purchasing materials, and to make this data available in their systems.

MS. WEISS then reported on a second IMLS convening from the past year, a National Tribal Broadband Summit co-hosted with the Departments of Interior and Education. She explained that IMLS is part of the Administration's *American Broadband Initiative*, supported by the federal agencies with responsibility for strengthening broadband services. As part of the initiative, IMLS agreed to co-host the Summit, which provided practical information for tribes seeking to enhance broadband access and digital inclusion. Speakers included the Tribal leaders, the Chair of the FCC, White House senior leadership, and members of Congress. It was attended by 250 individuals representing more than 150 tribal governments, organizations, nonprofits, and telecommunications companies. In addition to providing keynote remarks, IMLS funded summit speakers who were featured on plenary panels. She explained that the agency's involvement at the Summit helped position libraries and cultural institutions as critical partners in broadband

access and digital inclusion.

VIII. ADJOURNMENT

After thanking the members of the Board for their service, CHAIRPERSON MATTHEW adjourned the meeting at 12:09 p.m.



NANCY E. WEISS
Secretary
National Museum and Library Services Board

Date