

REPORT TO GOVERNOR JENNIFER GRANHOLM
SUBMITTED BY THE
MICHIGAN CENTER FOR INNOVATION AND REINVENTION BOARD

ADOPTED JUNE 25, 2010

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ON JULY 13, 2009, Governor Granholm issued Executive Order 2009-36 and announced conceptual plans for a “Michigan Center for Innovation and Reinvention (MCIR) in downtown Lansing that would help equip Michigan citizens for the knowledge-based economy through entrepreneurial and innovative programs.” The Executive Order, which abolished the Department of History, Arts and Libraries and transferred its functions to various other state departments, established the MCIR Board as an advisory body within the Department of Natural Resources. It stated:

The Board shall act in an advisory capacity to the Governor and shall review and evaluate the potential for the creation of a Michigan Center for Innovation and Reinvention in partnership with Michigan State University, the city of Lansing, or other appropriate public and private partners and to consider alternative ideas and proposals designed to achieve all of the following objectives:

1. Preserve and maximize the benefits to the public of existing state library and historical resources including collections, buildings, and skilled personnel.
2. Explore creative and innovative ideas for using existing state library and historical resources, in combination with the resources of potential partners, to:
 - (i) Serve the public more effectively and more efficiently;
 - (ii) Promote knowledge and understanding of this state's history and heritage;
 - (iii) Educate both children and adults in science, technology, engineering, and mathematics; and
 - (iv) Enhance the competitiveness of the citizens of this state in the world economy.
3. Identify and recommend alternative sources and means of funding these activities and services.

Executive Directive No. 2009-5, issued by the Governor on August 26, 2009, clarified:

The principal purpose and intent of the Order is twofold: to achieve essential cost savings while, to the extent feasible consistent with diminishing state revenues, preserving both the integrity of, and public access to, the vital collections and other public resources currently managed by the Department. . . . The Board will, among other tasks, consider potential ideas to preserve and maximize the benefits to the public of existing state library and historical resources including collections, buildings and skilled personnel.

Executive Order 2009-43, issued by Governor Granholm on September 9, 2009, included the following amendment to the original Executive Order:

[The Michigan Center for Innovation and Reinvention Board] will, among other tasks, consider potential ideas to preserve and maximize the benefits to the public of the existing Michigan Library and Historical Center, including public input and scrutiny regarding the most effective delivery of state library and historical services and facilities including, but not limited to, collections, buildings, and skilled personnel. The Board shall recognize the importance of preserving unique historical assets and collections, including, but not limited to, Michigan's Civil War and other military flags, the Michigan Collection, the Rare Books Collection, and the Genealogy Collection of the Library of Michigan.

On January 27, 2010, the Governor appointed the members of the MCIR Board. The Board held its first of six meetings on February 25, 2010. It received public testimony at each meeting, convened five focus groups and reviewed information provided by state agencies. (See Appendix A.)

BACKGROUND

THE MICHIGAN LIBRARY AND HISTORICAL CENTER was dedicated on March 7, 1989. Its main tenants were the Library of Michigan and the Michigan Historical Center, which included the Michigan Historical Museum, the Archives of Michigan, the Office of the State Archaeologist, the State Historic Preservation Office and Michigan History Magazine.

The Michigan Library and Historical Center has 283,174 square feet of assigned space. The Library of Michigan occupies 137,986 square feet; the Historical Center, 112,723. Services for the Blind and Physically Handicapped occupies 25,286 square feet; the State Archeologist and Historic Preservation, 7,179. The expected occupancy cost as of October 1, 2010, is \$10.22 per square foot annually.

THE LIBRARY OF MICHIGAN promotes, advocates and consistently works to achieve the highest level of library service to the State of Michigan, its government, its libraries and its residents. It strives to meet the information needs of the Legislature, state government and Michigan residents, and contributes to the advancement of library service throughout the state.

The Library of Michigan was created as the Territorial Library in 1828. Governor Stevens T. Mason appointed the first State Librarian one month after Michigan became a state, in 1837. The Library moved to Michigan's new Capitol in 1879; its Board of Commissioners was created in 1899. Since the Library's founding it has served as the state's "Library of Congress," providing reference service and information for all branches of state government and collecting published Michigan materials. The federal Library Services Act of 1956 fueled the expansion of the Library's role in providing service to libraries across the state, including administering both state aid to public libraries and the annual federal grant that supports libraries. The federal program allowed the Library to launch the Michigan eLibrary (MeL) in 2002. This virtual resource gives all Michigan libraries and citizens access to more than forty commercial databases, provides a statewide catalogue and inter-library loan mechanism (MeLCat) for the collections of more than four hundred libraries in the state, collects digitized images held by Michigan libraries (MeL Michigana), and is developing a portal to Michigan Online Resources for Educators (MORE).

The Library became part of the Michigan Department of Education under the Executive Organization Act of 1965. It was transferred to the Legislative Council in 1983, to the new Department of History, Arts and Libraries in 2001, and to the Michigan Department of Education in 2009. In 2009, Services for the Blind and Physically Handicapped, part of the Library since 1959, became part of the Michigan Commission for the Blind but continued to be housed in the Michigan Library and Historical Center.

THE MICHIGAN HISTORICAL CENTER builds programs and alliances that preserve and interpret Michigan's past and help people discover, enjoy and find inspiration in their heritage. The Center traces its history to 1874 when the legislature made its first appropriation for state history and the Quartermaster General began collecting objects from the Civil War for the State

Military Museum, to be housed in the new Capitol. The Michigan Historical Commission was created in 1913 to oversee Michigan's efforts to provide stewardship for its collections of artifacts and documents and give Michigan citizens access to them. Out of this act grew the Michigan Historical Museum, the Archives of Michigan, Michigan History Magazine and the Office of the State Archaeologist. The National Historic Preservation Act of 1966 added the State Historic Preservation Office to the agency, and in 1974 what became the Historical Center began providing historical interpretation in several State Parks.

The Michigan history agency became part of the Michigan Department of State under the Executive Organization Act of 1965. It was transferred to the new Department of History, Arts and Libraries in 2001. In 2002, Records Management Services became part of the Center but did not move any staff into the Michigan Library and Historical Center. In 2009 Michigan History Magazine became part of a non-governmental organization, Records Management Services returned to the Department of Technology, Management and Budget, and the Michigan Historical Center (museums and archives) transferred to the Department of Natural Resources and Environment. The archaeology and preservation programs became part of the Michigan State Housing Development Authority, but they remained housed in the Library and Historical Center building.

CURRENT SITUATION

THREE FACTORS set parameters for the discussion of the future of the Michigan Library and Historical Center.

MICHIGAN'S ECONOMY dictates that while future plans may be bold, they should be fiscally conservative. The Library of Michigan and the Michigan Historical Center are expecting deep budget and workforce reductions in the coming year. The philanthropic sector, working on multiple-year rolling averages for invested funds, will recover from the recession slowly. Major capital investment such as that envisioned in "The Michigan Center for Innovation and Reinvention (MCIR)" proposal developed by Liberty Science Center Experience Services in May 2009 and submitted to the Governor by Michigan State University is not realistic.

THE MICHIGAN DEPARTMENT OF EDUCATION PLAN to focus on and strengthen the Library of Michigan's core mission and eliminate other programs and services in order to reduce expenditures is the second factor. The core mission includes statewide library services (Michigan eLibrary and administration of state aid and federal and private grants), reference research services for all branches of state government, and on-site access to Michigan collections. The plan includes finding new stewards for the collections that are not core to the Library's mission. This will make all or part of the second and third floors of the west wing of the Michigan Library and Historical Center, up to 80,000 square feet, available for other uses. (See Appendix B.)

THE STATE BUILDING AUTHORITY (SBA) has used tax-exempt financing for recent renovations to the building, including roof replacement, plaza repairs, build-out for the law library, upgraded fire detection, fire suppression system replacement, and fireproofing reinstallation. Both the current short-term notes and the long-term bonds that would replace them constrain the building to state, college or university uses. The SBA financial obligations would have to be removed if alternative ownership or use were to be considered. (See Appendix C.)

PUBLIC INPUT

PUBLIC INPUT came from those who chose to give public testimony at the meetings of the MCIR Board (see Appendix D) and from five focus groups with representatives from local non-profit cultural organizations, statewide cultural organizations, academic libraries, after-school education providers, and non-traditional educators.

APPRECIATION FOR THE GENEALOGICAL COLLECTIONS of the Library of Michigan dominated the public testimony. Presenters spoke of their personal work in genealogy and of the national importance of the collection. They urged that the collection be maintained without change if possible and within the Michigan Library and Historical Center if the status quo were not possible. Of particular concern was the “non-Michigan genealogical collection.” Genealogists stated their belief that ready access to this collection was essential to effective use of the Michigan genealogical materials that the Library has identified as part of its core collection.

Others spoke of the potential to expand the cultural tourism value of the genealogy collections, of the Civil War flag collection housed in the building and of other collections and programs. Personal contacts, public testimony, letters to the editors of major newspapers, and other expressions of public concern all pointed toward the importance of both the Library of Michigan and the Michigan Historical Center remaining open and accessible.

“THE PUBLIC’S BUILDING” is how one focus group participant referred to the Library and Historical Center. More than any other building, this is the people’s building where citizens have full access. The group participants stressed the purpose-built nature of the building and the importance of having a place that cares for and celebrates the state’s heritage. They linked keeping the building true to its original purpose to economic development, tourism, education, preserving and making accessible the record of the state’s past and present, and planning for Michigan’s future.

Specific ideas about maximizing the purpose and benefits of the Library of Michigan and the Michigan Historical Center were wide-ranging. They included exhibit space for varied subject matter, space for education on subjects from art to natural resources, digital technology for conferencing and audio/video production, a technology center, and local community services, particularly for children and seniors. Many of the ideas focused on informal, innovative learning centers with a variety of potential topics including family history, design, food, literacy and writing, education research, public policy and politics, and careers in emerging fields such as wind energy. (See Appendix E for a listing of participants and ideas.)

CONCLUSIONS

THE BOARD SELECTED THE FOLLOWING CRITERIA to evaluate ideas for additional programming in the Michigan Library and Historical Center:

- Alignment with the original intended purpose of the building
- Potential to start small and expand if additional space became available
- Cost effectiveness for start-up and expansion
- Potential to make the building a destination attraction for visitors
- Potential to generate revenue
- Possibility of competition with similar efforts or programs in the community

THREE OPTIONS best met the criteria:

First, a family history digital center would align well with the genealogy collections and programs of both the Archives of Michigan and the Library of Michigan. It is consistent with the Board's support of any plan that keeps the current genealogy resources within the building with adequate funding. Such an effort could start small and expand.

Second, a civic education/public policy institute would be particularly suited to the state capital. Such an institute would require a strong partnership involving educators, public policy experts, private sector support and the current occupants of the building. It, too, could start small and grow.

Finally, an innovative education center would serve middle and high school students, providing semester- or year-long learning opportunities for students who are not achieving in a traditional classroom environment. This is an option that would not come into play for a couple of years.

LONG-TERM, STABLE FUNDING for the considered alternatives, as well as for the existing Library of Michigan and Michigan Historical Center, is a matter of serious concern. Part of an ideal solution would be a dedicated state revenue source or a share of a cultural fund created by a statewide ballot initiative. Such initiatives are expensive, and success is not guaranteed. Other avenues of support are fees for museum admission and other services. Strengthening the private philanthropic foundations that support the Library of Michigan and the Michigan Historical Center is essential, as are partnerships with non-governmental organizations. The Michigan Library and Historical Center needs strong advocacy and champions with vision, leadership and passion both within and outside of state government.

RECOMMENDATIONS

THE MICHIGAN CENTER FOR INNOVATION AND REINVENTION BOARD RECOMMENDS that the Michigan Library and Historical Center remain what it was created to be—the people’s building. It should remain a place where the public is welcomed and given access to resources. It shelters and protects the heritage of our state—from rare books to Civil War flags, from our first constitution to twenty-first century legislative committee hearings. Its collections and programs do more than honor our past; they give us the base on which to build our collective future. Its programs and exhibits give our children and our citizens access to our collective knowledge, information and wisdom.

The Board recommends that the current genealogy collections and resources remain within the Michigan Library and Historical Center with adequate funding.

If new programs come into the people’s building, they must reinforce and expand its original purposes. If space becomes available, it must not be filled with functions that are not consistent with the building’s public role. The board strongly recommends that space be allowed to sit empty while sound plans are made for its future use. This would be a much wiser investment of state resources than modifying the space to accommodate a non-public use. The daily joyful noise and movement of excited school children, for example, is not compatible with traditional office decorum. Incompatible modifications could compromise existing programs and result in additional costs when they are reversed.

The Board respects the decisions concerning the Library of Michigan made by the Michigan Department of Education earlier this year and is confident that the professional staff of the Library of Michigan and the Michigan Historical Center will work together to provide the best possible public service within the resources available to them. It appears to the Board that the decisions concerning Library collections could mean that there will be up to 80,000 square feet of available space for additional programs and services within the next two years. With that in mind, the Board strongly recommends that the State of Michigan seek necessary partnerships with other organizations in order to address the Board’s recommendations. It believes that the potential space is sufficient to allow more than one use and therefore encourages the feasibility phase to consider multiple possibilities. Its three recommended areas of further investigation are:

THE INNOVATIVE EDUCATION CENTER: a non-traditional school experience that fosters the love of learning essential to success by engaging middle and high school students in innovative thinking about the past and the future.

Innovative Education Center subject matter would include past and present Michigan innovation in science and technology, as well as its cultural and natural heritage. The library-museum-archives environment, combined with active learning and cutting-edge technology, could provide an alternative educational setting and teaching approach for students from schools that are persistently low performing and managed by the state, or for schools in danger of falling into

that classification. The center might operate on a career-center model with students attending a traditional school for part of the day or it might be a separate school.

Potential partners include the Michigan Department of Education, Michigan State University, Lansing Community College, the MSU Museum, Impression 5 Science Center, Michigan Virtual University, Prima Civitas Foundation, and local science and technology companies. Potential sources of funding are state school aid funds, federal grants (Institute for Library and Museum Services, National Science Foundation, National Endowment for the Humanities), and private foundations.

THE MICHIGAN LEADERSHIP CENTER: engaging current and future leaders in public policy and political leadership through research, study, debate and negotiation.

A “Legislative University” would offer education for legislators and their staff on current issues. Past political leaders would offer programs for citizens. An on-site high school course would teach civics through student-led problem solving focused on current issues. A virtual classroom would expand the experience to students outside the Lansing region. Legislators could provide guidance, advice, and responses to the students’ final projects. The MSU School of Law and Cooley Law School might assist with mock trials.

Potential additional partners include the Institute for Public Policy and Social Research (MSU), the Michigan Political History Society, Michigan Future, Inc., and Michigan Virtual University. Potential sources of funding include private foundations.

THE FAMILY HISTORY DIGITAL CENTER: a place where families discover, share and preserve their treasured memories and their history.

The digital center would include the opportunity for families to record memories using the Story Corps model of having one family member interview another family member. Families could digitize their photographs and documents and learn how to both preserve and research their history. Smaller libraries and historical organizations could use the center’s digitizing assistance to make some of their unique collections more accessible.

Potential partners are the Michigan Genealogical Council, the Abrams Foundation, and the Vincent Voice Library at Michigan State University. Potential sources of funding include technology providers and on-line genealogy companies such as Ancestry.com. There may also be revenue opportunities in workshops and presentation quality reproduction of products.

FUNDING TO SUPPORT the Michigan Historical Center, the Library of Michigan and potential expanded programs will need to come from a variety of sources. The Board recommends that the state create opportunities for self-support. These should include charging admission to the museum and expanded opportunities for donors to use the building. A re-evaluation of parking revenue generated by the public use of the building may also be appropriate.

The Board urges state leaders to adopt policies that recognize the unique character of the Michigan Library and Historical Center as “the people’s building.” Such policies would encourage use of the building outside the 40-hour workweek. They would promote

entrepreneurial ventures consistent with the missions of the agencies. They would continue the open access that is the hallmark of the building.

The Board further recommends that dedicated, stable state funding be provided to the building and the programs it houses. Michigan's heritage is too important to its future and to the education of its children to depend solely on general fund revenues. Innovation and reinvention seldom occur in the face of constant fiscal crisis. The total cost of the Library of Michigan (excluding state aid to libraries and cooperatives) and Michigan Historical Center programs to the State of Michigan (less than \$1.50 per Michigan resident annually) is not burdensome.

Finally, the Board applauds those from the private sector who have given both time and funding to support the work accomplished within the walls of the Michigan Library and Historical Center. The growth of this support is essential to ensuring that Michigan remains a state that can proudly say that it takes care of its heritage.

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Appendix A

Board Members and Affiliations:

Ron J. Boji – Boji Group
Gregory A. Eaton – Karoub Associates
Michael D. Moore – Moore and Associates
Nancy S. Skowronski – Michigan Library Association
Michael O. Smith – Wayne State University,
Walter P. Reuther Library
Robert L. Trezise, Jr. – Lansing Economic
Development Corporation
Kate Pew Wolters – Kate and Richard Wolters Foundation
and Steelcase Foundation Board
Superintendent Michael Flanagan – State of Michigan,
Michigan Department of Education
Director Rebecca Humphries – State of Michigan,
Department of Natural Resources and Environment

Carol Wolenberg represented Superintendent Flanagan at several meetings. **Arminda Koch** and **Mark Hoffman** participated on behalf of Director Humphries.

Meeting Dates:

February 25, 2010
March 15, 2010
April 16, 2010
May 4, 2010
May 19, 2010
June 25, 2010

Appendix B



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING



MICHAEL P. FLANAGAN
SUPERINTENDENT OF
PUBLIC INSTRUCTION

February 12, 2010

When the Library of Michigan was transferred to the Michigan Department of Education through Executive Orders 2009-36 and 2009-43 and Executive Directive 2009-5, those Orders charged the Superintendent of Public Instruction to evaluate Library of Michigan programs and services in order to implement measures to reduce expenditures and eliminate duplicative services, while protecting the core mission of the library and otherwise preserving and maintaining open and free access to its collections.

The response to the Executive Orders and related directive is in alignment with (but not solely dependent upon) the significant reduction in operations funding for the Library of Michigan during the current fiscal year 2009-10 and the additional anticipated reduction in operations funding for the next fiscal year 2010-11.

After months of development, the Library of Michigan and the Michigan Department of Education have met the Governor's expectations for downsizing and for continuation of services by developing the following plan, to be implemented from today forward through completion by not later than October 1, 2011:

The Library of Michigan Executive Order Implementation Plan allows the Library of Michigan to focus on and strengthen the sustainability of its core mission.

The Library will continue to

- support, develop and promote **statewide library services** to all Michigan libraries;
- provide **reference research services for all branches of state government**;
- maintain and provide on-site access to its core collections including **Law, Michigan, and Michigan Documents**; and
- fulfill the Library's duties as prescribed in Public Act 540 of 1982. The statewide library services include **the administration of the Michigan eLibrary (www.mel.org) and all of its components; the Library Services and Technology Act (LSTA) federal grant, other federal and state and private grants, federal and state statistics collection and reporting; and the distribution of state aid to public libraries program.**

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The Library of Michigan and the Department are committed to ensuring the stewardship and ongoing support of the **Genealogy Collection** by working with the recently-appointed Michigan Center for Innovation and Reinvention Board, and other stakeholders, as appropriate, to identify agencies or organizations within Michigan but outside of state government to manage and administer the collection and services either in its current location within the Michigan Library and Historical Center or elsewhere in Michigan.

Similarly, the Library and the Department are committed to ensuring the stewardship and ongoing support of the **Regional Federal Depository Program and Federal Documents Collection** by working with the Michigan Center for Innovation and Reinvention Board, and other stakeholders, as appropriate, to identify agencies or organizations within Michigan but outside of state government to manage and administer the collection and program in a location other than the Michigan Library and Historical Center.

Materials from the **General Main, Dewey, and Reference Collections** currently housed and maintained at the Library of Michigan will be offered to Michigan libraries to supplement other existing collections. The remaining Library of Michigan collections, services, and staff will be consolidated into the top two floors of the west wing of the Michigan Library and Historical Center.

This Executive Order Implementation Plan is designed to strengthen the sustainability of the Library of Michigan by focusing solely upon its core mission as the state library and an essential component of state government for the residents and libraries of the state of Michigan. We welcome suggestions and participation in finding and securing effective and sustainable agreements with the new stewards of these important collections and services as we continue to downsize state government and hold true to the core mission of the Library of Michigan.

Appendix C

State Building Authority (SBA) Financing Constraints

- SBA is the financing conduit for state capital outlay projects approved by the Legislature
- SBA finances projects for state, college or university use
- SBA has financed, on a short-term basis, approximately \$11 million of renovation projects at the State Library and Museum facility through the issuance of commercial paper
- Renovations include: roof replacement, plaza repairs, build-out of law library, upgraded fire detection, fire suppression system replacement, fireproofing reinstallation
- Limitations exist while short-term financing is outstanding:
 - Use of the property must be in compliance with the SBA Act
 - Use of the property must comply with Federal Tax Code for tax-exempt financing
- These limitations could be removed by repaying SBA prior to long-term bonds being issued
- SBA has not yet financed the renovations with long-term bonds, but anticipates long-term financing occurring summer 2011
- In addition to the limitations that exist with short-term financing, the following limitations occur after long-term financing occurs:
 - Property will be deeded to SBA
 - Use of the property must be in compliance with the bond documents
 - Property is under SBA ownership until the bonds are paid off or the lease is cancelled which could be up to 25 years
- The SBA Act allows SBA to acquire, construct, furnish, equip, own, improve, enlarge, operate, mortgage, and maintain facilities for the use of the state or any of its agencies or an institution of higher education
- Institution of higher education means a college or university listed in section 4 or 5 of article VIII of the state constitution of 1963 or described in section 6 of article VIII of the state constitution of 1963 or a community or junior college established under section 7 of article VIII of the state constitution of 1963
- No other users are identified within the act, therefore any user other than the state, its agencies, colleges and universities would violate the act.

Alternative finance mechanisms may exist that are not under the purview of the SBA and that would not have the same constraints as SBA. Some other possibilities include the Michigan Strategic Fund or private financing if a revenue stream is identified. Such alternative mechanisms may remove the limitations of the SBA Act and tax-exempt financing.

Appendix D

Public comments were made by:

Frank Boles, Michigan Genealogical Council

Roger Moffat, Western Michigan Genealogical Society

Mary Lou Duncan, Detroit Society for Genealogical Research

Byron Bailey, Farmington Genealogical Society

Barbara Snow, Genealogical Society of Washtenaw County

Grove Sandrock, Ingham Genealogical Society

Thomas Koselka, Dearborn Genealogical Society

Sue Chinault, Services for the Blind and Physically Handicapped

Laura Ashlee, general public

JoAnn Harvey, Mid Michigan Genealogists

Chris Czopek, Sons of Union Veterans

Cynthia Grostick, President, Michigan Genealogical Council

Virginia Hutcheson, Lansing Woman's Club

Elaine Davis, general public

Sheila Mott, general public

Tony Mott, general public

Judith Dow, general public

Roni Sionakidos, general public

J. William Gorski, general public

Caroline Scholfield, general public

Nancy Backus, general public

Fred Wurtzl, general public

Jim Moore, general public

George Illingsworth, general public

Presentations to the Board were made by:

Kerry Chartkoff and Matt VanAcker, Michigan Capitol Committee

Robert Christensen, State Historic Preservation Office

Kurt Witcher, Allen County, Indiana, Public Library

Sue Chinault, Services for the Blind and Physically Handicapped

Appendix E

Michigan Center for Innovation and Reinvention Board Focus Group Report

John Beck from Michigan State University facilitated the focus groups. Board members Bob Trezise, Mike Smith, Mike Moore and Gregory Eaton observed various sessions, as did State Librarian Nancy Robertson. Sandra Clark, Michelle Davis and Mary Patrick served as recorders and note-takers.

Participants were:

Lance Werner, Capital Area District Library	Gary Scheuren, Michigan Historic Preservation Network
Sylvia Marabate, East Lansing Public Library	John Bracey, Michigan Council for Arts and Cultural Affairs
Cherry Hamrick, Delta Township District Library	Nancy Bryk, Michigan Museums Association.
Lora Helou, MSU Museum	Kevin Frailey, DNRE Education Services
Leslie Donaldson, Arts Council of Greater Lansing	Jamey Fitzpatrick, Michigan Virtual University
Robin Miner-Swartz, Capital Region Community Foundation	Erin McDonough, Michigan United Conservation Clubs
Erik Larson, Impression 5 Science Center.	Cliff Haka, Michigan State University
Pat Hennessey, Michigan Department of Education	Sandra Yee, Wayne State University
Tim Staal, Michigan Association for Media in Education	Tom Moore, Central Michigan University
Michelle Nicholson, Ingham Intermediate School District and Ingham Birth to Five Great Start Collaborative	Elaine Logan, Eastern Michigan University
Anna Bratta, Downtown YMCA	Darlene Walch, Northern Michigan University
Arnold Weinfeld, Michigan Municipal League	Erik Nordberg, Michigan Technological University
Larry Wagenaar, Historical Society of Michigan	Elenka Raschkow, Lansing Community College

The discussions centered on two questions:

- What unmet needs does the state or community have today for which this building and its use may provide a partial or complete answer?
- What can we do together here that we have been unable to do alone or together otherwise?

All groups saw the building as a public facility that needed to remain dedicated to serving the public. One participant called it “the state’s community center.”

Many of the programs brainstormed in the discussion groups need similar spaces and equipment. The list of topics discussed below organizes the information by Program Content and by Space and Equipment ideas.

Program Content

- Innovation Center
- Classes from many disciplines
- Middle college
- University classroom space
- Political education/think tank
- New Economy Career Center
- Education Center of Excellence
- Writing and literacy
- Arts education
- Performing and fine arts
- Design: past and future
- Restaurant incubator
- Foodways exhibits/demonstrations
- Oral history collection (StoryCorps)
- Information Science training
- Public use computers
- Demonstration of new technology
- Library Digitization Center
- Michigan Family Digitization Center
- Non-profit offices/programs
- Summer Camps
- Senior education and exercise
- Statewide library coordination
- Cultural networking linked to travel
- Show products produced by schools
- Natural history exhibits
- Sports displays/clinics
- Arts and crafts gallery
- Disability community

Space and Equipment

- Computer lab space
- Film and sound studios for high tech media production by students
- Interactive video conferencing
- Private space (individual work or one-on-one mentoring and teaching)
- Round-table space for group work
- A big-screen media lab and robust web technology
- Performance space (sprung floor)
- Reflection space—to sit down and talk about thoughts and process
- Meeting space: flexible space with moveable walls or partitions
- Classrooms
- Indoor extreme sports
- Gym
- Day-care center
- Exhibit space
- Professional kitchen
- Digitization equipment