

The FDLP Forecast Study: Methodology

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Overview

This data-gathering effort resulted from an exchange of ideas about the future direction of the Federal Depository Library Program (FDLP) at the 2011 Depository Library Council (DLC) Meeting and FDL Conference. On October 20, 2011, GPO presented a proposal for a FDLP Forecast Study during a special all-day session on "Shared Visioning." The GPO proposal included two survey instruments: a State Forecast Questionnaire and a State Focused Action Plan. As a result of the collaborative discussion that day, GPO staff and conference participants agreed to add an additional survey instrument, the individual Library Questionnaire. Engaging multiple levels of the community in the study was desirable to effectively assess the current needs and future direction of the FDLP.

By inviting all FDLP coordinators to share their issues and viewpoints, GPO hoped to get a better understanding of the FDLP community's pressing needs, goals, and directions.¹ There were 1,201 libraries in the FDLP at the time the questionnaires were released. Of that number, 1,154 were selective depositories and 47 were regional depository libraries. The regional depository libraries coordinate FDLP activities in almost every state, the District of Columbia, the U.S. Commonwealth of Puerto Rico, U.S. territories (American Samoa, Guam, U.S. Virgin Islands), and the Federated States of Micronesia.²

Gathering this information would assist GPO in better understanding the issues facing and preferences of all types of FDLP libraries individually and in the states. The resulting data would inform GPO of various initiatives, either underway or planned, in the states and multi-state Federal depository regions. Library and State Questionnaire survey results would document the FDLP libraries' current and forecasted future. The data would inform Library Services and Content Management (LSCM) strategic priorities and a new National Plan for the future of the FDLP. The FDLP Forecast Study design, followed throughout the project period, incorporated a mixed methods approach. It combined documented quantitative and qualitative findings from the survey instruments with other normative data and literature sources to contribute to the development of an LSCM Strategic Plan and an FDLP National Plan.

First Phase – Involved the design and steps GPO took to analyze the data generated by the FDLP Forecast Study's three data gathering instruments:

1. Library Forecast Questionnaire (36 questions)
2. State Forecast Questionnaire (22 questions, mirroring those above)
3. State Focused Action Plan (SFAP) (open-ended instrument)

Collectively, results from the questionnaires are reported in three different types of reports:

1. Data Reports (question specific)

¹ Directors were asked to approve or certify the responses.

² The jurisdictions, referred to as "states", are established by law, 44 USC §§ 1901 – 1916.

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2. Working Papers (topic specific)
3. *FDLP Forecast Study Report: Summary and Recommendations*

Based on the recommendations, GPO will identify actions that are: already in-process; doable with current funding and staff levels; possible with strategic planning to ensure adequate funding and staff levels; and those that require changes to the laws and regulations governing the program. This methodology covers the First Phase of the FDLP Forecast Study. The second and third phases of the study will gather and incorporate additional sources of qualitative information after the *FDLP Forecast Study Report: Summary and Recommendations* is published and discussed broadly within the community.

Second Phase – The FDLP Forecast Study Team (Study Team) anticipated a need for follow-up focused discussions. These organized focus groups will be led by an impartial facilitator to clarify and expand upon themes identified in the analysis. Focus groups will further explore various issues raised in responses to the questionnaires. Focus groups will provide clarification, broader context, confirmation, and consensus. All focus group discussions will be recorded or transcribed and analyzed. Results of the focus groups, along with survey response results, will impact the LSCM and FDLP strategic plans and the FDLP National Plan.

Third Phase –The FDLP Forecast Study Team will review and consider any suggested changes to the recommendations, all comments from focus groups, and any other feedback received from the FDLP community. Suggested revisions and ideas will be incorporated, as appropriate, into the planning documents. The LSCM Strategic Plan, the FDLP Strategic Plan, and the final National Plan for the Future of the FDLP will be released.

Development of Data Gathering Instruments

GPO staff and the FDLP community worked together to develop the three survey instruments to gather library and state responses. Based upon known FDLP issues, a range of questions was developed and reviewed by LSCM staff for the Library Forecast questionnaire. The number of questions was reduced to cover the core topic areas. The second draft was shared with members of the Depository Library Council (DLC), who further refined the questions.³

The DLC nominated an initial sample of thirty (30) volunteer pilot testers whom GPO selected to represent the various types of FDLP libraries and geographic areas (Attachment A). These volunteers provided feedback on the questions and the level of difficulty in filling out and submitting a completed questionnaire. The beta-test took place during a two week period in late December 2011 and early

³ The questions were also reviewed by GPO's Public Affairs Office for approval prior to distribution. The Chief Communications Officer recommended each completed questionnaire be certified by the library director, and stipulated that questions should not speculate upon or endorse changes to current law, although respondents were free to suggest any future scenarios for the FDLP.

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January 2012. After successive phases of vetting and review, the questions were finalized (Attachments B and C).

Library Questionnaire – Filled out by individual Federal Depository libraries, the library questionnaire explored topics to “obtain critical viewpoints from the FDLP community on the local environment influencing participation in the Program”. Topics included economic factors; perceived user groups preferring tangible versus digital content; collection management; preservation issues; satisfaction with GPO’s LSCM projects, education needs, affiliations and marketing efforts; and, desired future roles and opportunities within the FDLP. The questions elicited both quantitative and qualitative responses.⁴

State Questionnaire –The state questionnaire built on the questions in the Library Forecast Questionnaires, in an effort to reach consensus of opinion at the state level. The topics focused more narrowly than on the Library Forecast Questionnaire. They included preservation issues; satisfaction with LSCM projects, education needs, affiliations and marketing efforts; and, desired future roles and opportunities for the FDLP.⁵ Parallel wording was used for questions on both instruments, as shown in Attachment D. The Study Team recommended the FDLP libraries within each state meet together, usually under the leadership of the regional depository coordinator, to collaborate in formulating their responses to the State Questionnaire. State questions called for a consensus, or at least general agreement, among state coordinators to best represent the state as a whole.

State Focused Action Plan (SFAP) – This instrument provided the opportunity for each state or Federal depository region/multi-state region to document up to five key initiatives and activities⁶ that they planned to implement in the next five years. The open-ended format of the SFAPs allowed for a state(s) to present plans tailored specifically to the state or region, as shown in Attachment E. Previously-developed State Plans could be submitted, although it was anticipated that states would build upon issues covered in the Library and State Questionnaires and any subsequent discussions. The SFAPs were to include objectives and initiatives identified by the depositories in the state or region that the depository coordinators planned to pursue in the next five years. In addition, states or depository regions could name action items representing activities that could lead to the successful accomplishment of specific initiatives. It was expected that SFAPs will influence the development of the LSCM Strategic Plan and the FDLP National Plan.

⁴ Library Forecast Questionnaire included 9 strictly quantitative questions, 16 open to elaboration, 6 totally open-ended questions and 5 informational questions.

⁵ State Forecast Questionnaire included 5 quantitative, 5 totally open-ended questions, and the rest quantitative with the possibility of an elaboration.

⁶ Some states named more than five.

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Release of Survey Instruments

The Library Questionnaire was released to the FDLP community on January 31, 2012, and the State Questionnaire was released on February 12, 2012. FDLP coordinators could retrieve the Questionnaires from the FDLP Desktop Web site either as a PDF or Word document or via a link to Survey Monkey. The initial deadline for both questionnaires was July 2, 2012.⁷

Measures to Increase Participation

To maintain a continuous flow of responses, GPO staff strongly promoted participation in the study to FDLP coordinators. When requested, GPO staff attended remotely many state meetings to provide support by answering any questions regarding the process of filling out the questionnaire. GPO staff conducted over 20 in-person meetings and webinars,⁸ sent out announcements and reminders, and initiated numerous personal telephone calls and email messages⁹ to actively communicate with FDLP library coordinators. Follow-up reminders went out to the community throughout the timeframe that questionnaires were open.

GPO staff continued providing support to states by sharing their Library Questionnaire responses when requested by state organizers.¹⁰ To protect each library respondent's identity in these responses, various personally identifiable information (PII) was removed as appropriate. Importantly, information was not released to state organizers if the respondent answered 'no' to question 34 on the library survey: "May GPO provide your responses in a cumulative listing to organizers of state or regional level meetings as part of the State Forecasting Project?"

While the community's response rate remained strong, GPO extended the deadline several times. The primary reason for the deadline extensions was to ensure that GPO received as many responses as possible to incorporate into the development of the LSCM Strategic Plan and FDLP National Plan. The final deadline for all three instruments was November 30, 2012.

Receipt of Responses

Library Forecast Questionnaire

Eligible Library Questionnaire responses were received from 775 of the 1,201 libraries¹¹ by the first deadline, representing almost two-thirds of the FDLP library community from every "state" or other

⁷ The next business day after June 30, 2012

⁸ Virtual meetings held for the states, individually or combined, of Arizona; California; Kansas; Illinois; Colorado, Minnesota, and South Dakota; Michigan; Iowa; Rhode Island; Virginia; Louisiana; North Dakota; Maine, Vermont, and New Hampshire; Ohio; South Carolina; and Texas. Some general sessions were held for regional depositories, the FDLP community at large, Federal, and law libraries.

⁹ Staff made more than 100 telephone calls and sent many email messages.

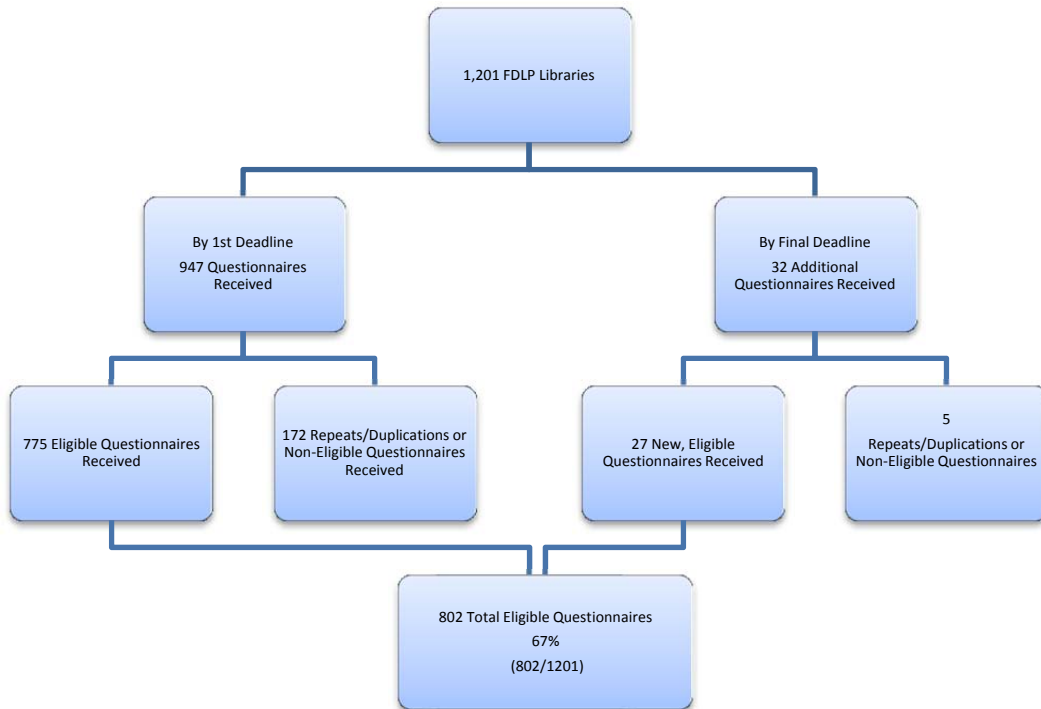
¹⁰ The state organizers who received preliminary data included Hawaii, Kentucky, Missouri, Louisiana, Ohio, Pennsylvania, South Carolina, Texas, Wisconsin, Illinois, New Mexico, Florida, Georgia, Minnesota, and Montana.

¹¹ From the FDL Directory at the start of the survey.

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jurisdiction.¹² By the final deadline of November 30, 2012, an additional 27 eligible questionnaires were received for a total of 802 eligible submissions. Every “state” or other jurisdiction eligible to respond was represented.

Receipts of Library Forecast Questionnaires



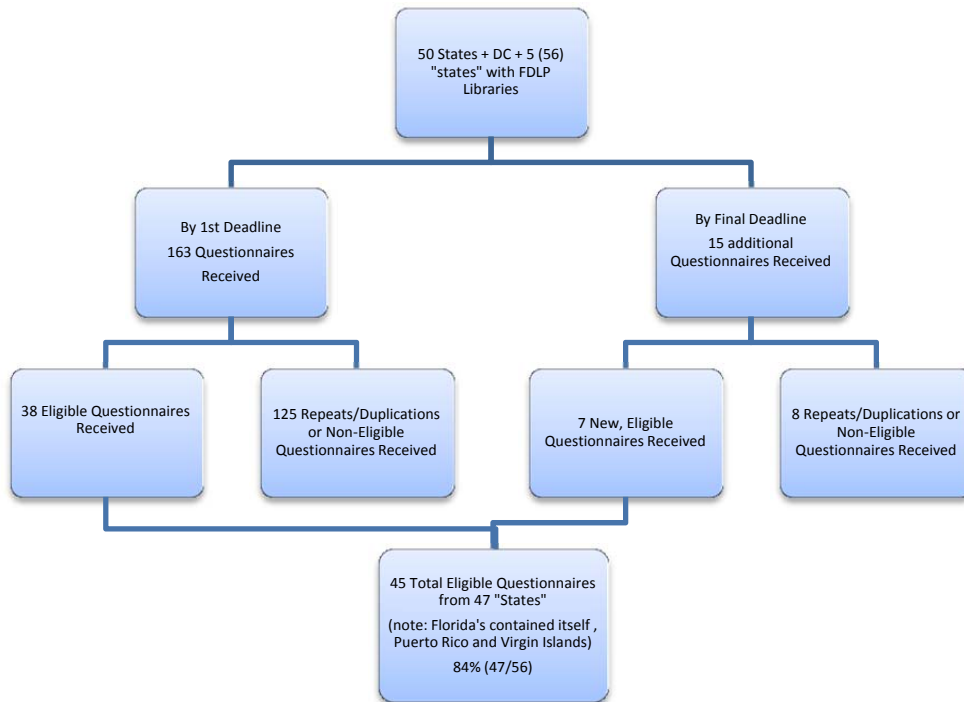
¹² The “states” include all U.S. states, the District of Columbia, the U.S. Commonwealth of Puerto Rico, U.S. territories (American Samoa, Guam, U.S. Virgin Islands), and the Federated States of Micronesia, 56 jurisdictions in all, as designated by law.

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State Forecast Questionnaire

The number of jurisdictions or “states” is 56. State Forecast Questionnaires were received from 38 states by the initial deadline. By November 30, 2012, the number of eligible questionnaires increased by seven (7), to represent 45 eligible Questionnaires from 47 “states.”

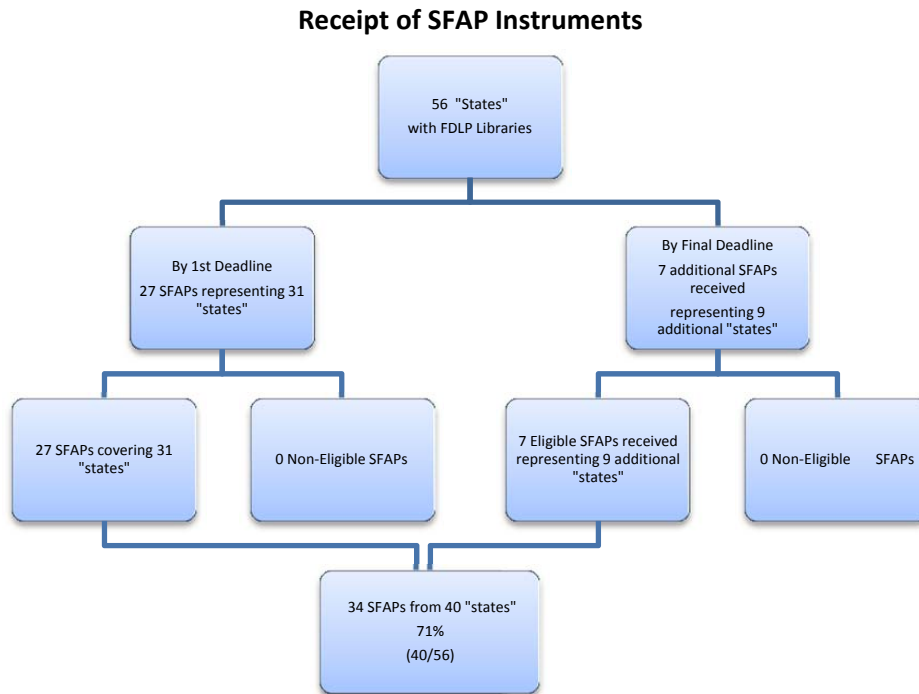
Receipt of State Forecast Questionnaires



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State Focused Action Plans

It was planned that the first deadline for the SFAP (August 31, 2012) would fall well after the initial Questionnaire deadline (July 2, 2012) to allow coordinators to incorporate issues from the Questionnaires into their SFAP. By the final deadline of November 30, 2012, a total of 34 SFAPs were received from 40 "states."



The deadline extensions predictably led to higher response rates:

- 67% of libraries participated in the Library Forecast Questionnaire
- 84% "states" responded to the State Forecast Questionnaire¹³
- 71% "states" submitted SFAP Initiatives

¹³ Florida's responses comprised itself, Puerto Rico and U.S. Virgin Islands; these were counted as 3 in this calculation.

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Analysis Methods

The Business Intelligence and Analytics (BIA) Team was composed of staff from GPO's Programs, Strategy and Technology (PST) Business Unit and was led by PST's Senior Program Planner. The BIA Team thoroughly analyzed the responses from both quantitative and qualitative perspectives, as described below.

Quantitative Analysis

The BIA Team utilized SAS and MS Excel software to analyze all responses. The BIA Team performed the following procedures to ensure control over data quality and to achieve data integrity, validity of findings, and reliability of results. In addition to the questionnaire responses, the BIA Team added demographic data to the Library Questionnaire responses.¹⁴ These demographic data variables allowed analysis across several distinctive groups of stakeholders, including but not limited to: depository type (Regional or Selective); library size (small, medium and large); and library type (academic, public, state, etc.).¹⁵

The decision of what constituted an "eligible" questionnaire for inclusion in the analysis was decided well before the questionnaires were released. Foremost, eligible questionnaires needed to be:

- Submitted in a timely manner
- Completed in their entirety
- Certified – (for Library Questionnaires, question 35 was required to be checked, and for State Questionnaires, question 21 was required to be checked)
- Only one questionnaire was accepted from each library or state. If multiple eligible questionnaires were submitted, the latest one was used in the analysis.

The BIA Team performed the following steps to create the Library and State master databases that contain both quantitative and qualitative data:

1. Downloaded survey data from Survey Monkey into an Excel spreadsheet.
2. Identified eligible questionnaires, sometimes requiring a careful, manual review to determine which questionnaire was to be retained. This process involved: removal of duplicate records when necessary according to established eligibility rules, and deletion of records that were blank, or incomplete.
3. Imported the initial Excel spreadsheets into SAS.
4. Performed further "data cleanup" by examining consistency and out-of-range responses (for example, identifying FDLP number typos).
5. Added demographic grouping variables from the FDLP Directory to each eligible Library Questionnaire.

¹⁴ Grouping variables were taken from the FDL Directory.

¹⁵ Demographic groupings also included: State, GPO's Sales & Marketing Geographic Region, Congressional District, and Type of Designation.

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6. Used SAS to extract the responses for each Library/State open-ended question for Subject Matter Expert (SME) Teams to use in developing their themes.

After preliminary data had been cleaned and compiled, the BIA Team used SAS software to produce high level summaries of all questions, with demographic cross tabulations and graphical output. All SAS created data was exported into Excel workbooks and/or Word RTF documents and provided to the Study Team for their use in creating the question-specific data reports and working papers. The primary analysis began in early August 2012, and continued up to the final deadline, with all preliminary tabulations of initial quantitative data being completed by January 31, 2013. Additional analysis continued until all data reports were created and through the release of the *FDLP Forecast Study Report*.

Qualitative Analysis

A major commitment of time, effort, and expertise was needed to effectively handle the workload of analyzing the various types of open-ended responses. Many of the respondents provided lengthy elaborations that needed to be accurately coded. To properly analyze these responses, GPO created SME Teams that utilized a systematic approach to capture, code, and condense the wide-range of open-ended response themes into analyzable data.

To create well-rounded SME Teams that could achieve an un-biased comprehensive analysis, GPO chose team members based upon diversity of experience within the FDLP, and diversity of career specialty/expertise. SME Teams combined individuals with fewer years of experience with those who have long careers in government documents or at GPO. In addition, staff members with significant career experience in librarianship teamed with those from other specialties. Team assignments were made by questionnaire topic and one's area of expertise. Question topics were assigned to the appropriate SME Team.

The following quality control measures were integrated in every step of the qualitative analysis process:

1. Before tackling any coding, in mid-December 2012, all SME Team members attended and successfully completed one or two training sessions that rigorously prepared them to be effective and consistent coders. The Senior Program Planner from GPO's Program Strategy and Technology Business Unit conducted the training. The training included explanations of method-specific worksheets, strict rules for establishing codes or themes, detailed instructions for applying codes / themes, specific directions for consistent categorization, actual examples of completed coding, and supervised practice sessions. The trainer, LSCM managers, and subject area specialists remained on hand after training to provide guidance when questions arose.
2. Within the SME Teams at least two individuals were assigned per question to allow consultation and peer review of each other's work. SME Teams met weekly, sometimes daily, until coding and analysis were completed. They reported to management within the Superintendent of Documents organization on their progress and/or to solve any problems that arose.

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3. After examining the intent, scope, and purpose of each question, SME Team members followed consistent techniques, cross-checking each other at every step. The codebooks that evolved were structured by type of question, but all SME Teams followed similar processes, as described below.
 - a) *Reading through responses* -- Each SME Team broke into small groups to thoroughly, read and re-read the responses, line-by-line, and discuss them to grasp common themes and patterns that emerged. Any ambiguities were discussed between the coders. They focused on language used without imposing a subjective interpretation to the response.
 - b) *Create response themes* – SME Team members created codes specific to each question or group of questions. SME Team members worked independently, proposed, discussed, gave examples, and compared themes to ensure inter-coder reliability. They came to consensus on an initial list of possible, workable, definable themes. Codes were assigned to each theme.
 - c) *Label each comment with one or several themes* –Two coders independently applied the proposed list of codes to responses, on the standard coding sheets provided. Then they compared the results of their double-coding. Sometimes this activity revealed the need for additional codes, to collapse or compress themes, clarification of definition, or a different structure altogether. The coders resolved any differences by discussing the meaning of what was actually said. When new themes emerged, a response was marked for reconsideration, or accommodated by labeling “un-determined” until later discussion could take place with SME Team leaders or with the SME Team as a whole. If the results indicated the coders were not able to code each question the same way repeatedly, they re-started the process until they could agree on the consistent use of codes. To create the most applicable codes for the particular set of responses, the SME Teams repeatedly added, subtracted, and combined themes, revised their definitions, and included examples to clarify meaning.
 - d) *Review tabulation of themes* – The BIA Team received coded sheets with themes from the SME Teams. They used these themes to create SAS user formats. The BIA Team read the coded sheets into a SAS program and created initial frequency summaries for the themes. These summaries along with suggestions for theme compressions were provided to the SME Teams for their review. The SME Teams responded with final suggestions for compression, if any. The objective was to represent the “texture” of the comments in the most meaningful way. Thus, more or less compression took place for the clearest representation of observations. The BIA Team used the compressed themes to modify the SAS program to create the final outputs for the SME Teams to use in creating their data reports and working papers. While creating the final outputs, any duplicate compressed/aggregated themes were removed. This would prevent a single respondent’s answer on a topic to count more than once. In addition, themes were cross-tabulated by demographic variables to identify any particular demographic group that could be driving the overall response. The BIA Team provided the SME Teams with Excel workbooks and/or

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Word RTF summaries along with the raw data in an Excel workbook, so they could create graphics and pivot tables (which could be used to drill down further into the data) during their data report and working paper creation phase.

State Focused Action Plans Qualitative Analysis

The SME Team that analyzed the SFAPs was composed entirely of senior and FDLP assessment librarians. They began by compiling a broad set of categories representing both the initiatives and the action items. They followed a similar process as described above: (1) reading through the SFAPs; (2) creating response themes; and (3) labeling responses with themes that were coded. The SFAP SME Team used the same themes that were developed for the Future Roles and Opportunities questions in the Library and State Forecast Questionnaires, but some themes were further divided or expanded to accommodate the action plans. As was true for all thematic coding, themes were counted only once for each response (state). The SFAP SME Team did not require SAS tabulation and further compression of SFAP themes.

Reporting

At the end of Phase One, SME Teams presented initial quantitative and qualitative findings in three report formats

1. *Data Reports* – The SME Teams completed and released data reports to the community at intervals, first for the Library Questionnaire, and second for the State Questionnaire. Individual Data Reports were generated for each question on the Library Questionnaire. Each report's data, illustrated by tables and charts, included the overall responses and responses with various demographics. Data Reports for the State Questionnaire were based on topics, and each report included the data, illustrated by tables and charts, for all questions pertaining to the specific topic.
2. *Working Papers* -- The preliminary analysis released in Data Reports formed the basis for Working Papers on thematic Questionnaire subjects. The SME Teams wrote findings, illustrated by tables and charts; identified crossover between question findings; identified responsive actions and next steps for LSCM; and, provided conclusions. This process helped to identify response topics in need of a more in-depth investigation or focus groups.
3. *FDLP Forecast Study Report: Summary and Recommendations* – Summarization of the data reports and working papers leading to findings and recommendations that will support the development of the LSCM Strategic Plan and the FDLP National Plan.

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Overall Survey Confidence

GPO took steps to minimize the type of error that occurs from differences in the way respondents interpret questions. These steps included pre-testing the questions and following up to assist respondents to clarify anything that was unclear in the Forecast Questionnaires.

Training, multiple reviews, and collaboration by the SME and BIA Teams ensured the consistency of theme coding, the completeness and reliability of the data analyses, the determination of findings, and the drawing of conclusions.

Participation was voluntary. With the **high** response rates (67% for the Library Forecast and 84% for the State Forecast) voluntary participation does not pose any limitation on the study's ability to generalize findings.

The overall survey confidence was high:

- Library Forecast Questionnaire Survey: Given that 802 of the eligible 1,201 FDLPs participated (representing all states and jurisdictions) we are 95% confident that the findings and conclusions made from their responses represent the FDLP community as a whole within $\pm 2\%$
- State Forecast Questionnaire Survey: Given that 47 of the eligible 56 states and jurisdictions participated we are 95% confident that the findings and conclusions made from their responses represent their community as a whole within $\pm 5.5\%$

The methodology defined in this report has ensured the integrity of the data analyzed, the validity of findings, and the reliability of results.

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Attachments

Attachment A – FDLP Forecast Questionnaire Pilot Testers.....	A-1
Attachment B – Library Forecast Questionnaire.....	B-1
Attachment C -- State Forecast Questionnaire.....	C-1
Attachment D – Parallel Wording Used for Library and State Questionnaires.....	D-1
Attachment E – Format of State Focused Action Plan (SFAP)	E-1

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Attachment A – FDLP Forecast Questionnaire Pilot Testers

NAME	LIBRARY NUMBER	STATE	Library Type
Greg Curtis	0235	Maine	L Academic
Andy Lupardus	0492	Oklahoma	L Academic
Ann Marie Sanders	0273	Michigan	State
Arlene Weible	0500	Oregon	State
Camilla Tubbs	0076A	Connecticut	Academic Law
Dana Jackson	0496A	Oklahoma	M Academic
Daniel O’Mahony	0555	Rhode Island	L Academic
Debbie Rabina	NONE	New York	NA
Donna Lauffer	0203A	Kansas	Public
Helen Burke	0302	Minnesota	Public
James R. Jacobs	0051	California	L Academic
Jill Moriearty	0622	Utah	L Academic
John Phillips	0488	Oklahoma	State/Regional
John Stevenson	0087	Delaware	L Academic
Kathy Carlson	0678A	Wyoming	Court
Lawrence Meyer	0054	California	Court
Madeline Cohen	0068A	Colorado	Court
Mark Phillips	0608A	Texas	L Academic
Michele McKnelly	0675A	Wisconsin	M Academic
Peggy Roebuck Jarrett	0645A	Washington	L Academic
Robbie Sittel	0491A	Oklahoma	L public
Robin Dillow	0141A	Illinois	Comm College
Sena Bailey	0199A	Kansas	Comm College
Sharalyn Laster	0477C	Ohio	L Academic
Stephanie Braunstein	0222	Louisiana	M Academic/Regional
Stephen Hayes	0176	Indiana	L Academic
Steve Beleu	0487	Oklahoma	State
Susan Lyons	378A	New Jersey	Academic Law
Susan Woitte	0491	Oklahoma	M Academic
Suzanne Sears	0608A	Texas	L Academic

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Attachment B – Library Forecast Questionnaire

FDLP Library Forecast

In order to obtain the critical viewpoints from the FDLP community on the local environment influencing participation in the Program and to support these viewpoints with quantitative and qualitative data, we have designed the following questionnaire. This questionnaire contains open-ended questions and the time to complete it will vary based on your responses. The information gathered in this study is critically important and it will be used to inform a National FDLP Plan and shape the future of the Program.

The FDLP community has consistently provided statistical data to GPO through biennial surveys but no previous survey has asked open-ended questions designed to allow respondents to share opinions about the FDLP collection and the strengths and weaknesses of the Program; the role of digitization and digital government information; cooperative efforts and partnerships; and the future direction of the program. Your participation is crucial to support future changes for the Program and to inform a National FDLP Plan.

The purpose of this survey is to gather information and direct input from depository libraries. Please answer all of the following questions based on your experience as a coordinator or person with primary responsibility for the FDLP collection at your library, institution, or agency, and to the best of your knowledge. It will be assumed you will be completing this survey on behalf of your library and in conjunction with your director.

Please join us in working together for a vibrant and shared vision of the future of the FDLP.

* Respondents can print each survey page as they progress using their web browser's printing options. Before clicking the "Next" and "Done" buttons, a respondent can use the browser's printing options to print the current page of answers. However, language within text boxes that exceeds the size of the answer box will not appear in the printed page. It is suggested that respondents write their answers in a word processor and then cut and paste their answers into Survey Monkey's text boxes.

***1. Depository Library Number**

***2. FDLP Password**

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Economic

***3. Have changes in funding affected the following areas of your parent library or institution over the last five years (2007-2011)?**

	Yes, decreased	Yes, Increased	Yes, remained the same	No change
Staffing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public Use of the Collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***4. How does your library anticipate the following areas of your library being affected over the next five years (2012-2016)?**

	Yes, decreasing	Yes, Increasing	Yes, remaining the same	Will not be affected
Staffing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public use of the collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics

*** 5. Is there a distinct user group(s) in your library that prefers digital government information? (Examples include but should not be limited to: Users of the Congressional Record, Historians, Professors, Small-business owners.)**

Do not know

No

Yes (Please identify user group(s))

*** 6. Is there a distinct user group(s) in your library that prefers tangible (this includes paper, microfiche, maps, compact discs and audio visual materials) government information? (Examples include but should not be limited to: Historians, Users of the Congressional Record, Professors, Small-business owners.)**

Do not know

No

Yes (Please identify user group(s))

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Collection Management

***7. If your library stores FDLP materials remotely (in-house or offsite), does the time needed to retrieve the item negatively affect the demand for their use by the general public?**

- My library does not store materials remotely.
- No
- Yes

***8. In your library, are resources made available by the FDLP an important source of both tangible and digital authenticated government information?**

- Yes
- No

Please elaborate

***9. Do patrons use commercial resources (Examples include Westlaw and Lexis/Nexis.) to access Federal government information in your library?**

- No
- Yes (Please identify these sources)

***10. The tangible FDLP collection is: (Please mark all that apply.)**

- A valuable information asset
- Supportive of the library's mission
- Viewed as cost and/or space intensive
- Other (Please elaborate)

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11. If your library does not view the tangible FDLP collection positively, please explain.

***12. In your library, is digital government information available through FDsys an important source for federal digital government information?**

Yes

No

Please elaborate

Preservation Issues

*** 13. If your library digitizes FDLP material (in-house or outsourced), where do you store the master digital files? Please check all that apply.**

- My library does not digitize.
- Local Digital repository
- Hathi Trust
- Internet Archive
- Other (Please Identify)

*** 14. Does your library plan, within the next five years, to digitize publications from the FDLP/government documents collection?**

- Yes
- No
- Already digitizing FDLP publications.

*** 15. Would it be useful for GPO to provide advice and guidance for libraries that want to plan projects to digitize publications from the tangible collection?**

- Yes
- No

*** 16. As government information is increasingly produced and distributed in digital-only formats, what barriers to access, if any, do you anticipate in the next five years?**

- I do not anticipate any barriers to access.
- I anticipate barriers to access. (Please identify anticipated barriers)

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Library Services and Content Management (LSCM) Projects

***17. Please rate the following current LSCM projects areas according to how users of Federal government information in your library might benefit.**

	Extremely beneficial	Moderately beneficial	Not Beneficial
Projects to provide greater access to government information such as: Simultaneous searching of FDsys and the Catalog of Government Publications; Increasing access to United States Courts' opinions provided in partnership with the Administrative Office of the U.S. Courts available on FDsys.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projects to increase cataloging services such as: The Cataloging Record Distribution Project; Shelflist Transcription & Bibliographic Record Clean Up; Cooperative Cataloging Partnerships; enhancements to MetaLib.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projects focusing on collection development and management tools such as: The National Bibliographic Inventory; Library Information System Transformation (LIST), PURL Referral Reports.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projects focused on education and online communication with FDLP members such as: FDsys training sessions; acquiring an online tool for virtual meetings; scheduling online community forums to discuss current FDLP issues; communication through social media (blogs, twitter)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***18. Is there another area of service that you would like LSCM to offer? (Please describe.)**

No

Yes (please describe)

The FDLP Forecast Study: Methodology

Education

*** 19. Would you participate in GPO-facilitated virtual meetings or seminars on topics of interest to the FDLP community?**

No

Yes (Please tell us what topics would be most helpful to you)

*** 20. Would you participate in a mentoring forum hosted by GPO for new or existing coordinators?**

Yes

No

The FDLP Forecast Study: Methodology

Affiliations and Community Marketing

*** 21. Does your library have formal or informal relationships with local non-FDLP libraries to provide Federal government information?**

No

Yes (Please describe these relationships)

*** 22. Does your library market its FDLP collection and services to local non-depository libraries or in other venues where members of your community could learn of them?**

No

Yes (Please describe)

*** 23. How can GPO assist in effectively marketing the services your library provides?**

*** 24. If your library has relationships with local non-FDLP libraries to provide Federal government information, do those libraries market your library's FDLP collection and services?**

Don't know

No

Yes (Please describe how)

The FDLP Forecast Study: Methodology

***25. Is your library planning to enter into new or additional relationships with local non-FDLP libraries to provide Federal government information?**

No

Yes (Please describe these relationships)

***26. Is your library planning to enter into new or additional relationships with other FDLP libraries to provide government information?**

No

Yes (Please describe these relationships)

Future Roles and Opportunities

***27. Within the next five years, is your library interested in participating in shared housing agreements to distribute parts of your library's FDLP collection throughout your state, depository region, or multi-state region? (Please mark all that apply.)**

- State
- Depository Region
- Multi-state region
- My library already participates in shared housing agreements to distribute parts of our FDLP collection.
- My library is not interested in participating in shared housing agreements to distribute parts of its FDLP collection.

***28. Within the next five years, would your library be willing to commit to preserving and hosting a permanent digital collection of Federal government information?**

- My library would be willing to preserve and host.
- My library would be willing to preserve only.
- My library would be willing to host only.
- My library does not wish to preserve or host.

***29. Within the next five years, would your library be willing to commit to the development of a specific subject area collection and be willing to serve users beyond your local community?**

- No
- Yes (If yes, please describe these subject area(s))

***30. What leadership opportunities and roles do you foresee for your depository library in the next five years?**

The FDLP Forecast Study: Methodology

***31. What would an ideal FDLP look like that met all of your current and anticipated needs for Federal government information?**

***32. Thinking about the next five years, what specific things would you like GPO to do to help you and your library improve public access to Federal government information?**

***33. Is there anything else that you would like to tell us about the current and future vision of the FDLP?**

No

Yes (Please explain)

The FDLP Forecast Study: Methodology

Certification

***34. May GPO provide your responses in a cumulative listing to organizers of state or regional level meetings as part of the State Forecasting Project?**

Yes

No

***35. I certify that I am the coordinator or individual with primary responsibility for the FDLP collection at my library, institution, or agency and that (Please certify below):**

My director is aware of and has approved the responses contained in this questionnaire.

***36. Email address of coordinator, or person with primary responsibility for the FDLP collection, completing this questionnaire. If this email address does not match the address currently on file in the FDLP Library Directory (<http://catalog.gpo.gov/fdlpdir/>), please update your entry.**

Attachment C – State Forecast Questionnaire

FDLP State Forecast

Instructions

PLEASE SUBMIT ONLY ONE FDLP STATE FORECAST PER STATE.

In order to obtain the critical viewpoints from the FDLP community at the state level that impact participation in the Program and to support these viewpoints with quantitative and qualitative data, we have designed the following questionnaire. This questionnaire contains open-ended questions and the time to complete it will vary based on your responses. The information gathered in this study is vitally important and it will be used to inform a National FDLP Plan and shape the future of the Program.

This FDLP State Forecast builds on the responses of individual FDLP libraries in your state. It represents a consensus of opinion at the state level of the FDLP libraries in a state and should be based on the responses to the FDLP Library Forecasts submitted by FDLP members in your state and discourse at the state level among FDLP members about plans or intentions that are designed to serve the state as a whole. Individuals with primary responsibility for FDLP collections within your state are encouraged to meet, discuss the state and library FDLP Forecast questionnaire answers, and collaborate to produce responses at the State level.

GPO recognizes that there are seven multistate regionals. We are asking for viewpoints and data to be collected at the state level. However, when information is asked about that is not strictly limited to occurring within the state or dealing only with those within the state, responses that represent relationships/agreements beyond the individual state should also be included if relevant. Please answer on behalf of the FDLP libraries in your state representing their collective experiences, their consensus on major issues when possible, and to the best of your knowledge.

Please join us in working together for a vibrant and shared vision of the future of the FDLP.

Note: Where mentioned, state represents state, district, or territory.

Respondents can print each survey page as they progress using their web browser's printing options. Before clicking the "Next" and "Done" buttons, a respondent can use the browser's printing options to print the current page of answers. However, language within text boxes that exceeds the size of the answer box will not appear in the printed page. It is suggested that respondents write their answers in a word processor and then cut and paste their answers into Survey Monkey's text boxes.

*** 1. State (Spell out name of state, district, or territory)**

FDLP State Forecast

Preservation Issues

***2. If FDLP libraries within your state digitize FDLP materials (in-house or outsourced), where do they store the master digital files? (Please mark all that apply.)**

Libraries within this state do not digitize.

Local digital repository

Hathi Trust

Internet Archive

Other (Please Identify)

***3. Do FDLP libraries in your state plan to digitize publications from the FDLP/Government documents collection within the next five years?**

Yes

No

Already digitizing FDLP publications.

***4. Would it be useful for GPO to provide advice and guidance for libraries that want to digitize publications from the tangible collection?**

Yes

No

***5. As Government information is increasingly produced and distributed in digital-only formats, what barriers to access, if any, do libraries in your state anticipate in the next five years?**

Libraries in this state do not anticipate any barriers to access.

Libraries in this state anticipate barriers to access. (Please identify anticipated barriers)

FDLP State Forecast

Library Services and Content Management (LSCM) Projects

***6. Please rate the following current LSCM projects areas according to how users of Federal Government information in libraries within your state might benefit.**

	Extremely beneficial	Moderately beneficial	Not Beneficial
Projects to provide greater access to Government Information such as: Simultaneous searching of FDsys and the Catalog of Government Publications; Increasing access to United States Courts' opinions provided in partnership with the Administrative Office of the U.S. Courts available on FDsys.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projects to increase cataloging services such as: The Cataloging Record Distribution Project; Shelflist Transcription & Bibliographic Record Clean Up; Cooperative Cataloging Partnerships; enhancements to MetaLib.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projects focusing on collection development and management tools such as: The National Bibliographic Inventory; Library Information System Transformation (LIST), PURL Referral Reports.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projects focused on education and online communication with FDLP members such as: FDsys training sessions; acquiring an online tool for virtual meetings; scheduling online community forums to discuss current FDLP issues; communication through social media (blogs, twitter)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***7. Is there another area of service that FDLP libraries within your state would like LSCM to offer in the next five years? (Please describe.)**

No

Yes (please describe)

FDLP State Forecast

Education

***8. Would FDLP libraries in your state participate in GPO-facilitated virtual meetings or seminars on topics of interest to the FDLP community?**

No

Yes (Please tell us what topics would be most helpful to you)

FDLP State Forecast

Affiliations and Community Marketing

***9. Do FDLP libraries in your state have formal or informal relationships/agreements with local non-FDLP libraries to provide Federal Government information?**

No

Yes (Please describe these relationships)

***10. Do FDLP libraries in your state market their FDLP collections and services to non-depository libraries or conduct other outreach activities that target the general public?**

No

Yes (Please describe)

***11. How can GPO assist in effectively marketing FDLP libraries and services?**

***12. Within the next five years, are FDLP libraries in your state planning to enter into new or additional relationships/agreements with non-FDLP libraries to provide Federal Government information?**

No

Yes (Please describe these relationships)

FDLP State Forecast

***13. Are FDLP libraries in your state planning to enter into new or additional relationships/agreements with other FDLP libraries to provide Government information?**

No

Yes (Please describe these relationships and with whom these relationships/agreements will be entered)

FDLP State Forecast

Future Roles and Opportunities

***14. Within the next five years in your state, is there any discussion or plan to have FDLP libraries commit to hosting a permanent digital collection(s) of Federal Government information?**

No

Yes (Please elaborate, providing details addressing the specifics of your discussions or plans to host a permanent digital collection(s) of Federal Government Information)

***15. Within the next five years in your state, is there any discussion or plan to have FDLP libraries commit to preserving a permanent digital collection(s) of Federal Government information?**

No

Yes (Please elaborate, providing details addressing the specifics of your discussions or plans to host a permanent digital collection(s) of Federal Government Information)

***16. Within the next five years, would FDLP libraries in your state be willing to commit to the development of a specific collection area(s) and be willing to serve users beyond their local communities? (Your response to this question is not binding.)**

No

Yes (If yes, please describe these subject area(s))

FDLP State Forecast

***17. What leadership opportunities and roles do FDLP libraries in your state foresee for themselves in the next five years?**

***18. What would an ideal FDLP look like that met all of your current and anticipated needs for Federal Government information?**

***19. Thinking about the next five years, what specific things would you like GPO to do to help FDLP libraries in your state improve public access to Federal Government information?**

***20. Is there anything else that you would like to tell us about the current and future vision of the FDLP?**

No

Yes (Please explain)

FDLP State Forecast

Certification

***21. We certify that the above FDLP State Forecast represents a group effort and is based on the responses to the FDLP Library Forecasts of FDLP members in this state. Individuals with primary responsibility for FDLP collections within our state have met, discussed our state and library FDLP Forecast questionnaire answers, and collaborated to produce these responses.**

The above statement is correct.

***22. The following individuals participated in the completion of this questionnaire.**

The FDLP Forecast Study: Methodology

Attachment D – Parallel Wording Used for Library and State Questionnaires

**Comparison of Coordinating Questions Found
in The FDLP Library And State Forecasts**

1

Library Forecast	State Forecast
1. Depository Library Number	1. State (Spell out name of state, district, or territory)
2. FDLP Password	---
Economic 3. Have changes in funding affected the following areas of your parent library or institution over the last five years (2007-2011)?	Economic ---
4. How does your library anticipate the following areas of your library being affected over the next five years (2012-2016)?	---
Demographics 5. Is there a distinct user group(s) in your library that prefers digital government information? (Examples include but should not be limited to: Users of the Congressional Record, Historians, Professors, Small-business owners.)	Demographics ---
6. Is there a distinct user group(s) in your library that prefers tangible (this includes paper, microfiche, maps, compact discs and audio visual materials) government information? (Examples include but should not be limited to: Historians, Users of the Congressional Record, Professors, Small-business owners.)	---
Collection Management 7. If your library stores FDLP materials remotely (in-house or offsite), does the time needed to retrieve the item negatively affect the demand for their use by the general public?	Collection Management ---
8. In your library, are resources made available by the FDLP an important source of both tangible and digital authenticated government information?	---
9. Do patrons use commercial resources (Examples include Westlaw and Lexis/Nexis.) to access Federal government information in your library?	---
10. The tangible FDLP collection is: (Please mark all that apply.)	---
11. If your library does not view the tangible FDLP collection positively, please explain.	---
12. In your library, is digital government information available through FDsys an important source for federal digital government information?	---
Preservation Issues 13. If your library digitizes FDLP material (in-house or outsourced), where do you store the master digital files? Please check all that apply.	Preservation Issues 2. If FDLP libraries within your state digitize FDLP materials (in-house or outsourced), where do they store the master digital files? (Please mark all that apply.)
14. Does your library plan, within the next five years, to digitize publications from the FDLP/government documents collection?	3. Do FDLP libraries in your state plan to digitize publications from the FDLP/Government documents collection within the next five years?
15. Would it be useful for GPO to provide advice and guidance for libraries that want to plan projects to digitize publications from the tangible collection?	4. Would it be useful for GPO to provide advice and guidance for libraries that want to digitize publications from the tangible collection?
16. As government information is increasingly produced and distributed in digital-only formats, what barriers to access, if any, do you anticipate in the next five years?	5. As Government information is increasingly produced and distributed in digital-only formats, what barriers to access, if any, do libraries in your state anticipate in the next five years?
Library Services and Content Management (LSCM) Projects 17. Please rate the following current LSCM projects areas according to how users of Federal government information in your library might benefit.	Library Services and Content Management (LSCM) Projects 6. Please rate the following current LSCM projects areas according to how users of Federal Government information in libraries within your state might benefit.

The FDLP Forecast Study: Methodology

Comparison of Coordinating Questions Found in The FDLP Library And State Forecasts

2

18. Is there another area of service that you would like LSCM to offer? (Please describe.)	7. Is there another area of service that FDLP libraries within your state would like LSCM to offer in the next five years? (Please describe.)
Education 19. Would you participate in GPO-facilitated virtual meetings or seminars on topics of interest to the FDLP community?	Education 8. Would FDLP libraries in your state participate in GPO-facilitated virtual meetings or seminars on topics of interest to the FDLP community?
20. Would you participate in a mentoring forum hosted by GPO for new or existing coordinators?	-----
Affiliations and Community Marketing 21. Does your library have formal or informal relationships with local non-FDLP libraries to provide Federal government information?	Affiliations and Community Marketing 9. Do FDLP libraries in your state have formal or informal relationships/agreements with local non-FDLP libraries to provide Federal Government information?
22. Does your library market its FDLP collection and services to local non-depository libraries or in other venues where members of your community could learn of them?	10. Do FDLP libraries in your state market their FDLP collections and services to non-depository libraries or conduct other outreach activities that target the general public?
23. How can GPO assist in effectively marketing the services your library provides?	11. How can GPO assist in effectively marketing FDLP libraries and services?
24. If your library has relationships with local non-FDLP libraries to provide Federal government information, do those libraries market your library's FDLP collection and services?	----
25. Is your library planning to enter into new or additional relationships with local non-FDLP libraries to provide Federal government information?	12. Within the next five years, are FDLP libraries in your state planning to enter into new or additional relationships/agreements with non-FDLP libraries to provide Federal Government information?
26. Is your library planning to enter into new or additional relationships with other FDLP libraries to provide government information?	13. Are FDLP libraries in your state planning to enter into new or additional relationships/agreements with other FDLP libraries to provide Government information?
Future Roles and Opportunities 27. Within the next five years, is your library interested in participating in shared housing agreements to distribute parts of your library's FDLP collection throughout your state, depository region, or multistate region? (Please mark all that apply.)	Future Roles and Opportunities ---
28. Within the next five years, would your library be willing to commit to preserving and hosting a permanent digital collection of Federal government information?	14. Within the next five years in your state, is there any discussion or plan to have FDLP libraries commit to hosting a permanent digital collection(s) of Federal Government information? 15. Within the next five years in your state, is there any discussion or plan to have FDLP libraries commit to preserving a permanent digital collection(s) of Federal Government information?
29. Within the next five years, would your library be willing to commit to the development of a specific subject area collection and be willing to serve users beyond your local community?	16. Within the next five years, would FDLP libraries in your state be willing to commit to the development of a specific collection area(s) and be willing to serve users beyond their local communities? (Your response to this question is not binding.)
30. What leadership opportunities and roles do you foresee for your depository library in the next five years?	17. What leadership opportunities and roles do FDLP libraries in your state foresee for themselves in the next five years?
31. What would an ideal FDLP look like that met all of your current and anticipated needs for Federal government information?	18. What would an ideal FDLP look like that met all of your current and anticipated needs for Federal Government information?

The FDLP Forecast Study: Methodology

Comparison of Coordinating Questions Found in The FDLP Library And State Forecasts

3

32. Thinking about the next five years, what specific things would you like GPO to do to help you and your library improve public access to Federal government information?	19. Thinking about the next five years, what specific things would you like GPO to do to help FDLP libraries in your state improve public access to Federal Government information?
33. Is there anything else that you would like to tell us about the current and future vision of the FDLP?	20. Is there anything else that you would like to tell us about the current and future vision of the FDLP?
<p>Certification 34. May GPO provide your responses in a cumulative listing to organizers of state or regional level meetings as part of the State Forecasting Project?</p>	---
<p>35. I certify that I am the coordinator or individual with primary responsibility for the FDLP collection at my library, institution, or agency and that (Please certify below):</p> <p>My director is aware of and has approved the responses contained in this questionnaire.</p>	21. We certify that the above FDLP State Forecast represents a group effort and is based on the responses to the FDLP Library Forecasts of FDLP members in this state. Individuals with primary responsibility for FDLP collections within our state have met, discussed our state and library FDLP Forecast questionnaire answers, and collaborated to produce these responses.
<p>36. Email address of coordinator, or person with primary responsibility for the FDLP collection, completing this questionnaire. If this email address does not match the address currently on file in the FDLP Library Directory (http://catalog.gpo.gov/fdlpdir/), please update your entry.</p>	22. The following individuals participated in the completion of this questionnaire.

* The following sections have been omitted from the State Forecasts: Economic, Demographic, and Collection Management

*Note that Q28 of the Library Forecast has been broken into two Qs on the State Forecast (Q14 & Q15).

Attachment E – Format of State Focused Action Plan (SFAP)

State Focused Action Plan

This State Focused Action Plan may be completed at the state or Federal depository region/ multi-state region level. It is designed to document what states or Federal depository regions have identified in their individual library and state forecasts as important issues and how FDLP libraries are working together to address these issues through shared initiatives and actions. The completed action plan should present initiatives for all Federal depository libraries within the state or depository region collectively and may contain initiatives for specific library types as needed.

Please provide up to five of the most important initiatives that your state or Federal depository region plans to implement within the next one to five years. These initiatives or goals should be specific and attainable, emphasizing what FDLP libraries in your state or Federal depository region want to achieve. These initiatives may also reflect collaborative efforts across states. Examples of possible initiatives are provided below.

Your responses will help GPO in determining a national strategy for the future direction of the Program. Learning about the state and region level initiatives assists us in determining how best to complement your efforts as we work towards an FDLP National Plan for the future of the Program.

Thank you for sharing your plans with us and helping us to build a stronger FDLP.

Please submit your State Focused Action Plans to GPO no later than **June 30, 2012**.

Example:

Initiatives -All Libraries:

Initiative 1: All Federal depository libraries in [state/region] will work collaboratively to promote awareness of and access to Government information dissemination products and services

Actions/Plans: To accomplish this depository libraries will:

- 1.1 Develop a marketing plan/strategy that targets public users
 - 1.1.1 Theme [state-wide interest or event to tie to?]
 - 1.1.2 Promotional materials
 - 1.1.3 Online presence
 - 1.1.4 Library as a place
 - 1.1.5 Resources available to users
 - 1.1.6 Services available to users
 - 1.1.7 ...
 - 1.1.8 ...

- 1.2 Develop a marketing plan/strategy that targets non-depository libraries

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- 1.2.1 Theme [state-wide library theme to tie to?]
 - 1.2.2 Promotional materials
 - 1.2.3 Online presence
 - 1.2.4 Library as a place
 - 1.2.5 Resources available to non-depositories
 - 1.2.6 Services available to non-depositories
 - 1.2.7 ...
 - 1.2.8 ...
-

Initiatives -All Libraries:

Initiative 2: All Federal depository libraries in [state/region] will work collaboratively to develop and promote awareness of and access to a digital collection of Government information dissemination products of interest to the residents of the state.

Actions/Plans: To accomplish this depository libraries will:

- 2.1 Determine subject of the digital collection
 - 2.2 Identify holdings in state's depositories
 - 2.3 Identify digitization options
 - 2.4 Identify materials already available in digital format
 - 2.5 Develop Web presence for the collection
 - 2.6 Include project in GPO's registry of digital projects
 - 2.7 ...
 - 2.8 ...
-

Initiatives -Indicate Library types: _____

Initiative 1:

Actions/Plans:

- 1.1.
- 1.2.
- 1.3.
- 1.4.

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Initiatives –Indicate Library types: _____

Initiative 2:

Actions/Plans:

2.1.

2.2.

2.3.

2.4.

Initiatives –Indicate Library types: _____

Initiative 3:

Action/Plans:

1.1.

1.2.

1.3.

1.4.

Initiatives –Indicate Library types: _____

Initiative 4:

Action/Plans:

1.1.

1.2.

1.3.

1.4

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Initiatives –Indicate Library types: _____

Initiative 5:

Action/Plans:

1.1.

1.2.

1.3.

1.4.

We certify that the above State Focused Action Plan represents a group effort and is based on the responses to the FDLP Library and State Forecasts from FDLP members in this state or Federal depository region. Individuals with primary responsibility for FDLP collections within our state(s) have met, discussed our state and individual FDLP Forecast questionnaire answers, and collaborated to document the goals and actions or plans for this State Focused Action Plan.

The following individuals participated in the completion of this questionnaire for the state of _____ (state) or the Federal depository region which encompasses the following states: _____.

1. _____ (name), _____ (institution)

2. _____ (name), _____ (institution)

3. _____ (name), _____ (institution)

4. _____ (name), _____ (institution)

5. _____ (name), _____ (institution)

6. _____ (name), _____ (institution)

7. _____ (name), _____ (institution)

8. _____ (name), _____ (institution)

9. _____ (name), _____ (institution)

10. _____ (name), _____ (institution)

11. _____ (name), _____ (institution)

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12. _____ (name), _____ (institution)
13. _____ (name), _____ (institution)
14. _____ (name), _____ (institution)
15. _____ (name), _____ (institution)
16. _____ (name), _____ (institution)
17. _____ (name), _____ (institution)
18. _____ (name), _____ (institution)
19. _____ (name), _____ (institution)
20. _____ (name), _____ (institution)