



Institute of Museum and Library Services
Grant Application Narrative
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Narrative

“Recruitment of the next generation of librarians is one of the most pressing issues facing the profession...today.”¹

Impact

Recruitment and retention of professional library staff is well documented as a national need. This has been historically difficult in rural Nebraska and will continue to be so in the future. The need for pre-professional programs to attract promising high school and college students was abundantly clear as Nebraska Library Commission staff conducted the *Making a Difference Evaluation*. The Nebraska Library Commission’s “Making a Difference @ your library™²” evaluation project involved Library Commission staff visiting 269 public libraries in Nebraska, April 2001—July 2002. Each visit included discussions with library personnel about the impact of federal and state funding on services and programs. Staff collected stories and data about local library service successes and challenges, and other community resources and support. Each visit also included a community dialogue session, attended overall by hundreds of Nebraskans representing library customers, members of Friends and Foundation groups, community and county officials, and other interested community representatives. Analysis of the data collected at these dialogue sessions helped to determine prevailing statewide trends and issues, and to identify the existing and anticipated needs for library and information services statewide. A major issue identified is the need for programs, services, and qualified personnel to meet growing multicultural diversity in Nebraska.³

Recruiting the Next Generation of Nebraska Librarians @ the Movies is an innovative proposal to increase the number of qualified professionals and recruit future librarians available for employment in Nebraska libraries by attracting promising high school and college students to the profession. Conceived through a collaborative planning process by partners with a proven track record of cooperation, the results of this project can benefit a host of institutions, as well as the identified partners. As we test the proposed strategies, other library institutions in other states can learn along with us. The movie trailer, displays, and other tools developed through this project can be adapted and used in any location. The movie trailer, a specifically-defined, high quality communications tool, will be designed to impact a particular target market, produced in limited formats, and created by a marketing firm with expertise in this specialized type of production and distribution. The kits for mentor/recruiters to use in identifying and supporting prospects will be applicable to all types of libraries. The training for mentor/recruiters can be replicated across the country. If this project is funded, other IMLS grant recipients from neighboring states have asked that we make our materials available to them.

Recruiting the Next Generation of Nebraska Librarians @ the Movies represents a unique vision for innovative change in the field. Implementation of a coordinated, multimedia campaign in a variety of outlets will rely on mentor/recruiters provided with the resources for successful one-on-one, each-one-recruit-one, mentoring activities. A major component is training focused on changing the image of library service work to raise awareness and motivate library staff and supporters to commit to recruiting and mentoring the next generation of Nebraska librarians. The initial kick-off training involves contracting with Ann Seidl⁴ to present her feature-length documentary film, *The Hollywood Librarian*, and the companion continuing education program that takes the Hollywood stereotype of librarians and uses it as a basis for looking at the history and future of librarians. In addition, we will purchase copies of the film to use in workshops after the kick-off. A short movie trailer shown in theatres across Nebraska will send the message that library careers are cool, high tech, and service-oriented—an opportunity to make a difference in our communities.⁵ Since Hollywood has helped to foster many of the outmoded stereotypes and images of librarians, it is appropriate to use a movie trailer as one of the vehicles to deliver the antidote to these stereotypes. Companion pieces include a movie poster for the theatre lobby, with point of purchase displays including “movie tickets” to apply for scholarships/stipends for training in library skills and for more information. (See Appendix E for information about potential contractors.) These

¹ <http://www.ala.org>, search on Recruiting to the Profession.

² <http://www.nlc.state.ne.us/mission/makingadifference.html>

³ <http://www.nlc.state.ne.us/mission/1staplan/needs.pdf>

⁴ <http://www.freewebs.com/hollywoodlibrarian/>

⁵ See Archrival trailer developed for the Ross Media Arts Center at <http://work.archrival.com/ross> for an example of the type of trailer to be developed. Use Quick Time to access.

“movie tickets” also facilitate evaluation, since they can be used to track point of contact. The marketing campaign is coordinated with the mentor/recruiter effort, designed to pair promising high school and college students with practicing librarians that have been trained in communication and mentoring skills.

Diversity

The activities of the **Recruiting the Next Generation of Nebraska Librarians @ the Movies** project target specific service needs identified through both the Library Commission *Making a Difference Evaluation* and the analysis work of the Recruitment and Retention Task Force. A major issue identified in the Library Commission’s *Making a Difference Plan* is the need for programs, services, and qualified personnel to meet growing multicultural diversity in Nebraska.

The 2000 Census counted Nebraska’s population at 1,711,263 persons in a 76,872 square mile area (22.3 persons per square mile), representing an 8.4 % increase since the 1990 Census count. Overall, 40 of Nebraska’s 93 counties added population during the 1990s. Eighty-seven percent of the population is white and only 18.9% of Nebraskans over 25 have a bachelor’s degree or higher. Those 65 years old or older make up 13.6% of the state and 26.3% are under 18 years old. The state’s population grew in two ways: births exceeded deaths (natural increase of 84,611, or 5.4%) and more people moved into the state than moved out (immigration of 48,234, or 3.1 %). These changes reflect growing linguistic and ethnic diversity in Nebraska, particularly in counties where large meat packing plants are attracting non-white or Hispanic workers, or in counties hosting refugee resettlement programs.

Overall the state’s white-only, non-Hispanic population grew by just 2.4% (34,399) compared with an 83.3 % growth (98,479) in minority population.⁶ The state’s Hispanic population more than doubled in Nebraska during the 1990s.⁷ “Nebraska’s Latino population has been growing at a rapid pace, according to the U.S. Census Bureau statistics from 1990 to 2000, with at least 10 counties posting gains of more than 100 percent over those years.”⁸

Examples:

	1990 Latino Residents	2000 Latino Residents
Colfax County (1,119.6%)	224	2,732
Dawson County (831.8%)	663	6,178 ⁹

According to the U.S. Census Bureau, Nebraska ranks 24th in the nation for percent of households where Spanish is spoken in the home.¹⁰ There is also some documentation that supports the claim that the Hispanic population was undercounted in the 2000 census process, indicating that the above data may be conservative. According to a 2002 issue of the *Grand Island Independent*, “... it’s quite possible that the census failed to count all the Hispanics living in Hall County and Grand Island...fear of the government in general, and the Immigration and Naturalization Service in particular, contributed to that phenomenon.”¹¹ In fact, “Nebraska is home to three of the four counties with the greatest percentage increases among Hispanics in the nation. ...The increase has led to a minor cultural overhaul in the largely rural counties. English is still the common language, but Spanish is on the rise.”¹²

⁶ Deichert, J. (2001, June). *Components of Population Change, Nebraska Counties, 1990-2000*. Center for Public Affairs Research, University of Nebraska at Omaha. http://www.unomaha.edu/~cpar/focus_1.pdf
Population Change by Race and Hispanic or Latino Origin, Nebraska Counties, 1990 to 2000. Center for Public Affairs Research, University of Nebraska at Omaha. http://www.unomaha.edu/~cpar/table_7a.pdf
Refugee family makes new life in United States, Lincoln, by Nancy Hicks. *Lincoln Journal Star* December 25, 2001.

⁷ Morse, A. (2002, January 30). *Demographics and the 2000 Census: A quick look at U.S. Immigrants*. Issue Brief, Health Policy Tracking Service.

⁸ Hancock, T. *Research initiative addresses influx of Latinos into Nebraska*. University of Nebraska – Lincoln, College of Arts & Sciences.

⁹ Alden, D. (2002). Three Nebraska counties see nation’s largest Hispanic influx. *The Grand Island Independent*, retrieved March 19, 2003, from <http://www.grandislandhomefinder.com/demo/influx.shtml>

¹⁰ U.S. Census Bureau, American Community Survey, retrieved March 19, 2003, from [www.census.gov/acs/www/Products/Ranking?C2SS/\\$06T040.htm](http://www.census.gov/acs/www/Products/Ranking?C2SS/$06T040.htm)

¹¹ Reutter, H. (2002). Hispanics undercounted in census. *The Grand Island Independent*, retrieved March 19, 2003, from www.grandislandhomefinder.com/demo/undercounted.shtml

¹² Alden, D. (2002). Three Nebraska counties.

While much of the influx of Hispanics to Nebraska has taken place in rural settings, there is also an increasing presence in Nebraska's urban areas. "Testimony to the growing presence of Hispanic Americans in middle America is the new Hispanic Chamber of Commerce of Nebraska," which is located in Omaha.¹³

The Census Bureau projects the total Hispanic resident population in Nebraska to grow from 61,000 in 2000 to 111,000 by 2025.¹⁴ There are other growing ethnic groups in Nebraska communities as well, and data about other ethnic groups will be refined and analyzed during the first year of the project. "The number of Asians in the U.S. will also double (by 2025), reaching 24 million, or 7 percent of the population..."¹⁵ A comparable trend is evident in Nebraska. The Asian population in Nebraska is expected to grow from 23,000 in 2002 to 42,000 by 2025.¹⁶

The data collection process that was part of the *Making a Difference Evaluation* resulted in a significant number of responses relating to the need for skills and knowledge to serve a growing diverse population. Sixteen percent (16%) of the communities visited indicated a growing demand for services and materials for Spanish-speaking customers. One need is for Spanish-speaking staff, and many respondents indicated difficulties recruiting bi- or multi-lingual staff. Participants in the Dialogue Session at John A. Stahl Library in West Point, Nebraska indicated that the school population in that town is 24% Hispanic and the library would like to recruit a Spanish-speaking staff member. Eighty percent of the Spanish language materials that circulate are picture books and the library subscribes to several magazines in Spanish. Crete Public Library staff expressed a similar need for, and difficulty in, recruiting a bilingual employee. Lexington Public Library now serves a community that is 51.2% Hispanic, and would like the library staff to be better equipped to meet the needs of that large portion of the community. South Sioux City is also nearly 25% Hispanic, which is a 400% growth in that portion of the population. Communities also mentioned growth of Laotian and other Asian population groups. Nebraska has become the new home of many refugees, arriving here from thirty-two different countries over the past eighteen years and leading to increased linguistic and ethnic diversity in the state. This growing geographic and demographic diversity means that library services must be designed to meet the specific needs of these diverse communities and library staff must be recruited reflecting the diversity of the communities they will serve.

Recruiting the Next Generation of Nebraska Librarians @ the Movies is designed to enhance participation in the library profession by members of traditionally under-represented groups and underserved communities. Materials for this project will be developed in both English and Spanish to achieve a more diverse cadre of library professionals in Nebraska. Groups representing the growing Hispanic population in Nebraska communities will be asked to participate in focus groups to ensure that materials are accessible and inviting to this target group, so that the library profession in Nebraska will better reflect the diversity of the communities served. (See Appendix D for list of community groups.)

This coordinated campaign will use marketing and mentoring strategies to match promising high school and college students with specialized educational and employment opportunities. We will meet them at whatever level of the career/education ladder they can enter, enabling them to provide enhanced service in their underserved communities and preparing them for master's level education.

The target audience includes high school and college students, including pre-professional library workers. Mentor/recruiters that can relate to a diverse group of potential prospects will be identified, trained, and cultivated. Focused activities will be directed at specific target groups, with some broader activities to appeal to other demographic segments of Nebraska communities. Some specific target groups include:

- Young adults—high school and college students
- Pre-professional library employees
- Ethnic minority community members, as identified in baseline data information and as refined during the first planning year

¹³ *Hispanic Trends*. (October 2002). Retrieved January 13, 2004, from www.hispaniconline.com/trends/2002/oct/coast/

¹⁴ www.census.gov/population/projections/state/stpjracc.txt

¹⁵ Wellner, A.S. (2003). The next 25 years. *American Demographics*, 25(3), 26.

¹⁶ www.census.gov/population/projections/state/stpjracc.txt

Design

Needs: In July 2002, the Nebraska Library Commission submitted a long range plan to the Institute of Museum and Library Services. This document, *Making a Difference Plan*, listed four major trends and issues facing Nebraska's libraries. One of these issues deals with personnel in Nebraska's public libraries:

Library Personnel –Making a Difference Evaluation reaffirms that *people* make the significant difference in determining the quality of library services. Significant numbers of library personnel will reach retirement age in the coming decade¹⁷. A priority need is the successful recruitment of talented library personnel, provision of professional and continuing education (CE) opportunities, and improvement of a support system that places value on the work of library personnel and provides significant improvement in compensation.

The first goal in Nebraska's long range plan is "Nebraska library personnel will have the knowledge, skills, and abilities necessary to provide quality library and information services for all Nebraskans." As one of the activities to achieve this goal, the Nebraska Library Commission convened a broad-based Recruitment and Retention Task Force representing library staff and supporters from all types of libraries across the state (see Appendix C). The task force developed recommendations to address Nebraska library personnel recruitment and retention needs. The recommendations led to this **Recruiting the Next Generation of Nebraska Librarians @ the Movies** project, focused on recruitment, education, and employment. Recognizing that funding must be identified in order to realize the ideas generated by the task force, the task force supports the Nebraska Library Commission in applying for IMLS funding to carry out these strategies. This broad-based task force, with representation from all aspects of Nebraska's library service and support infrastructure, is committed to providing input into the development, implementation, and evaluation of this project for the duration.

The initial strategy is a statewide marketing campaign to change the image of library service work and to draw promising high school and college students to library service careers. This is reflected in the Library Commission goal to "Promote and improve awareness of the library and information services of the Nebraska Library Commission and Nebraska libraries through a variety of multi-format communication methods including print, electronic, video, audio, and other technology as it emerges." The marketing campaign will draw on the findings in the *Making a Difference Evaluation* to determine which Nebraska communities will be the focus of our initial marketing and implementation. The project identifies mentor/recruiters, trains them, and cultivates them, providing resources for successful one-on-one, each-one-recruit-one, mentoring activities. This phase will be modeled after Nebraska's highly successful TeamMatesTM Mentoring Program.¹⁸ Needs analysis and refinement is the first step in this project.

Where are we now? Baseline Data about Nebraska Public Library Staffing, Compensation, and Retention

- Nebraska currently ranks 35th of fifty states and the District of Columbia, in the number of ALA-MLS librarians per 25,000 population.¹⁹ Currently, 113 professional librarians are employed in Nebraska public libraries.
- The majority of public libraries in Nebraska serve communities of less than 5,000. In most cases, library personnel are employed part-time, do not receive benefits, are undereducated, and are poorly paid.

There are vast differences between small and large libraries in number of professional staff members, hourly wage of director, and percentage of total expenditures on salary and benefits. The following chart²⁰ demonstrates this:

¹⁷ www.ala.org, search on Recruitment Press Kit.

¹⁸ TeamMatesTM Mentoring Program, www.teammates.org

¹⁹ National Center for Education Statistics, E.D. Tabs, *Public Libraries in the United States, Fiscal Year 2000*, July 2002, p. 126.

²⁰ Based on 2001 Nebraska Public Library Statistical Data.

	Population Size						Statewide Averages/ Totals
	Less than 1,000	Between 1,000 and 2,499	Between 2,500 and 4,999	Between 5,000 and 9,999	Between 10,000 and 49,999	Over 50,000	
Number of Libraries	105	66	19	16	15	2	223
Total Library Staff	212	226	110	149	264	413	1,374
MLS Staff	3	2	2	7	28	71	113
Staff Expenditures	\$ 6,503	\$ 21,851	\$ 68,036	\$ 142,671	\$ 375,960	\$ 5,387,244	\$ 22,114,222
Staff Expenditures percentage of Total Expenditures	43.8%	51.4%	58.1%	66.0%	73.5%	78.5%	64%
Average Director's Hourly Wage	\$ 6.93	\$ 8.89	\$ 11.89	\$ 16.12	\$ 27.54	\$ 34.50	\$ 10.37

The following hourly average wage figures are compiled from Public Library Statistical Reports for 1999/2000 and 2000/2001. Libraries use a variety of job titles, and similar titles have been grouped together. For salary and benefit data, many libraries do not separate benefit expenditures from salary expenditures.

Year	Director	Years in Job	Ass't. Director	Child. Librarian	Tech. Librarian	Support Staff	Statewide Avg. Annual Total Salary Exp.	Statewide Avg. Annual Total Benefit Exp.	% Total Exp.
1999/2000	\$ 9.35	10.41	\$ 8.12	\$ 10.19	\$ 13.14	\$ 6.30	\$77,242	\$26,171	55.6%
2000/2001	\$ 10.07	9.84	\$ 10.12	\$ 10.37	\$ 11.74	\$ 7.55	\$82,208	\$25,853	64.0%

In order to change this situation, we must find ways to draw promising high school and college students to library service careers and enable creative, dedicated pre-professionals to grow and learn, and to remain in or return to their communities to provide enhanced library service in these underserved communities and to demonstrate their value to their communities. To this end, the University of Nebraska at Omaha, Nebraska Library Association, Nebraska Educational Media Association, and Nebraska Library Commission, Nebraska's state library agency, are instrumental in bringing off-campus MLS educational opportunities to Nebraska through the Emporia State University and the University of Missouri-Columbia. **Recruiting the Next Generation of Nebraska Librarians @ the Movies** focuses on raising awareness, stereotype busting, and enticing young adults (high school, college) and pre-professional library workers into library skills training at whatever rung of the career/education ladder they can enter:



The above programs are listed as examples. Students may seek education through a variety of other venues, including online educational opportunities (see Attachment G for description of the above educational opportunities).

Action Plan: Recruiting the Next Generation of Nebraska Librarians @ the Movies

The Action Plan shows how the project targets promising high school and college students in an effort to increase the number of students enrolled in pre-professional education or training programs. This will enable them to acquire skills and education necessary to provide enhanced service in underserved communities *and* prepare them for master's level education. This project will combine a comprehensive marketing strategy with a one-on-one, each-one-recruit-one, mentoring approach, featuring the following strategic efforts:

- Develop a marketing campaign to raise awareness and identify prospects for library service careers
- Recruit promising high school and college students, and diverse library personnel, matching them with mentor/recruiters and educational/employment opportunities at appropriate levels of the career/education ladder
- Provide grants, scholarships, internships, and stipends to support pre-professional and professional education

Year I: Recruitment

Develop and implement the following strategies, pairing promising high school and college students with mentor/recruiters provided with the resources for successful one-on-one, each-one-recruit-one, mentoring activities:

Analysis of Needs. Re-assess needs. Further analysis and refinement of the data regarding the need for library practitioners is the initial project activity. Geographic areas will be targeted for this coordinated, multimedia campaign based on the following criteria:

- Regional: rural areas with greatest potential to “grow our own” librarians
- Ethnic: communities with strong ethnic groups that show potential to “grow our own” diverse librarians
- Library Type: public, K-12, and postsecondary Nebraska libraries will be analyzed to determine where actual job openings are likely to occur and the educational requirements for preparing individuals to fill these specific jobs
- Local Partnerships: local movie theatres (87 local theatres in Nebraska) will be asked by local recruiter/mentors to donate screen time for the trailer and lobby space for poster/“movie tickets,” as well as other local partnership potential

We will draw on the methods developed and the data gathered in the *Making a Difference Evaluation* process to determine which Nebraska communities will be the focus of our initial marketing and implementation. The primary strategy is a one-on-one, each-one-recruit-one, mentoring approach. This phase will be modeled after Nebraska's highly successful TeamMates™ Mentoring Program. The following materials will be developed to help mentor/recruiters to communicate with the target market:

Training and Awareness-raising for Nebraska Library Staff and Supporters. Deliver training focused on the image of library work to raise awareness and motivate library staff and supporters to commit to recruiting and mentoring the next generation of Nebraska librarians. The initial kick-off training involves contracting with Ann Seidl²¹ to present her feature-length documentary, *The Hollywood Librarian*, along with her companion continuing education program that looks at Hollywood stereotype of librarians as a basis for looking at the history and future of librarians. This session also serves as a recruiting mechanism. In addition, we will purchase copies of this film to use in training beyond the kick-off.

Conduct ongoing training and consultation to provide mentor/recruiters with a structured professional development opportunity to develop and refine leadership and recruitment skills in order to impact the opportunities for developing library staff at every level of the career/education ladder. Continuing education/professional development grants will be awarded to mentor/recruiters for training and development activities to cultivate mentoring skills.

²¹ <http://www.freewebs.com/hollywoodlibrarian/>

Movie Trailer. Develop a short movie trailer to be shown in movie theatres across Nebraska, sending the message that library service careers are cool, high tech, and service-oriented—an opportunity to make a difference in our communities. Since Hollywood has helped to foster many of the outmoded stereotypes and images of librarians, it seems appropriate to use a movie trailer as one of the vehicles to deliver the antidote to these stereotypes. The movie trailer is a problem-solving strategy in a non-traditional medium. Companion pieces include a movie poster for the theatre lobby, with point of purchase displays including “movie tickets” to apply for scholarships/stipends for training in library skills and for more information. Archrival,²² one of the firms that will be invited to bid on this project has prior experience with the development of movie trailers and describes their philosophy as using their “adept techniques and methods to help their customers reach the coveted 18-35 year-old target audience, striving to stay ahead of the ‘corporate cool.’²³” (See Appendix E for information about potential contractors.) The rationale for using a movie trailer to appeal to the target audience (17-24 year olds = 37% of filmgoers²⁴) is substantiated in the literature, “The American Cinema Advertising Network...sums up the appeal of the movies to advertisers: An audience ‘relaxed and in a receptive mood is sitting in a darkened auditorium facing a larger-than-life-size screen with nothing to do but watch your ad’ ...by Screenvision’s measure, 88% of moviegoers who watched on-screen commercials liked them (58 %) or were neutral (30%).”²⁵ Distribution to local movie theatres will be handled locally by school media center and library staff and supporters as part of their commitment to local communication efforts.

Kits for public libraries and schools. Disseminate materials to public library staff and supporters, high school guidance counselors and school media specialists, as well as post-secondary library staff and academic and career counselors. Kits including posters, bookmarks, point of purchase displays, and “movie tickets” to apply for scholarships/stipends for training in library skills and for more information. A movie trailer CD to use as a discussion catalyst will also be included, along with discussion guides and hints for successful career days (adaptable to job shadowing activities, community service volunteers, etc.).

Web site. Develop a specialized Web site to support Nebraska mentor/recruiters by revising the section of the Nebraska Library Commission Web site that provides information about library jobs²⁶ and links to educational resources. This will serve as a tool for recruitment and to improve communication with our target group.

Special Note: Spanish materials will be developed with input gathered through focus groups with Nebraska Hispanic organizations to ensure that materials and methods will be effective in recruiting in Nebraska’s Hispanic communities.

Year II: Education

Continue **Year I: Recruitment** activities. Develop and implement the following additional strategies:

Educational Support. Identify sixty students at all levels of the education/career ladder to support with scholarships (\$1,000 per year for fifty students in undergraduate programs; \$2,500 per year for ten students in MLS programs). Identify through “movie tickets” and referrals through mentor-recruiters contacted in Year I efforts (public librarians, school guidance counselors, media specialists, library advocates, Hispanic Community Organizations, etc). Ensure placement in all levels, including Master’s Level, Bachelor’s Level, Pre-professional Level, and Entry Level.

Capacity Building. Train mentor/recruiters to identify funds to help support their efforts. The Nebraska Community Foundation will offer training sessions across the state on topics such as building public/private partnerships and general fundraising to institutionalize this effort and build a base of support for future recruitment activities²⁷.

²² See Archrival trailer developed for the Ross Media Arts Center at <http://work.archrival.com/ross> for an example of the type of trailer to be developed.

²³ Parks, E. “The Guys at Archrival Break the Rules.” *Medium* (June 2003)

²⁴ Quart, A. *Branded: the Buying and Selling of Teenagers* (2003)

²⁵ Grimm, M. “Lights, Camera, Commercial.” *American Demographics* (February 2003)

²⁶ <http://www.nlc.state.ne.us/libjob/libjob.html>

²⁷ <http://www.nebcommfound.org/edandtrain.htm>

Year III: Employment

Continue **Year I: Recruitment** and **Year II: Education** activities. Develop and implement the following additional strategies:

Employment Support. Continue to support sixty students at all levels of the education/career ladder to support with internship stipends (\$1,000 per year for fifty students in undergraduate programs; \$2,500 per year for ten students in MLS programs). Match students pursuing educational opportunities at all levels of the career ladder with job training placements in libraries that are likely to have employment openings in the future. Provide incentives to employers to employ trainees through stipends to students, work-study, etc.

Management Plan

The Nebraska Library Commission, the state library agency for Nebraska, manages nearly \$2 million in library service grants and contracts annually. The Library Commission has successfully managed major grants from the Bill and Melinda Gates Foundation, Institute of Museum and Library Services, University of Denver, W. K Kellogg Foundation, and other federal and private sources. The Nebraska State Auditor conducts an audit every two years and the State of Nebraska contracts with a private audit firm to ensure that all state agencies, including the Library Commission, are in compliance with all federal requirements. The Nebraska Library Commission has in place the financial management system, staff, equipment, facilities, and associated resources to ensure responsible and successful management of the project.

Rod Wagner, the Nebraska Library Commission Director, will provide the leadership for the successful development and implementation of the project. His direction of the Recruitment and Retention Task Force demonstrates top-level management commitment to this effort. Mary Jo Ryan, the Project Director, will have overall responsibility for implementation of the **Recruiting the Next Generation of Nebraska Librarians @ the Movies** project. Her previous experience directing large statewide library marketing and education efforts demonstrates the ability to successfully manage this project. These responsibilities will be carried out with the support and participation of the project partners and the professional staff of the Nebraska Library Commission.

Ongoing input and guidance will be provided by the broad-based Recruitment and Retention Task Force representing library staff and supporters from all types of libraries across the state. This task force will serve as the steering committee in implementing this project. Individuals and organizations represented on this task force are listed in Appendix C. Focus groups will be employed throughout project development, implementation, and evaluation to rely on input from the individuals closest to the problem in crafting the solution. Focus group participants will be drawn from the organizations listed in Appendix D and others.

The partnership to develop and implement this project is already in place and the relationships are strong and deep. These partners have a long history of working together on numerous collaborative projects. Project partner responsibilities are specified in the attached partnership statements. The partners will ensure that obligations specified in the agreements are met and the Project Director will monitor for compliance. Throughout the project period, additional local project supporters will be identified to assist with all aspects of the project. Through local movie theatre operators providing free screen time, local guidance counselors making presentations at career fairs, and local merchants providing resources to support local library science students, the connection will be made between successful communities and successful libraries—and the role of the professional librarian in both.

Contractors will be identified and hired, as needed. Although potential contractors for some of the activities have been identified in this narrative, they are not confirmed. Information about the contractors is included in Appendix E to illustrate the type of services envisioned and type of professional personnel needed to carry out the services. Once the project is funded, bids will be solicited according to the rules and regulations of the Nebraska Department of Administrative Services, Materiel Division.

Budget

See Detailed Budget, Summary Budget and Budget Justification.

Contributions

There is strong institutional support and cost sharing for this project. The applicant will contribute more than one-half the cost of the project, excluding funds for student support. Cost sharing requirements will be met through a combination of state funding and in-kind contributions. The applicant will contribute the salaries of all permanent staff on the project. IMLS is not asked to fund indirect costs. All indirect costs are assumed by the partners. Throughout the project period, the partners will work to identify additional local project supporters to help support all aspects of the project. There are no plans for equipment purchase. Three of the four partners will support students through supplemental scholarships, fellowships, and stipends.

Personnel

Project Director—Mary Jo Ryan has served as Communications Coordinator or Special Project Director for the Nebraska Library Commission for seventeen years, planning and implementing statewide library service activities. She has extensive experience managing library service marketing and promotional efforts, guiding projects through the full marketing cycle, from research to communication planning and implementation. In addition to marketing and communication skills, she has many years experience in training and staff development, planning and evaluation, grant writing, grants and contracts management, and volunteer coordination. She will devote a minimum of 25% of her time to managing the project and 25% of her duties will be assumed by appropriate Nebraska Library Commission staff for the duration of the project.

Project Partner Leadership—The executive officers of the Nebraska Educational Media Association and the Nebraska Library Association bring many years of experience in library service to their commitment to work with Nebraska Library Commission Director Rod Wagner to provide the leadership and guidance for this project.

Project Professional Staff—The Nebraska Library Commission professional, MLS-trained librarians specified in the detailed budget will commit a percentage of their time to assisting in planning and needs assessment, development of training and resources for mentor/recruiters, and evaluation data gathering and reporting.

Project Support Staff—Support staff are specified in the detailed budget. To develop electronic resources, an Information Technology Technician on the staff of the Nebraska Library Commission will be identified to commit 25% of his/her time to the project and 25% of his/her duties will be assumed by appropriate Nebraska Library Commission staff for the duration of the project. To develop print resources and assist with data management, a half-time, temporary Public Information Technician will be hired to work with design services.

Project Evaluation

The plan for evaluating the **Recruiting the Next Generation of Nebraska Librarians @ the Movies** project utilizes both qualitative and quantitative techniques as components of Outcomes Based Evaluation. Intended outcomes are included for each goal listed in the grant application. Baseline data have been compiled as part of the application process and will be analyzed and refined as part of the **Year I: Recruitment** planning activities.

A process will be developed for tracking interaction between mentor/recruiters and students. Mentor/recruiters will develop a log sheet for noting the type of interaction, date, and a brief statement of the content of the interaction. These log sheets will be part of the data collection tools for overall evaluation of the project activities, and for determination of a correlation between quality and quantity of interaction and student success and completion of the program.

The participants in this project will be a manageable group, which will facilitate tracking and in-depth feedback collection. Demographic characteristics and activities will be closely monitored during the course of the project.

Participants' ethnicity, location, level of education, job placement, and other relevant demographic characteristics will be noted and tracked over time in an effort to demonstrate the impact of the project on participants' life status.

A variety of assessment techniques will be utilized to determine the impact of the project, including pre- and post-surveys of participants, periodic surveys of participants throughout the program, periodic mentor/student tracking, and followup data collection and analysis. Members of the Nebraska Library Commission staff participated in Outcomes Based Evaluation training sessions offered by the IMLS, in collaboration with Performance Results, Inc. In addition, IMLS provided on-site training and technical consulting to help Library Commission staff and Nebraska librarians build outcomes capacity. The knowledge and skills acquired through these sessions will provide critical input to help refine the implementation and evaluation processes. See Appendix F for details of the outcomes based evaluation plan.

Dissemination

All project partners will assume responsibility for dissemination. We propose to disseminate information on the project in the following ways:

1. Publish information in press releases, partner newsletters, and other publications.
2. Presentation(s) at annual professional association conventions and meetings.
3. Development of Web site section relating to Project activities.
4. Disseminate materials developed as part of the Project to libraries and library-related organizations nationally.
5. Presentation of findings and explore national significance at a national-level library conference.

We are open to suggestion and will continue to seek additional ways to enable the results, products, processes, or benefits to be made transparent and accessible so that the results of this project will continue beyond the term of the project period.

Sustainability

The activities of this project are essential to the growth and development of library personnel throughout Nebraska. The project will build statewide capacity for recruiting promising high school and college students and mentoring pre-professional library employees to enable them to provide enhanced library service in underserved communities and to prepare them for master's level education. The Capacity Building training by the Nebraska Community Foundation for mentor/recruiters in years II and III should result in the identification of resources to help sustain these efforts and build a base of support for future recruitment activities.

Recruitment and education of Nebraska's library workforce is central to the mission and purposes of the project partners—the Nebraska Library Commission, Nebraska Educational Media Association, and the Nebraska Library Association. The Nebraska Library Commission's five year plan identifies library personnel education and development as a priority. Library workforce recruitment and education will continue to be a Nebraska Library Commission priority and focus well beyond the period of the grant. The IMLS grant will enable the creation and development of resources and assets that will be built upon after completion of the initial project.

This project will build on activities which the partners have historically supported and these activities will continue beyond the life of the project. The Nebraska Library Commission has supported MLS educational opportunities for Nebraska for over ten years. Since 1990 these organizations have worked to bring in distance learning educational opportunities, enabling seventy-two Nebraskans to receive Master of Library Science Degrees. Nineteen students are enrolled in the current program offered by the University of Missouri, with another dozen who have started their coursework, with application into the program "in process." Both the Nebraska Library Association (www.nol.org/home/NLA/scholarship.htm) and the Nebraska Educational Media Association (nema.k12.ne.us/mem.dir/award.html) have offered scholarships for the pursuit of library education. The Nebraska Library Commission instituted a scholarship program and competitive grant process to support both the pursuit of a Master of Library Science degree and ongoing professional and pre-professional development activities. Information about these activities, including requirements and recent recipients, is available at www.nlc.state.ne.us/libdev/grant.html.