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NOMINATION OF DR. CARLA D. HAYDEN, TO BE LIBRARIAN OF CONGRESS

HEARING

BEFORE THE

COMMITTEE ON RULES AND ADMINISTRATION
CONGRESS OF THE UNITED STATES

ONE HUNDRED FOURTEENTH CONGRESS

SECOND SESSION

APRIL 20, 2016

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CONTENTS

OPENING STATEMENT OF:

Hon. Roy Blunt, Chairman, a U.S. Senator from the State of Missouri 1
Hon. Barbara Mikulski, a U.S. Senator from the State of Maryland 2
Hon. Ben Cardin, a U.S. Senator from the State of Maryland 3
Hon. Paul Sarbanes, a Former U.S. Senator from the State of Maryland 5
Hon. Charles E. Schumer, a U.S. Senator from the State of New York 7

TESTIMONY OF:

Dr. Carla D. Hayden, Nominee to be Librarian of Congress 8

PREPARED STATEMENT OF:

Hon. Patrick Leahy, a U.S. Senator from the State of Vermont 24
Dr. Carla D. Hayden, Nominee to be Librarian of Congress 26

MATERIALS SUBMITTED FOR THE RECORD:

Statement Submitted by American Association of Law Libraries 30
Statement Submitted by American Library Association 32
Statement Submitted by Congressional Data Coalition 37
Statement Submitted by Enoch Pratt Library 39
Statement Submitted by Hawaii State Public Library System 40
Statement Submitted by Internet Association 41
Statement Submitted by Library Board of Rhode Island 43
Statement Submitted by Library Journal 44
Statement Submitted by Medical Library Association 46
Statement Submitted by Mississippi Library Association 48
Statement Submitted by Ohio State Library 49
Statement Submitted by Rhode Island Coalition of Library Advocates 50
Statement Submitted by Texas State Library and Archives Commission 52
Statement Submitted by Urban Libraries Council 53

QUESTIONS SUBMITTED FOR THE RECORD:

Hon. Roy Blunt, Chairman, a U.S. Senator from the State of Missouri to Dr. Carla D. Hayden, Nominee 54
Hon. Pat Roberts, a U.S. Senator from the State of Kansas to Dr. Carla D. Hayden, Nominee 58
Hon. Ted Cruz, a U.S. Senator from the State of New York to Dr. Carla D. Hayden, Nominee 59
Hon. Charles E. Schumer, a U.S. Senator from the State of New York to Dr. Carla D. Hayden, Nominee 61
Hon. Mark Warner, a U.S. Senator from the State of Virginia to Dr. Carla D. Hayden, Nominee 64
Hon. Tom Udall, a U.S. Senator from the State of New Mexico to Dr. Carla D. Hayden, Nominee 67

NOMINATION OF DR. CARLA D. HAYDEN, TO BE LIBRARIAN OF CONGRESS

WEDNESDAY, APRIL 20, 2016

UNITED STATES SENATE,
COMMITTEE ON RULES AND ADMINISTRATION
Washington, DC.

The Committee met, pursuant to notice, at 2:17 p.m., in Room 301, Russell Senate Office Building, Hon. Roy Blunt, Chairman of the Committee, presiding.

Present: Senators Blunt, Cochran, Capito, Boozman, Schumer, Udall, Klobuchar, and King.

Staff present: Stacy McHatton McBride, Staff Director; Shaun Parkin, Deputy Staff Director; Paul Vinovich, Chief Counsel; David Adkins, Counsel; Trish Kent, Senior Professional Staff; Nichole Kotschwar, Professional Staff; Jeffrey Johnson, Chief Clerk; Matthew McGowan, Professional Staff; Hans Hansen, Staff Assistant; Brittany Donnellan, Staff Assistant; Kelly Fado, Staff Director; Jay McCarthy, Director of Operations Oversight; Stacy Ettinger, Chief Counsel; Ben Hovland, Senior Counsel; Abbie Sorrendino, Legislative Assistant; Dana Gansman, Special Assistant; and Leigh Schisler, Special Assistant.

OPENING STATEMENT OF HONORABLE ROY BLUNT, CHAIRMAN, A U.S. SENATOR FROM THE STATE OF MISSOURI

Chairman BLUNT. This afternoon, we are here to talk about something that does not get discussed very often, which is who should be the next Librarian of Congress.

As we all know, the nominee, Dr. Carla Hayden, is the President's nominee to be the 14th Librarian of Congress. Her successor, Dr. Billington, served ably for 28 years.

Senator Schumer and I worked last year together to establish a term for this job, and so Dr. Hayden is the first person to be appointed for a specific term. That term would be 10 years. There is no reason to believe you could not be reappointed to that term, but 10 years is enough time to get, we believe, lots of things done.

This is an important job. It is an important office. I think Dr. Hayden has been a great representative of herself as she has met with members of the Senate. I know you are supported here today by your mother. It is always good to have your mother with you, and so I was glad to get to meet Dr. Hayden's mother, Colleen Hayden, sitting right there behind her. I also know that members of your family are going to be watching this close to where I live in Missouri, as they are in Illinois and other places in the middle of the country.

We certainly are glad to be joined by our two colleagues from Maryland, by Senator Cardin and Senator Mikulski. If you would like to start, I would like you to be the first person to introduce Dr. Hayden to the Committee.

STATEMENT OF HONORABLE BARBARA MIKULSKI, A U.S. SENATOR FROM THE STATE OF MARYLAND

Senator MIKULSKI. Thank you very much, Senator Blunt, for organizing and holding this hearing, and to have done it in such an expeditious way. We know that the president has nominated Dr. Hayden just a few months ago, and after the appropriate and rigorous vetting process, you have moved on this, and we sincerely want to thank you for that courtesy, and Senator Schumer, you as well.

We, in Maryland, are here to support the nomination of Dr. Hayden to be the chief librarian of the Library of Congress. We are so happy that her mother, Colleen, has joined her today. I feel a close relationship with both of them. Colleen is also a sister social worker.

And by the way, the Maryland delegation is not trying to change the Constitution. There are only two senators elected at the moment, but former Senator Sarbanes, our emeritus, is also a very active member of the Enoch Pratt Board, and so he is here with us today to show support and solidarity.

As you walk out in the audience, you see a unique group of people of all ages and diversity who are here to support Dr. Hayden as well. These are the people of the Board and the Executive Advisory Committee who, in their own time and their own dime, worked to make the Enoch Pratt Library one of the best and premiere library systems in America. And the fact that she has such broad support, I think, indicates what her leadership has been.

Dr. Hayden has been the CEO of the Enoch Pratt Library for over 20 years. Her nomination is bittersweet. It will be a great, great gain for the nation, but it will be a loss for Baltimore. We will be very proud if Dr. Hayden is confirmed because she, once again, will be a first, the first African-American and the first woman to be the Librarian of Congress.

But it is not about only breaking barriers. It is about all what she will bring. As I bring someone forward for support for confirmation, I look, do they have competence, do they have commitment to the mission of the agency, and do they have integrity? Dr. Hayden meets all three of those. She surpasses those high standards. Her track record is proof enough, but when you meet her, as you have, you will know that it is her character and commitment that really shines forth.

Dr. Hayden was born in Florida, and by any metrics, to measure who should be the top librarian for the United States of America, is Dr. Hayden. Her academic career speaks for itself—Bachelor of Arts Roosevelt University, a master's and a Ph.D. from the esteemed library school of the University of Chicago. She started her career as a library service coordinator at the Museum of Science and Industry in Chicago. She was an assistant professor at the University of Pittsburgh, went back to Chicago to work there.

There she rose through the ranks as one of the top children's librarians in the United States of America. Then Baltimore called, and she came 20 years ago to what was really one of the early libraries in the United States. But the Enoch Pratt was not only a great repository, it had to be modernized. And that is where she showed not only that she was a great librarian, but that she was a superb manager. She guided through a fundraising effort to improve the annex. She made sure that what she did also was to digitize the library, and then find a way, in very tight budget conditions, to take the library throughout Baltimore and even throughout this state.

Professionally, she has received the Librarian of the Year Award. She has been the past president of the American Library Association. She has received the American Library Association Esteemed Lippincott Award, given to those libraries for outstanding and distinguished service.

Right now she is overseeing a $114 million renovation of the Enoch Pratt. She has worked with legislatures, with city councils, of which I serve, with the Maryland General Assembly, which Senator Cardin and Senator Sarbanes have served, so she knows how to work with the elected, but she knows how to work with people.

If you saw where our library was, in leafy, prosperous neighborhoods and in harsh gravel neighborhoods, the library is there, open to all, serving all. And during the—last year, during our really tough challenges, when we were facing the uprising because of Freddie Gray's death, the schools closed. Across the street from what they called Ground Zero, at a street called Pennsylvania Avenue and North, there was a burnt out CVS, because it had been raided for opioids, a scourge you are so familiar with. You have been an advocate on solving.

But across the street from that was the Enoch Pratt Penn North Library. Dr. Hayden kept that library open and she kept libraries open during the entire period. Children had a place to go. The community had a place to gather. And when the feeding program stopped because there was fear of coming into the neighborhoods, they came to the library. And so literally, Dr. Hayden's leadership and her grit, and the staff that she inspired, fed body, mind and spirit during those very tough days.

I think this is someone who brings a distinguished academic career, a credentialed career, a strong fiscal manager, and really, a fantastic human being. And I am honored, honored, honored to present her to you.

Chairman BLUNT. Thank you, Senator Mikulski.

Senator Cardin.

STATEMENT OF HONORABLE BEN CARDIN, A U.S. SENATOR FROM THE STATE OF MARYLAND

Senator CARDIN. Chairman Blunt, Senator Schumer, Senator Cochran, Senator Capito, thank you very much for being here, and thank you for allowing Maryland to have three United States Senators today. It is great to be here.

Senator SCHUMER. I ask unanimous consent that be made permanent.

[Laughter.]

Chairman BLUNT. Well, we are holding an objection here.

Senator CARDIN. But I join with Senator Mikulski in strong support for Dr. Hayden. We are very proud of her leadership in Baltimore, and we know that she will do an incredible job at the Library of Congress.

And it is great to be here with Senator Sarbanes, who has taken a great interest in the Pratt libraries in Baltimore and has been a great champion of these issues in our state, in our nation.

We are here with a lot of people from our community that Dr. Hayden has worked with and has championed over her tenure at the Enoch Pratt Library. Today's hearing is well timed. This Sunday marks the 216th anniversary of the creation of the library in 1800. So Senator Mikulski and I were blessed to be Baltimoreans by birth. Other people, such as Dr. Hayden, had the good sense to move to Baltimore.

For the last 23 years, she has directed the Enoch Pratt Free Library, which is not as quite as old as the Library of Congress, but it was established in 1882, a great tradition for our community, making it one of the oldest free public libraries in the nation.

In 1994, Maryland was the first state in the nation to offer statewide internet service to its residents with the introduction of SAILOR, Maryland's online public information network. The SAILOR operation centers house an Enoch Pratt Library State Resource Center. So Dr. Hayden does not just run the public library system for Baltimore City, she oversees the state library resource center, which provides all Marylanders with access to internet and other services. I think that skills will—be very well for her as she takes on the responsibilities of the Library of Congress, which as you know, not only throughout our country, is actually a world resource.

During Dr. Hayden's tenure, eight of the Enoch Pratt branches were either opened or reopened or renovated. I mention that because we have people here—Rachel Monroe is here, who runs the Weinberg Foundation—partnered with Pratt Library to be able to put libraries in schools that didn't have libraries in Baltimore City. It was that type of creativity that Dr. Hayden encouraged, that is, leveraging private sector involvement with our schools to make sure that we had access to libraries for all children in Baltimore.

As Senator Mikulski said, during disturbances in Baltimore, yes in Sandtown we had a library that was literally a place where people could go and knew that they were going to be safe. Right after the disturbances, I was in Sandtown. I was in that library. I did meet with people in that library, and it was a center where people gathered. And Dr. Hayden understands that. The libraries in Baltimore have been more than just the traditional libraries. It has been a place in which a community could grow and have confidence and children could go for peace and quiet.

It is no surprise then that Dr. Hayden was named Library Journal Librarian of the Year in 1995, and was elected to serve as president of the American Library Association from 2003 to 2004. Before Dr. Hayden moved to Baltimore, she was assistant professor for library and information science at my alma mater, the University of Pittsburgh, from 1987 to 1991, further evidence of her excellent judgment.

She has an outstanding resume. She has experience. She has the integrity. She has the proven leadership, and she has delivered results. So in addition to being superbly qualified, Dr. Hayden will make history as the first African-American, the first female to be Librarian of Congress, bring a fresh new perspective to the job and its challenges.

And I agree with Senator Mikulski, Dr. Hayden is the best qualified for this position, and she will bring the perspectives that I think are needed to take the Library of Congress to its next chapter in the history of our nation. What a great resource we have. We all know that. This is a world resource. Whenever there is a slow day here, I love to go over to the Library of Congress and just get inspired. I honestly and truly believe that Dr. Hayden will take that library to the next chapter, and a proud chapter, for the American people, and I strongly endorse her candidacy.

Chairman BLUNT. Thank you, Senator Cardin. Senator Sarbanes, we would love to hear from you if you have a comment or two.

STATEMENT OF HONORABLE PAUL SARBANES, A FORMER U.S. SENATOR FROM THE STATE OF MARYLAND

Senator SARBANES. Chairman and Senator Schumer and members of the Committee, thank you very much for your generosity in letting me say just a few words.

My wife served for many years on the Enoch Pratt Free Library Board. It was a very large part of her life and she was very committed. When she passed away, the library people were more than generous and placed me on the Board, and I have been on the Board now for the last six years. So I have had an opportunity to observe Carla Hayden at work very closely. I mean, I want to tell you, this is an extraordinarily abled, dedicated, committed person, and I cannot tell you how excited I am about her nomination to become the Librarian of Congress.

The nation will be extremely well served by her. The Pratt Library had her leadership for 20 years, and we prospered and thrived under it. Enoch Pratt was a 19th Century merchant who established the library back in well, now two centuries ago, and had the foresight to say it was going to be open to all, to all. And Carla Hayden has carried that through, and the library has been an incredibly strong fundamental institution in our community.

She will do an absolutely terrific job as a Librarian of Congress. Well, the three senators here have represented Maryland in the Senate over the last 30 years, so you have a strong recent endorsement of this point of view, and I strongly urge her confirmation by the Committee. Thank you very much.

Chairman BLUNT. Well, thank you, Senator Sarbanes. Senator Mikulski has let me know recently that beginning next January, the Senate should particularly listen to former senators and the good advice they would have. And Dr. Hayden, to be joined by Senator Cardin and Senator Mikulski, two of the most highly respected members of the Senate, and all three of these people talking about your great leadership for two decades at the Enoch Pratt Library, means a lot to me, and I am sure the Committee.

I had an additional recommendation for the record. I was at the Ferguson, Missouri Municipal Library just last week. That library

was named the Gale Library Journal Library of the Year for 2015, and I know that you and Mr. Bonner, the director of that library, Scott Bonner, have presented together on a couple of panels about how the library can fill its needs in times of unrest. Both of your libraries became safe havens when schools were closed, when local businesses were closed, when government offices were closed. Your library and that library stayed open.

Mr. Bonner, who I had talked to earlier on the phone about you, told me that for him, you were a personal hero and he thought you were the most capable individual possible to run the Library of Congress, so that was a pretty good recommendation from a Missourian about what you have done.

The role of the Librarian of Congress involves much more than the title would indicate. The Library of Congress is our country's oldest cultural institution and was created by our founders, as Senator Cardin said, over 200 years ago, in 1800. And it was created to promote scholarship, to promote creativity, and really with the goal of becoming a world class repository for a vast collection of works.

Leading the Library of Congress requires multi-tasking on a scale that is rarely necessary in almost any other government organization. The Library secures and preserves the world's largest collection of books and other creative works, including the largest database anywhere of copyrighted works. The Librarian manages more than 3,000 people. The Librarian serves as an impartial and objective head of Congress' research organization, and the Librarian oversees the Copyright Office.

Sounds like a big job, and we are here to talk to you about it. The vital role that is played in cultural preservation and scholarship, has been run by individuals with lots of different backgrounds, and not that many of them. In the history of the country, going back to 1800, there have been only 13 previous librarians. One was a medical doctor. One was an editor. There was a journalist, a printer, a poet, a political scientist, and a historian. Two clerks of the House of Representatives were Librarians of Congress, two lawyers, and two individuals who were either a professional library administrator or had prior library experience. In fact, the longest serving Librarian of Congress who became librarian at the turn of the 20th Century and served right up until the beginning of World War II, serving for four decades, was a lifelong library administrator.

It is fitting, I think, that the nominee comes here today with the background in her professional life as a librarian and a scholar in the library sciences. She is the CEO at the Enoch Pratt Library, but also has been the chief librarian of the Chicago Public Library, and an assistant professor at the University of Pittsburgh School of Library and Information Services.

Now, the next Librarian of Congress will lead an organization that has really had significant physical and technological limitations and is struggling to adapt to a new century. Due to the historic shortage of storage space, the library has millions of items stored improperly and needs to find a better way to store them. There is risk of degradation of some of the collection.

In addition, recent information technology management challenges have raised questions about the Library's ability to serve future generations as more and more collections need to be digitally collected, preserved and made available to the public. I certainly look forward, Dr. Hayden, to hearing your testimony today on your vision as to how this job needs to be done.

Before I turn to Senator Schumer, just a couple of housekeeping comments. The Committee will be accepting written testimony from outside parties until Wednesday, April the 27th. Information on how to submit written testimony can be found on the Rules Committee Web site. In addition, the Committee will keep the record open for members of the Committee to submit questions for the nominee until Wednesday, May the 4th.

As already been mentioned, Senator Schumer and I worked last year to create the first defined term which set a term, but also sets a framework of opportunity, and we have been glad to work together on those and other issues, and I would like to turn to him now for his comments.

OPENING STATEMENT OF SENATOR CHARLES E. SCHUMER, A U.S. SENATOR FROM THE STATE OF NEW YORK

Senator SCHUMER. Thank you, Mr. Chairman. I have an opening statement, but if our colleagues—I know their schedules are busy—if you have to go, you can read my statement in the record, if you would prefer.

Senator CARDIN. I will take you up on that.

Senator SCHUMER. Thank you. And I want to thank all of my colleagues, my two present colleagues and my former colleague, Senator Sarbanes. To him, I would say "yasuo." Because we saw each other at the Greek Independence Day Parade in New York a week or two ago.

Okay. Well, I want to thank you, Mr. Chairman, for moving forward with this nomination. And Dr. Hayden, I would like to welcome you here today. I congratulate you on your nomination as the 14th Librarian of Congress. My colleagues, Senator Mikulski and Cardin, my former colleague, Senator Sarbanes, have been effusive in their praise. I share their enthusiasm for your nomination.

Under your leadership, the Enoch Pratt Free Library has flourished and serves as an indispensable beacon of higher learning and civic engagement for the City of Baltimore and the entire State of Maryland, and it is no surprise, given your four-decade career of success and exemplary work in the library sciences.

I have no doubt about your qualifications or your ability to lead the Library of Congress.

So I would just like to take a moment to talk about the job you have ahead of you, as I see it.

The nomination of a new Librarian comes at a crucial juncture. We need to ensure that the Library has the resources to fulfill its mission—to make its vast collection available and useful to the American people, and to sustain and preserve this unique collection of knowledge and creativity for future generations.

In addition, maintaining an effective national copyright system is an integral part of that mission. Content creators and businesses must be able to promptly register and record their copyright inter-

ests. Individuals and businesses must be able to readily obtain copyright information that enables them to license copyright works.

For that to happen, the Copyright Office must be innovative and efficient. A critical first step is to bring the Copyright Office IT system up to date. In the digital age, issues related to copyrightable content and protection of that content are constantly evolving. So a big priority, it seems to me, for the new Librarian, should be the implementation of IT investment and planning practices that focus on the Copyright Office.

There is a lot of hard work ahead for the new Librarian, balancing competing pressures, budgetary restraints. That work is usually important. Thankfully, in nominating Dr. Hayden, who Fortune magazine recently called one of the world's 50 greatest leaders, I believe the President has put forward a candidate capable of meeting the Library's many challenges, and extending its reach beyond its marble halls to further enrich the lives of all Americans.

Dr. Hayden, I believe you're the right person to pursue a bold vision of the Library's future. It is my hope you will be swiftly confirmed, and I look forward to working with my colleagues to make that happen shortly.

Chairman BLUNT. Thank you, Senator Schumer. We are going to go to questions after your opening statement, so we look forward to that.

STATEMENT OF DR. CARLA D. HAYDEN, NOMINEE TO BE LIBRARIAN OF CONGRESS

Dr. HAYDEN. Well, good afternoon, Chairman Blunt, Ranking Member Schumer, and distinguished members of the Committee. It is truly, truly a great honor to be here today as you consider my nomination as the 14th Librarian of Congress. Of all the titles I have had in my professional career, I am most proud to be called a librarian, and it would be my honor to have the opportunity to be the librarian of the oldest cultural institution in the nation, the Library of Congress.

It is especially fitting that this testimony is being given in the week following National Library Week, a time when libraries of all types and sizes are celebrated and recognized for their work, and I am very pleased that my colleagues—many of them are here today. I also want to take this opportunity to thank the senators from Maryland, all three, Senator Mikulski, Senator Cardin, and of course, Senator Sarbanes, for being here today.

Now, this nomination at this time provides an opportunity for me to combine and build on various aspects of my personal and professional life. And my love and passion for reading books started at a very early age when my mother, who is here today, helped me check out a book, Bright April, the story of an African-American girl with pigtails, from a storefront branch in Queens. And I spent summers across from PS 96. I spent summers in Springfield, Illinois, accompanying my grandfather, a retired postal worker, to the capitol and the state library, where a fellow church member kept a small collection of books by and about African Americans.

These experiences and more were the start of my love of books and my steps into libraries. But it wasn't until I met a lady, Judy

Zucker, at another storefront, this time in Chicago, where my vocation began. She was on the floor during story time for children with autism, demonstrating the power of a librarian's work, and all of my subsequent professional experiences were vital to my directorship of the Enoch Pratt Free Library, for years a leader in public and reference service, and it also is the state library for Maryland.

I had the honor of being president of the American Library Association, ALA, with over 63,000 members. And I led the organization at a time when libraries across the country started to experience severe economic challenges. It was a time of increasing public demand for computer accessibility and also the need to protect the user's privacy.

And now I have the distinct honor to be nominated to be the Librarian of Congress with various mandates and responsibilities. As you know, the staff members of the Congressional Research Service are what we call the special forces who support Congress and perhaps are the Library's most important constituency. The Library of Congress celebrates the works of authorship, and by way of the Copyright Office, provides services and support to creators of content. And I must say, that coming from a family of musicians and artists, I understand the blood, sweat and soul that goes into the creative process, and I look forward to working with Congress to ensure a fully functional Copyright Office that supports the community it serves.

As I envision the future of this wonderful institution, I see it growing in its stature, not only in librarianship, but in how people view libraries in general. As more of its resources are readily available for more people online, users will not have to be in Washington, D.C. Everyone will have a sense of ownership and pride in this national treasure.

A child on a reservation in New Mexico will have the same access as a high school student in St. Louis, Missouri. A fifth grader in Bowling Green, Kentucky, would be able to view Abraham Lincoln's papers from his home computer, and a shy tenth grader from Meridian, Mississippi, with dreams of performing, would be able to view the Library's Leonard Bernstein collection. A student from a community college in Kansas could look at and even download revolutionary war maps for a class assignment.

And this would help libraries across the country. A small library in Arkansas with a modest budget will be able to help patrons assess primary studies of George Washington's papers, and a rural library in Alabama will be able to connect through a live feed to the National Book Festival and see and hear their favorite authors. I envision a Library of Congress that can balance its various roles and important roles in a digital age at a time when libraries throughout the world face many of the same challenges, when their very existence is being questioned. The Library of Congress should continue to be a leader.

I would be honored to be part of a legacy and accomplishments of my predecessors in this position, to be part of a continuing movement to open the treasure chest that is the Library of Congress. This can be done without threatening the Library's core responsibilities to support and advise Congress, to serve users of the

Copyright Office and assist researchers who benefit from its exhaustive collection.

If confirmed, it would be my privilege to join the dedicated staff and supporters of the Library to ensure that its treasures are secured and shared for many years to come. Thank you for your consideration and I look forward to answering your questions.

[The prepared statement of Dr. Hayden was submitted for the record:]

Chairman BLUNT. Well, thank you, Dr. Hayden. We are going to start with a five-minute round of questions, and there will be a time for a second round, so we are going to stay pretty close to five minutes on that first round, and people can ask other questions later if they have time to stay.

You mentioned your predecessor. Of course, Dr. Billington's 28 years in the Library saw lots of growth in the Library, lots of growth in the collection. His leadership doubled the traditional analog collection that transformed the first independent building for the Library, the Jefferson Building, into a national exhibit venue that has hosted over a hundred exhibits and established a host of new programs. He also launched a new field of outside fundraising, which librarians had not done in the past, and any comments you have about continuing that would be helpful.

And then I would also like to know what new perspective you bring to this, understanding the mission of the Library, and how you think you are going to be able to build on that Billington foundation.

Dr. HAYDEN. Well, thank you, Senator, for mentioning the legacy that I would be honored to help continue. At each time each of the Librarians of Congress have contributed greatly to the progress of this institution, and most recently—and Dr. Billington reached out to me and he has offered assistance, and I would love to take him up on it, to build on the private fundraising and the efforts that he has made. He established the James Madison Council that has garnered so much support, and actually helps fund the National Book Festival, provides many special programs that would not be possible without that public/private partnership.

And so in terms of continuing, it would be very much, I think, advantageous to build on the preservation of the collection, as well as the efforts to use technology to modernize access to the collections.

Chairman BLUNT. Thank you. Let's go ahead to questions. We'll go to Senator Schumer, and then in the order of attendance, members were Capito, Klobuchar, Cochran, King, Boozman and Udall. So it will be Schumer, Capito, and then we will see who is here after Senator Capito.

Senator SCHUMER. Well, thank you. My first question is just out of historical curiosity. Could you tell us a little about Enoch Pratt? His name is everywhere, the Enoch Pratt Library, and they said he was a merchant.

Dr. HAYDEN. He did quite well at being a merchant.

Senator SCHUMER. He sure did.

Dr. HAYDEN. And I am smiling because Enoch Pratt came from Middleborough, Massachusetts, to make his fortune in Baltimore

right after the Civil War, and he did quite well. He developed into a banker, and when Andrew Carnegie, who is widely——

Senator SCHUMER. Yes.

Dr. HAYDEN [continuing]. Credited with, and rightfully so, establishing public libraries throughout the country, was not having such a good time at first. He heard about Mr. Pratt in Baltimore and came and visited Baltimore, and Mr. Carnegie said later in his book, The Gospel of Philanthropy, he knew of no other public/private partnership that was better established than Mr. Pratt's. He said he wanted his library free of politics and religion, and also free to all without distinction of race or color in 1886.

Senator SCHUMER. That is pretty good.

Dr. HAYDEN. And gave a million dollars.

Senator SCHUMER. Wow.

Dr. HAYDEN. 1886.

Senator SCHUMER. Wow. That is great. Well, it is good to just know that little bit of historical——

Dr. HAYDEN. Thank you.

Senator SCHUMER [continuing]. Knowledge. Okay. My first question, as you know, the Library's responsibilities include the acquisition, maintenance and preservation of millions of items and the wide range of traditional and new media; the administration of copyright laws; and national programs to provide reading material to the blind and handicapped.

But could you just give us a short list of some of your priorities?

Dr. HAYDEN. It has been mentioned, and thank you for bringing up the list of responsibilities, and also referring to one of the biggest challenges, but I am very pleased to know that this part has been advanced, making sure that the Library has the technology infrastructure——

Senator SCHUMER. Yes.

Dr. HAYDEN [continuing]. To accomplish its many roles, particularly with the Copyright Office, and modernizing all of its operations. The expansion of the technological capacity will help in not only preserving and making the materials and the extensive collection available, but also stabilizing and making the Copyright Office secure.

I mentioned that I have a number of artists and creators in my family, and I know the importance of copyright and making sure that people enjoy the content, but also respect the people who create it.

Senator SCHUMER. Great. Thank you. Second, the National Library Service provides important services to blind and print-disabled readers so that, "All may read." NLS regional libraries work to make content available to eligible users in accessible formats. This service is critical to the blind and print-disabled readers of New York.

So tell me a little bit about your vision for NLS. How do you see the NLS adapting to meet the evolving needs of the nation's readers?

Dr. HAYDEN. Again, I am very pleased that you mentioned that aspect of the Library of Congress' responsibilities. It does not always receive as much attention, but it is vitally important. In my experience in Illinois, and also in Maryland in the state role, I have

had the opportunity to work with the libraries for the blind and physically handicapped, and one thing that would be very helpful would be to make sure that materials that are digitized are available in formats that would allow people with challenges to read in various ways.

And so I would be very—if confirmed, very interested and very supportive of expanding that role.

Senator SCHUMER. Great. And final question, in nominating you to be Librarian of Congress, President Obama cited your technological accomplishments at the Enoch Pratt Free Library. How do you see both the Library of Congress and the Copyright Office using upgraded IT systems to advance their respective missions?

Dr. HAYDEN. I mentioned that I have been very heartened to actually have discussions with the new chief information officer at the Library of Congress. He was appointed in September as a result of a lot of the concern of the technological needs of the Library of Congress, Mr. Bernard Barton. And he has, in that time, accomplished quite a bit in terms of addressing everything in the Government Accountability Office report in terms of assessing the needs of the Library of Congress and also making sure that the basic infrastructure can support a fully functional and efficient Copyright Office.

He has assured me—and I am glad that we are on the record, and I will quote him—that if I am nominated—well, I am nominated—but if confirmed, technology will not be a problem. And he is very competent. He comes from the Department of Defense.

Senator SCHUMER. Great. Thank you, Mr. Chairman.

Chairman BLUNT. Thanks, Senator Schumer.

Senator Capito, and then after that Senator Klobuchar.

Senator CAPITO. Thank you, Mr. Chairman, and thank you, Ms. Hayden, for not just your service, but the visit to, I am sure, a lot of our offices for a chance for us to get to know you preceding this hearing. I appreciate that.

And I think in that conversation you and I talked that I am the subcommittee chair of the Legislative Branch on the Appropriations Committee, and so my purview is with the Library of Congress. So if everything goes according to plan, I think we are going to get to know each other very well.

So I want to ask, first of all, you mentioned the new chief information officer, which I understand is working well, but there is also another new division called the National and International Outreach. You and I talked about this just sort of briefly in the office. I did not know—I know it is early—but how much time you have had to really look at this. You said that your library has availed yourself many times of the services of the Library of Congress. I did not know if you had any initial thoughts on that particular part.

Dr. HAYDEN. Thank you, and I smiled because I had another wonderful session with the head of the newly formed National and International Office. It is six months old at the Library of Congress, and its mandate is to expand the outreach of the Library's programs and even exhibits throughout the country and the world. And it is being led by former president of Bryn Mawr College, and also most recently, the Kluge Center at the Library of Congress,

and that office is looking at all of the ways that it can help, and with Mr. Barton, with the technology infrastructure, it is an exciting time.

So six months in, but it seems like it is going to be quite an effective way to get the resources out.

Senator CAPITO. Well, I look forward to that. Now, you mentioned in your opening statement that the CRS, or the special forces—and all of us, I'm certain, here have availed ourselves of the well-respected research reports that they generate for legislative debate, but this is a bit of a—the question I am going to ask is maybe a little bit of a sticky wicket here, but members of the public generally do not get access to these reports unless it is through a congressional office or through private databases.

And you probably know that there is a discussion and some legislation actually as to whether or not these CRS reports should be made available to the public. So without asking you directly if you want to weigh in on that, I would be happy to hear, but I did not know if you had—I would encourage you, or if you had already put some previous thought into ways that the CRS reports could—and CRS itself could sort of modernize maybe some kind of a phone app or something of that nature where there is more accessibility to these very valuable reports.

Dr. HAYDEN. I think that—what has been interesting, I have heard different views on the amount of accessibility of the reports that are very extensive. There is so much research that goes into them. There is confidentiality in terms of being able to provide the information, and I would really look forward to the opportunity to study and work with Congress on the cost, staffing, and other aspects of making parts of the reports available, how you make them available, without stepping over the line though in terms of making—stepping over the line in terms of how much public——

Senator CAPITO. Access.

Dr. HAYDEN [continuing]. Service you provide. This is the special forces and research arm for Congress, and so as a public librarian, I know that you do have to balance those two.

Senator CAPITO. Right, and I do think that will probably be a discussion that will be occurring over the next several years. I just wanted to kind of jump in on the IT issue. And when we are looking at the funding issues, there have been broad requests for more IT funding. The Library has made some pretty systemic changes in terms of trying to address that issue.

I would just say that, you know, as a member of the Senate, as this valuable resource that we have at the Library of Congress, I think you will find a lot of support for the biggest and broadest information technology programs that you may need that kind of jump us into the next trunch. I know you pretty much addressed the issue with Senator Schumer, so I would just kind of associate myself with his remarks.

Dr. HAYDEN. Thank you. It is a challenge, but I have been assured that they are well on their way.

Senator CAPITO. Thank you very much.

Chairman BLUNT. Senator Klobuchar.

Senator KLOBUCHAR. Thank you very much, Mr. Chairman. Congratulations, Doctor, on your nomination. I enjoyed the discussion

we had on the phone. A lot of people have been focusing on the copyright issues, technological issues, which I think are really important.

But there is one thing I will mention. Senator Leahy and Senator McCain have a bill, and I have joined with them on this bill. And it is about the subject just raised on the—Senator Capito raised on CRS. As you know, the Library oversees the CRS, and although CRS does not make its reports public, paid Web sites often obtain copies of many of the CRS reports and then charge their clients for them.

Those same reports are not available to Americans, yet their taxes fund the CRS. If lobbyists can buy the report, Senator Leahy, Senator McCain and I believe that they should be available to all Americans, given that the Americans are paying for those reports. And that is why I am co-sponsoring this bill. It is called Equal Access to Congressional Research Service Reports Act, and it would ensure that taxpayers have equal access to the reports on a free and public Web site.

And you may or may not want to comment about this bill, but in your view, what is the role of the Library of Congress in promoting transparency of government and making information more accessible to Americans?

Dr. HAYDEN. Well, thank you for that, because it shines a light on the excellent resources and reference services of the Congressional Research Service and what it does for Congress. And I have heard different views on—and I alluded to that—on how to make the reports and what portions of the reports, when in the process of reference information is made available, and I look forward to investigating that even more if confirmed, to study how and when public access could benefit.

A lot of research goes into those reports.

Senator KLOBUCHAR. Yeah, of course, and I am looking forward to looking into this more myself. I am a co-sponsor, because to me, it just made no sense at all that these are government reports and that they should be available to all the public, and then they are being—lobbyists are charging their clients to see the work that the government performed at the taxpayers' expense. So I think it is going to be interesting to look at that more, and I appreciate going on this journey together after hopefully you get confirmed for this position.

You have also held the position of president of the American Library Association. How do you see that position helping you? You must get to know a lot of the librarians all over the country. I know we were talking about the—at the anniversary of women's right to vote, and some of the things I am hoping we can do with that, and could you talk about how knowing some of these librarians and working with them all across the country will be helpful in your current job that you are seeking?

Dr. HAYDEN. Well, thank you for acknowledging my colleagues, and many of them are here today, including a strong contingent from Maryland. And having the support of the broader library community, even getting support from 56 graduate library schools that are preparing librarians for the future, academic libraries, colleges and universities, special librarians who especially—I work with

companies and businesses, and also K–12 librarians in schools all over the country, really helps define what a lead library, like the Library of Congress, can be.

And to be able to network together helps all libraries, especially the ones that are, as I mentioned in the opening, having their very existence challenged in the age of technology, so grouping together, showing people that there is a continuum from their local library in a small town. I will mention Sparta, Illinois, a coal mine—former coal town, and then having the resources of the America's library being able to be put right there will strengthen the network, and I think help create what libraries have always done, and informed electorate and citizen.

Senator KLOBUCHAR. Very good. Well, thank you. As I told you on the phone, when I was little, my dream was to be a librarian, and I started my own book catalog with the Dewey Decimal System in a recipe box, but then I got——

Dr. HAYDEN. You were very good.

Senator KLOBUCHAR [continuing]. This job, so it is what it is. Anyway, thank you very much, and good luck.

Dr. HAYDEN. Thank you.

Chairman BLUNT. Talk about blatant appeal to the crowd, having your own Dewey Decimal System.

Senator KLOBUCHAR. In a card box?

Chairman BLUNT. Exactly. Exactly.

Senator KLOBUCHAR. Thank you. Thank you, Senator. I will consider that a compliment.

Chairman BLUNT. It was a compliment. Just shows your total capacity to get to the right point at the right time.

Senator Cochran, and then Senator King.

Senator COCHRAN. Mr. Chairman, I am honored to be able to be here today serving as a member of the Committee to congratulate our newest nominee for this important job as Librarian of the Congress. Rather than to delay the questions that others might have, let me just say that I think this is a great day for the Library of Congress. It is a great day for the United States Senate, and many of those expressions of support and appreciation and admiration came through during the delightful event last night that I was pleased to join.

So we look forward to working with you as a member of the Oversight Committee, and wish for you all of the successes that you can imagine.

Dr. HAYDEN. Thank you, Senator.

Chairman BLUNT. Thank you, Senator Cochran.

Senator King and then Senator Boozman.

Senator KING. Thank you, Mr. Chairman. Dr. Hayden, welcome to the Committee. Appreciate your testimony and appreciate your willingness to undertake this important job.

I want to talk for a few minutes about copyright. It seems to me that is one of the most important jobs before you in terms of organization, IT, policy. Copyright, I try to explain copyright to my children, and their eyes glaze over. They do not know it even exists. We have a lot of work to do and copyright is very complex.

And I guess one of my questions, it is untoward, I suppose, to ask someone at their confirmation hearing about the idea of divest-

ing part of their responsibility, but what are your thoughts on the possibility of spinning out the Copyright Office, having its own presidentially appointed director? It seems to me that the fact that it is lodged in the Library as a kind of historic artifact, should it—given its importance in our society of intellectual property, should it have its own separate existence?

Dr. HAYDEN. Well, thank you for mentioning young people as well. I would like to address that and how we could work to make the new digital generation, that they are digital natives, to be aware of what the "C" means. It should mean caution, and they should respect the fact that they are looking at something. Whenever they see that "C," that should be almost a red or a yellow light for them. And they should be taught as early as second or third grade.

They should have—one of my favorite examples is to have a project that they worked two or three hours on and they really are proud of it and then you turn to them and say, Johnny, I am going to put Ed's name on it. And that is the most graphic way to let them know that art and creativity should be protected. They should get credit for it and they should do that.

In terms of the independence of the office itself, I have heard quite a few proposals, and they all get back to the core concern, and one that I share, that the Copyright Office should be fully functional and should have its independence to carry out its mandates the creators of content. I have mentioned my own personal history, a father who was a recording artist and going into a mall and hearing snippets of his music, and also knowing that it is vital that artists and creators of content get to register their works and even challenge the use of their works in a timely and efficient fashion.

And so I, if confirmed, would take special interest in making sure that that office is able to perform its functions in a way that will protect the people that it serves, and that is the creator of the creations of—creators of content.

Senator KING. You think it would assist in that project if it had its own separate presidentially appointed director, was an office unto itself?

Dr. HAYDEN. I am not able to at this point say that that would be the only way to accomplish what we all want. And I have heard so many, not only congressional advocates and the creative community, we all want, and I am including myself in that community, want to make sure that that office has everything it needs. And so if confirmed, I would like to work with Congress and to examine how we could really make sure that that happens.

Senator KING. Moving on to your discussion, there's been a lot of discussion about the IT and the need for upgrading. We need to digitize the collection. We need to make it accessible, which you have clearly stated as a goal. You talked about your new CIO. I do not know him. I am sure he is terrific, but I have one piece of advice dealing with IT on a large scale. Number one, trust but verify. Do not always go on what the IT people tell you. You sit down at the computer and make the Web site work, and if you cannot make it work, ask them why.

As governor, I used to have fun calling the 800 numbers in my state to see what you get for an answer and how long it takes them to answer. I am serious about this.

Dr. HAYDEN. I know.

Senator KING. Because quite often—I once was setting up a hearing here as a staff member. I called someone and said, who is going to be the witness? They said it was Deputy Undersecretary, and I said, I do not know titles. Who is this guy? And the fellow gave an answer, which if I ever write a book about this place, this will be the title, he said, he is at the highest level where they still know anything.

You and I are now above that level. So I really think it is important that you be the ultimate judge of whether things are working.

Dr. HAYDEN. I can assure you, Senator, at this point, that in my discussions with Mr. Barton, who is the new CIO and a permanent appointment—that had been part of the difficulty, that they had had several different chief information officers—that in our discussions, he was able to explain things to me from petabytes to the security needs to the storage and everything in a way that I could repeat it and actually knew what he was saying. And that gave me—and I have worked with IT professionals for a number of years on very difficult projects, and you are right, that is the test. If they can explain it and also make you understand and if I can get on the Web site or whatever function that is being presented and do well, that is a good sign.

Senator KING. Thank you. Thank you for your testimony. I would also mention that—and you touched on it—security is going to be more——

Dr. HAYDEN. Important.

Senator KING [continuing]. More and more important going forward, and copyrights as well as the digitization of the collection.

Dr. HAYDEN. Right.

Chairman BLUNT. Senator Boozman.

Senator KING. Thank you for your testimony.

Senator BOOZMAN. Thank you, Mr. Chairman. And Dr. Hayden, I appreciate your coming by the office not too long ago and having a good visit. You are a very distinguished, accomplished lady, and I also want to give a shout out to your mom, since she has strong Arkansas ties, I think through Helena——

Dr. HAYDEN. Helena.

Senator BOOZMAN [continuing]. If I remember right. So that makes her very special. Like I say, you are special, but she is very special.

We touched on a few of these things. You know, there has been a lot of talk about the copyright and the challenges there. But besides the copyright, what would be your biggest priorities? What do you see as the biggest challenges with the job as you come in?

Dr. HAYDEN. With the—thank you, and especially for the shout out for Helena. I must say, my mom was very thrilled when I put the pin on the Arkansas state for her.

Senator BOOZMAN. No, I was thrilled too.

Dr. HAYDEN. With Lexier and everything. One of the biggest challenges now that the technology infrastructure and securing that base for all operations, including the special operations, copy-

right—and the Congressional Research Service has special IT needs as well, will be to bring the leadership team and the wonderful staff members at the Library of Congress together with a shared vision and to work as a team together to advance. Sometimes, as you probably know, with larger organizations that have these specialized aspects, it is hard to get out of the silo effect.

And so the challenge, but also, I think, the one that has one of the greatest rewards of any management—let's see, how do I put it—I said challenge, but a management opportunity is to get everyone rowing in the same direction. And I think that that, just meeting with the senior staff members, I am assured that they all have the same goal in mind——

Senator BOOZMAN. Sure.

Dr. HAYDEN [continuing]. To make the Library of Congress and all of its functions and mandates the best.

Senator BOOZMAN. We do a lot of things in Congress, or there is a feeling, you know, that perhaps, you know, that we do things that you could argue whether or not we should be doing. The Library of Congress is special, and I would argue that I cannot do that as an individual. Their function—states cannot do it. It is a very special institution.

And I always encourage people that are up here visiting to be sure and go to the Library of Congress. It is probably the most beautiful building inside of any that we have. And it really is a national treasure.

And you have touched on this before, but I want to touch on it again because I think it is so, so very important. Not everybody gets to come up here, you know, and experience that. Tell me again about some of your plans, how to get the Library out to the hinterlands, particularly rural areas, places like Helena and this and that? How do we do that? How do we do a better job?

Dr. HAYDEN. Thank you for that, because the rural areas sometimes are not given the attention that they deserve in bringing culture and bringing information beyond just the basics of making sure they have the broadband capacity to take advantage of the online resources.

I mentioned earlier in a small town having access to Abraham Lincoln's papers, or popular play now, Hamilton, and the fact that the papers of Alexander Hamilton are available online. It would be important also to be able to have exhibits that travel, low-cost exhibits that could take advantage of reproductions that could be in church halls. They could be anywhere in a town.

And coming from a background that my dad was born in a town of 10,000—I mentioned my grandfather, he was the postman there—it means so much to have access to special types of things. So not only would the exhibits possibly be able to be put into different places in a town, but possibly some of the artifacts themselves, primary sources if they could travel. It has been done with the Smithsonian and other institutions, and they could do it with the Library of Congress.

Senator BOOZMAN. Thank you, Mr. Chairman.

Chairman BLUNT. Thank you, Senator Boozman. I have a couple of other questions. Being the president of the American Library Association is, I am sure, a great honor, but maybe not an unmixed

blessing, because suddenly you are responsible for everything that is being talked about as part of the association.

There are a couple of areas of criticism that you and I have talked about and I would like to get your response to those on the record today. One was when the Congress passed the Children's Internet Protection Act, the American Library Association challenged the constitutionality of that, arguing that it violated the First Amendment. And I know, beginning then as a leader of the national organization through really up until now, you have commented on this several times, but you want to talk about that whole issue of what kind of violation that would have been, and then the issue of what kinds of things need to happen in a library to be sure that children do not have access to material that we would not want children to have access to, and then how often you have to revisit that whole concept?

Dr. HAYDEN. I really appreciate that question, Senator, because there has been quite a bit of just misinterpretation of the Library Association's position during that time. That was in 2003–2004, and at that time, the filters that would have been required for libraries to install were found to prohibit access to very important health information, and the most notable at that time was breast cancer.

And since that time, the technology has improved and the filters that are installed to receive federal funding—and my library, the Pratt Library, in its state role, has installed filters—have improved, and the need to be vigilant is also something that libraries are doing in not only the technological aspect, but just plain physical arrangements of computers, making sure that there are face-out positioning of computer monitors, as well as very few, if any, cubicles that contain computers as well, and education and making sure that people know that pornography is illegal and we do not support that in any shape or form.

Chairman BLUNT. You do not think that pornography, illegal, as you described it, has a place in the library?

Dr. HAYDEN. Not online, no.

Chairman BLUNT. And there are, at the same time, things in the library that are not appropriate for everybody that visits the library to see.

Dr. HAYDEN. Right, and Senator, the way you described it is exactly the way that libraries even design their buildings and the furniture, and making sure there is even signage that unaccompanied adults in children's sections are going to be questioned. There are so many safety measures that are put in public libraries, and even college and university libraries, to make sure that minors are safe and that they are not exposed to objectionable material as far as we can prevent.

Chairman BLUNT. And while your final degree was a Ph.D. from the University of Chicago, a very highly respected institution, a lot of your early work was as a children's librarian. A lot of your early focus was that, so these are issues that you have always cared about?

Dr. HAYDEN. Yes, and it has been interesting to see how—and I mentioned earlier with the "C" for caution with copyright, that if you pay attention in the front end, that it sometimes really helps

in terms of later and working with young people and seeing what imagination can be sparked. 3–D printers now are in libraries, and that is a perfect time to let young people know that all of this information that you can now get on your device is not free for you to use and just put your name on it. So I have been very involved in youth issues for quite a while.

Chairman BLUNT. I thought just the example you gave of how you early on expressed to somebody the importance of their own creative work was an indication of the way you would approach a number of these issues.

On another thing from the American Library Association, when the Patriot Act was passed, librarians objected to a particular part of that, and in fact, the law was changed, I think, from what was called the Librarian's Provision. Do you want to talk about that a little bit?

Dr. HAYDEN. Yes. That was quite a time. That was also in 2003–2004. And the entire nation was concerned about security and it was a time of great apprehension, and people were going into libraries to find information about all of the different aspects of what was going on. And the library community was just very concerned that in the quest for security and making sure that we were all safe that the public's rights were also considered as well.

And since that time, there have been a number of reforms to the Patriot Act, with the approval of Congress, which have helped to alleviate the library community's concerns. And I think I can also say that the American Library Association is very pleased at the progress that has been made to balance security and personal rights.

Chairman BLUNT. And so would an example of that, Dr. Hayden, would an example of that under the original discussion be that there was some thought that law enforcement might be able to come in and just say, we would like to look through your records and see who has been looking at certain books, looking up certain things, or even we would like to look at a certain person's library record without a court saying that that was necessary. Was that the concern?

Dr. HAYDEN. That was the basis of it, and especially the bulk collection of information about who was interested in a subject. What we were concerned about, and especially that time, 2003–2004, that interest in a subject would be, or could be misinterpreted as intent to do something. So interest and intent were not equal, we were saying.

Chairman BLUNT. I think that is a position I believe the country has generally come to, and I think your explanation of 2002 and 2003 was also a good one, that everybody is trying to figure out what can we do to stop this from happening again, and sometimes that requires a lengthy discussion as to the right way to do that.

Any follow-up questions, Senator Cochran? Senator Boozman? Well, we will have the record open until the time I announced earlier, for additional questions.

Anything you want to add, Dr. Hayden, which you wish had been asked that wasn't, any topic you want to cover?

Dr. HAYDEN. Well, I had a few. I just wanted to thank everyone for their support and for your consideration, Mr. Chairman, and I

really appreciate this opportunity. And to be nominated as a librarian, if you're a career librarian, I must tell you, this is one of the highest honors, and I thank you for this opportunity.

Chairman BLUNT. Thank you. This hearing is adjourned.

[Whereupon, at 3:27 p.m., the Committee was adjourned.]

SUBMISSIONS FOR THE RECORD

Statement of Senator Patrick Leahy (D-Vt.),
Nomination Hearing of Dr. Carla Hayden to be Librarian of Congress
April 20, 2016

For a young student or a lifelong learner, a library can be an exciting place. I realized this at the age of four, when I received my first library card at the Kellogg-Hubbard Library in Montpelier, Vermont. Some of my fondest memories as a child were at the library, where everyone fit in and possibilities were limitless.

Today, the Rules Committee considers the nomination of Dr. Carla Hayden to lead the Library of Congress, one of the largest libraries in the world. Dr. Hayden brings direct experience from her many years leading the Enoch Pratt Free Library in Baltimore. Dr. Hayden has been nationally recognized for her work making the library accessible to members of the community, expanding its offerings to include after school programs and career mentoring. Her appreciation of the transformative role of libraries is one that I share and deeply value, and I welcome her nomination.

The responsibilities of the Librarian of Congress are multifold. The Library is our Nation's treasured repository for millions of books, photos, movies, oral histories, and music. But it should also lead by example, working to ensure that libraries keep their important place in our society, and help Americans of all ages and backgrounds access information in engaging ways.

As we consider Dr. Hayden's nomination, there are several areas that I hope will be priorities for the next Librarian of Congress. Years ago, the Library was an early trailblazer in launching projects to share legislative information over the Internet. But now in 2016, some of the Library's most fascinating records, such as presidential papers and Civil War photographs, are still not yet online. The Library has been slow to digitize many of its materials, and it has struggled with how best to preserve digital content so that future generations will have records of our online communications today. I hope that will soon change.

The next Librarian must serve as a mediator between old and new mediums, finding creative ways to bring the Library's vast materials to more classrooms, more homes, and even more libraries throughout the country. The Library should engage with university, state and local libraries to improve access to their collections effectively and responsibly, including by encouraging universal data standards and search protocols.

The Library also needs Congress's assistance to reauthorize its film and sound recording preservation programs, which preserve important materials that would otherwise disappear or be destroyed through the passage of time. I am introducing bipartisan legislation to reauthorize these programs that I hope other members of this Committee will strongly support. The Library's work on digitization and preservation can and should be a model for the world.

The Library of Congress should also work to promote access to government-funded research and information. Specifically, I hope the Librarian will support efforts to make reports of the Congressional Research Service (CRS) available online, an initiative that I and a bipartisan group of Members of Congress are reenergizing this year. These reports are produced with

taxpayer money, but they are available to the public only if they pay third parties a hefty subscription fee. The legislation we have drafted respects the important advisory role that CRS provides to Congress while allowing final CRS Reports to be shared with schools, libraries, and interested Americans. It's a commonsense measure that I hope we can all support.

In the last few years, there have been calls from diverse stakeholders to modernize the functioning of the Copyright Office, which is housed in the Library of Congress, to ensure that it, much like the Library, can best serve the public in the digital age. I and other Members of Congress are considering this issue closely. I hope the Librarian will serve as a partner in those efforts, and work with us to ensure that the Copyright Office's historically important role in the copyright system is preserved.

The appointment of our next Librarian of Congress is an opportunity to consider the promise of this great American institution. I congratulate Dr. Hayden on her historic nomination to fill this important role, and look forward to her testimony.

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Executive Summary

President Barack Obama announced his intent to nominate Carla D. Hayden as the 14th Librarian of Congress.

Dr. Hayden has a forty year career as a librarian and an academic. She started as a children's librarian and young adult coordinator at the Chicago Public Library where her devotion to reading and a mission of lifelong learning began. After serving as an Assistant Professor at the University of Pittsburgh's groundbreaking School of Library and Information Services, where she taught future librarians, she returned to Chicago as Chief Librarian for the opening of its new central library, the largest in the country at the time.

Working and living in Baltimore for more than 20 years, Dr. Hayden witnessed libraries making a significant impact on the lives of hundreds of thousands of people as opportunity centers for all ages and abilities. Its continued importance to citizens was made starkly apparent during the recent unrest in the city when the Pratt Library provided basic services and were safe havens as well.

In 1995, she received the Library Journal's Librarian of the Year Award, its first African American recipient.

In 2003, Dr. Hayden was elected President of the American Library Association (ALA) and served at a time when libraries across the nation were experiencing fiscal challenges and the dawn of the digital and information age.

If confirmed, Dr. Hayden looks forward to working and collaborating with Congress to ensure the Library's continued exemplary service to the legislative branch and its leadership across the library community.

PREPARED TESTIMONY OF
DR. CARLA DIANE HAYDEN

Good afternoon Chairman Blunt, Ranking Member Schumer, distinguished Members of the Committee. It is truly a great honor to be here today as you consider my nomination to be the 14th Librarian of Congress. Of all the titles I have held in my professional life, I am most proud to be called a "Librarian." It would be my honor to have the opportunity to be the Librarian of the oldest cultural institution in the nation, the Library of Congress.

It is especially fitting to give testimony the week following National Library Week - a time when libraries of all types and sizes are recognized for their work.

This nomination at this time also provides an opportunity for me to combine and build on various aspects of my life experiences and career as a librarian. My love and passion for reading and books started at an early age when my mother, who joins me here today, helped me check-out the book, *Bright April*, the story of an African American girl with pig-tails, from a storefront branch of the Queens Public Library. I spent summers in Springfield Illinois, accompanying my grandfather, a retired postal worker, to the capital and the State Library, where a fellow church member, kept a small collection of books by and about African Americans. These experiences were part of the start of my love of books and my first steps to my life in libraries.

Yet it wasn't till I met Judy Zucker at another storefront this time at the Chicago Public Library where I met my vocation. She was on the floor doing story time for children with autism, demonstrating the power of a librarian's work. All of my professional experiences were vital to my directorship of the legendary Enoch Pratt Free Library, for years a leader in public and reference service and collection development. It also serves as the state library for Maryland.

I also had the honor to serve as President of the American Library Association (ALA), with a membership of over 63,000 members. I led the ALA at a time when libraries across the country started to experience economic challenges similar to Baltimore's. It was also a time of increasing public demand for computer accessibility and need to protect user's privacy.

And now I have the distinct honor to be nominated to be the Librarian of Congress with various mandates and responsibilities. The staff members of the Congressional Research Service are the "special forces" who support Congress, perhaps the Library's most important constituency. The Library of Congress celebrates works of authorship, and by way of the Copyright Office, provides services and support to authors and users of creative works. Coming from a family of musicians and artists, I understand the blood, sweat and soul that goes into the creative process. I look forward to working with Congress to ensure a fully functional copyright office that supports the community it serves.

As I envision the future of this venerable institution, I see it growing its stature as a leader not only in librarianship but in how people view libraries in general. As more of its resources are readily available for everyone to view online, users will not need to be in Washington, D.C.; everyone can have a sense of ownership and pride in this national treasure.

Under this vision, a child on a reservation in New Mexico will have the same access as a high school student in St. Louis, Missouri. A 5th grader in Bowling Green, Kentucky would be able to view Abraham Lincoln's papers from his home computer. A shy 10th-grader from Meridian, Mississippi with dreams of performing would be able to view the Library's Leonard Bernstein collection. And a student from a community college in Kansas could look at and download revolutionary war maps for a class assignment.

A small public library in Arkansas with a modest budget will be able to assist patrons in accessing George Washington's papers online. A rural library in Alabama or Minnesota will be able to connect through a live feed of the National Book Festival and see and hear their favorite author from miles away.

I envision a Library of Congress that can balance its various roles with agility and openness to continue to fulfill its mandates to operate seamlessly in a digital world. At a time when all libraries throughout the world are facing the same challenges, when their very existence is being questioned, the Library should continue to be a leader. I will be honored to build on the legacy and accomplishments of my predecessors in this position, to be part of a continuing movement to open the treasure chest that is the Library of Congress even farther, making it a place that can be found and used by everyone. This can be done without threatening the Library's core responsibilities to support and advise Congress, to serve users of the copyright office and assist researchers who benefit from its exhaustive collection.

If confirmed, it will be my privilege to join the dedicated staff and supporters of the Library to ensure that its treasures are secured and shared for years to come.

Thank you for your consideration and I look forward to answering your questions.

Carla D. Hayden

Dr. Carla D. Hayden is CEO of the Enoch Pratt Free Library in Baltimore, Maryland, a position she has held since 1993. Dr. Hayden was nominated by President Obama to be a member of the National Museum and Library Services Board in January 2010 and was confirmed by the Senate in June 2010. Prior to joining the Pratt Library, Dr. Hayden was Deputy Commissioner and Chief Librarian of the Chicago Public Library from 1991 to 1993. She was an Assistant Professor for Library and Information Science at the University of Pittsburgh from 1987 to 1991. Dr. Hayden was Library Services Coordinator for the Museum of Science and Industry in Chicago from 1982 to 1987. She began her career with the Chicago Public Library as the Young Adult Services Coordinator from 1979 to 1982 and as a Library Associate and Children's Librarian from 1973 to 1979. Dr. Hayden was President of the American Library Association from 2003 to 2004. In 1995, she was the first African American to receive Library Journal's Librarian of the Year Award in recognition of her outreach services at the Pratt Library, which included an afterschool center for Baltimore teens offering homework assistance and college and career counseling. Dr. Hayden received a B.A. from Roosevelt University and an M.A. and Ph.D. from the Graduate Library School of the University of Chicago.

April 26, 2016

The Honorable Roy Blunt
Chairman
Committee on Rules & Administration
United States Senate
305 Russell Senate Office Building
Washington, D.C. 20510

The Honorable Charles E. Schumer
Ranking Member
Committee on Rules & Administration
United States Senate
305 Russell Senate Office Building
Washington, D.C. 20510

Dear Chairman Blunt and Ranking Member Schumer:

I am pleased to write to you today on behalf of the American Association of Law Libraries (AALL) in support of President Obama's nominee Carla D. Hayden to serve as the 14th Librarian of Congress. Dr. Hayden has the experience and leadership skills necessary to effectively guide and modernize the Library for the digital age.

AALL strongly supports the Library of Congress, which was founded in 1800 with a collection of law books. Often referred to as our "nation's library," it provides access to millions of unique items, including rare books and manuscripts, music, art, and maps. The Library also provides leadership on many critical issues, including digitization and preservation, access to legal and scholarly information, and copyright law.

Last August, AALL sent a letter to President Obama recommending that his nominee for the next Librarian of Congress be a visionary leader with a deep commitment to preserving cultural memory and have a transformative vision of a strong, responsive, and modern Library of Congress for the 21st century and beyond. We believe that Dr. Hayden meets our desired qualifications and will make an exemplary Librarian.

Dr. Hayden has the skills necessary to transform the Library at a time when many have suggested that the institution has fallen behind in the digital age. Dr. Hayden's 23 years at the helm of the Enoch Pratt Free Library has positioned her well to lead the nation's library. As the Pratt Library's Chief Executive Officer, Dr. Hayden has guided the Library, one of the oldest free public library systems in the country, in its mission "to provide equal access to information and services that empower, enrich, and enhance the quality of life for all." She has modernized the Pratt Library's technology systems, led the digitization of special collections, and overseen the renovation of the Central Library/State Library Resource Center. In keeping the Pennsylvania Avenue branch of the Pratt Library open during the riots that occurred after Freddie Gray's death in April 2015, Dr. Hayden provided a safe space for the people of Baltimore to gather during a tumultuous period, demonstrating her understanding of the role of libraries as places to access information, knowledge, and community.

In her testimony to the Committee, Dr. Hayden expressed interest in meeting the needs of the many constituencies the Library serves. She said, "I envision a Library of

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Congress that can balance its various roles with agility and openness to continue to fulfill its mandates to operate seamlessly in a digital world." We believe that Dr. Hayden has the skills, passion, and drive to effectively serve the Library's diverse communities, including Congress, scholars, legal information professionals, and content creators, who rely on the Library every day. We also believe she will work well with the Library's service units, including the Law Library of Congress and Copyright Office.

Thank you for holding the hearing on Dr. Hayden's nomination on April 20, 2016. We look forward to working with her as the next Librarian of Congress.

Sincerely,

Keith Ann Stiverson
2015-2016 President

April 20, 2016

United States Senate
Committee on Rules and Administration
305 Russell Senate Office Building
Washington, DC 20510

Re: Broad Public, Library and Educational Sector Support of Hayden Nomination

Dear Chairman Blunt, Ranking Member Schumer and Members of the Committee:

We are organizations, societies, alliances and institutes from across the political spectrum. While we may differ in outlook and the matters of policy or legislation on which we focus, we write today with one voice. Specifically, we ask that the Rules Committee rapidly vote to recommend to the full Senate that Dr. Carla Hayden be confirmed immediately to serve as the nation's fourteenth Librarian of Congress. For the first time in the 21st century, Congress has an opportunity to equip the Library and the nation with the unique combination of professional skills and sensibilities that Dr. Hayden will bring to the post.

First and foremost, Dr. Hayden is a proven leader. She was named a *Ms.* Magazine "Woman of the Year" in 2003 and again, just weeks ago, *Fortune* magazine numbered her among 50 individuals selected as the "World's Greatest Leaders." *Fortune's* award citation expressly recognized her ability to bring "fresh leadership" to the venerable Library of Congress.

Further, Dr. Hayden is an accomplished manager, particularly of the kind of institutional technological change that the Library of Congress must rapidly prioritize and achieve if it is to fully serve the nation. Indeed, the President & CEO of the Internet Association noted upon her nomination that Dr. Hayden has "exactly the skills needed to modernize the digital infrastructure of the Library of Congress." We concur.

Finally and perhaps most importantly, as a long-time leader in the profession, Dr. Hayden deeply understands what a library at its best is and can be for every community of users – young and old, corporate and individual, rich and poor, "connected" or not – in our diverse and complicated country. That's why, noting that "she has dedicated her career to making libraries vital to the fabric of our national life," the Chairman of the National Endowment for the Humanities called Dr. Hayden "an inspired choice" for Librarian of Congress.

We respectfully submit that the Library of Congress has never needed more the unique combination of character, acumen and humanity that Dr. Carla Hayden is so professionally, intellectually and personally qualified to offer that great institution. We urge her earliest possible approval by the Rules Committee and rapid confirmation by the Senate.

Thank you for scheduling her hearing before the Committee promptly. We look forward to working with you toward those ends, and with Dr. Hayden for many productive years to come.

Respectfully submitted,

National Organizations

American Booksellers Association
American Historical Association
Authors Alliance
Bill of Rights Defense Committee/Defending Dissent Foundation
Citizens for Responsibility and Ethics in Washington
Center for Democracy and Technology
Constitutional Alliance
Electronic Frontier Foundation
Government Accountability Project
Harry Potter Alliance
National Coalition for Literacy
National Coalition for History
OpenTheGovernment.org
Organization for Transformative Works
PEN American Center
Public Knowledge
Reach Out and Read
Reading Is Fundamental
Scholarly Publishing and Academic Resources Coalition (SPARC)
Society of American Archivists
The OpenGov Foundation
The Sunlight Foundation

National/Regional Library Organizations

American Association of Law Libraries
American Association of School Librarians
American Library Association
Association of College and Research Libraries
Association for Library Collections & Technical Services
Association for Library Service to Children
Association for Specialized and Cooperative Library Agencies
Association of Research Libraries
Association of Southeastern Research Libraries
Greater Western Library Alliance
Library Information Technology Association
Library Leadership & Management Association
New England Library Association
New Jersey Association of College and Research Libraries

Public Library Association
Reference and User Services Association
Southeastern Library Association
United for Libraries: Association of Trustees, Advocates, Friends and Foundations
Urban Libraries Council
Urban Librarians Unite
Young Adult Library Services Association

Educational Institutions

Agnes Scott College (Atlanta, GA)
Appalachian State University (Boone, NC)
Bates College (Lewiston, ME)
Clemson University Libraries (Clemson, SC)
Dartmouth College (Hanover, NH)
DePaul University (Chicago, IL)
Dominican University Graduate School of Library & Information Science (River Forest, IL)
Goucher College (Baltimore, MD)
Grand Valley State University (Allendale, MI)
Illinois Wesleyan University (Bloomington, IL)
Missouri State University (Springfield, MO)
Northwestern University (Evanston, IL)
The Pennsylvania State University (State College, PA)
Rollins College (Winter Park, FL)
St. Charles Community College (Cottleville, MO)
Santa Clara University (Santa Clara, CA)
Skidmore College (Saratoga Springs, NY)
Trinity University (San Antonio, TX)
University of Arkansas (Fayetteville, AR)
University of California, Los Angeles (Los Angeles, CA)
University of Colorado Boulder (Boulder, CO)
University of Missouri-Kansas City (Kansas City, MO)
The University of New Orleans
Utica College (Utica, NY)
Wake Forest University (Winston-Salem, NC)

Academic Libraries

Appalachian State University Libraries (Boone, NC)
College of the Canyons Library (Santa Clarita, CA)
Denison University Libraries (Granville, OH)
Duquesne University Gumberg Library (Pittsburgh, PA)
Florida State University Libraries (Tallahassee, FL)
The Furman University Libraries (Greenville, SC)
Georgia State University Library (Atlanta, GA)
Georgetown University Library (Washington, DC)
Harvard Library (Cambridge, MA)
Ithaca College Library (Ithaca, NY)

Massachusetts Institute of Technology Libraries (Cambridge, MA)
Michigan Academic Library Association
Montana State University Library (Bozeman, MT)
Montgomery College Libraries (Rockville, MD)
Montgomery College Paul Peck Humanities Institute (Rockville, MD)
New York University Division of Libraries (New York, NY)
Oregon State University Libraries and Press (Corvallis, WA)
The Rockefeller University Rita and Frits Markus Library (New York, NY)
Rowan-Cabarrus Community College Learning Resource Centers (Salisbury, NC)
Temple University Libraries (Philadelphia, PA)
University of Arizona Libraries (Tucson, AZ)
University of California Council of University Librarians (11 campuses)
University of Kansas Libraries (Lawrence, KS)

State Library Associations

Alabama Library Association
Alaska Library Association
Arizona Library Association
Arkansas Library Association
California Library Association
Colorado Association of Libraries
Connecticut Library Association
Delaware Library Association
District of Columbia Library Association
Florida Library Association
Georgia Library Association
Hawaii Library Association
Idaho Library Association
Illinois Library Association
Indiana Library Federation
Iowa Library Association
Kansas Library Association
Kentucky Library Association
Louisiana Library Association
Maine Library Association
Maryland Library Association
Massachusetts Library Association
Michigan Library Association
Minnesota Library Association
Mississippi Library Association
Missouri Library Association
Montana Library Association
Nebraska Library Association
Nevada Library Association
New Hampshire Library Association
New Jersey Library Association
New Mexico Library Association
New York Library Association

North Carolina Library Association
North Dakota Library Association
Ohio Library Council
Oklahoma Library Association
Oregon Library Association
Pennsylvania Library Association
Rhode Island Library Association
South Carolina Library Association
South Dakota Library Association
Tennessee Library Association
Texas Library Association
Utah Library Association
Vermont Library Association
Virginia Library Association
Washington Library Association
West Virginia Library Association
Wisconsin Library Association
Wyoming Library Association

April 26, 2016

United States Senate
Committee on Rules and Administration
305 Russell Senate Office Building
Washington, D.C. 20510

Dear Chairman Blunt, Ranking Member Schumer and Members of the Committee:

We are organizations, businesses, libraries, coalitions, and associations from across the political spectrum and around the country that today call on the Rules Committee to speedily vote to recommend to the full Senate that Dr. Carla Hayden be confirmed immediately as the nation's 14th Librarian of Congress. We appreciate the thoughtful hearing with the nominee on April 20th and look forward to your acting promptly.

The relationship between the Librarian and Congress is of significant importance, as is the role the Library of Congress should play in the life of our nation. Indeed, the Library of Congress is in the midst of a critical transformation to serve the public as a 21st century institution and a strong leader is necessary to prioritize that digital change. There is no time to waste in bringing more congressional information online and doing so in formats that allow public engagement and comprehension. We commend the following three issues to your attention throughout the nomination process and afterward.

First, the Library of Congress plays—or should play—a key role in making information about Congress available to the public. Over the last few years the House and Senate made tremendous strides in publishing legislative data online in formats the public can reuse, but the Library often has not been at the forefront of these efforts. We hope the Library will embrace the mission of publishing congressional information online in formats that allow the public to fully engage with information held by the Library. In addition, we hope the Library will build tools to enhance public comprehension of information held by the Library, including through collaboration with the public and civil society.

Second, the Library of Congress has garnered a reputation in some quarters as an insular institution. We hope the Library will commit to a process of ongoing public and stakeholder engagement on its missions and programs, particularly concerning its mission of online public access to congressional information. We would welcome a permanent stakeholder advisory group in support of that mission.

Finally, the Library of Congress holds many important documents, from committee documents to Congressional Research Service Reports, from the Constitution Annotated to the Statutes at Large. We hope the Library of Congress will adopt a pro-disclosure bias, supporting online public access to information held or generated by the Library except in limited circumstances.

Based on her experiences and testimony, we are hopeful Dr. Hayden will take these concerns to heart and work to transform the Library into the 21st century institution the American people need it to be. We look forward to her confirmation.

For more information, please contact Congressional Data Coalition co-chairs Daniel Schuman or Zach Graves at daniel@demandprogress.org or zgraves@rstreet.org.

With best regards,

Center for Data Innovation
Data Coalition
Demand Progress
Government Accountability Project
GovTrack.us
iSolon.org
New America's Open Technology Institute
OpenTheGovernment.org
Project On Government Oversight (POGO)
R Street Institute
Sunlight Foundation
The OpenGov Foundation

April 22, 2016

Sen. Roy Blunt, Chairman, Rules Committee of the U.S. Senate
Sen. Charles E. Schumer, Ranking Minority Member
And all Honorable Members of the Rules Committee

Dear Senators,

As chair of the Board of Trustees and Directors of Baltimore's Enoch Pratt Free Library, thank you for the courteous hearing provided to Dr. Carla Hayden, Pratt's CEO and Director on her nomination to serve as the Librarian of Congress. While we agreed with Sen. Mikulski, who noted in her introduction of Dr. Hayden that this is a bittersweet moment, we urge the honorable Senators to recommend that their colleagues confirm her appointment to this important position.

Under Dr. Hayden's leadership, the reach of the Pratt has broadened yet always adhered to the principle of free access to lifelong learning by all of Baltimore's citizens. Toddlers, whose interests in reading were sparked by the children's librarians in programs that Dr. Hayden initiated, are now heading young families, serving medical residencies, joining law firms, running small businesses. The outstanding speakers, authors, thinkers who appear at Central as well as the Pratt's neighborhood branches, ignite imaginations of young readers and seniors alike. E-readers are loaned to patrons who, only a few years ago, thought the digital world was an unavailable dream. Legal aid lawyers are regularly scheduled in the neighborhood branches, bringing civil legal help to patrons. Scholars and researchers across the state rely upon databases from Pratt.

Carla Hayden has maintained the fundamental, necessary and vital programs and materials that are characteristics of a great library. At the same time she has recognized that tomorrow's libraries must anticipate burgeoning information management and appeal to and satisfy the needs of a varied, broad community.

We are proud that the Baltimore community has had the benefit of this creative, thoughtful, energetic leader for twenty-two years, and we are proud that she will take these qualities and talents to the venerated Library of Congress and to citizens across our country.

With best regards,

Patricia Lasher

Patricia J. Lasher,
Chair, Board of Trustees and Directors,
Enoch Pratt Free Library
207 Saint Martins Road
Baltimore, MD. 21218
pjlasher@comcast.net

DAVID Y. IGE
GOVERNOR

STACEY A. ALDRICH
STATE LIBRARIAN

STATE OF HAWAII
HAWAII STATE PUBLIC LIBRARY SYSTEM
OFFICE OF THE STATE LIBRARIAN
44 MERCHANT STREET
HONOLULU, HAWAII 96813

April 13, 2016

Stacey A. Aldrich
Hawaii State Public Library System
44 Merchant Street
Honolulu, HI 96813
(808) 586-3704
stacey.aldrich@librarieshawaii.org

RE: Nomination of Dr. Carla Hayden to be Librarian of Congress
Hearing Date: April 20, 2016

Aloha,

I respectfully request that my letter of support for the nomination of Dr. Carla Hayden for the position of Librarian of Congress be included in the hearing record.

I had the distinct pleasure of working with Dr. Hayden in Maryland early in my career. Dr. Hayden is a scholar and dedicated professional, who is well respected nationally and internationally. Her leadership has transformed the Enoch Pratt Free Library in Baltimore and inspired generations of librarians like me. She is a leader who is generous, thoughtful, strategic, and visionary.

I believe she is the perfect blend of scholar, librarian, and graceful politician to lead the Library of Congress into an innovative and exciting future.

The Library of Congress will be in great hands under Dr. Hayden's leadership.

Mahalo nui loa,

Stacey A. Aldrich
State Librarian

April 25, 2016

The Honorable Roy Blunt
Chairman
Senate Committee on Rules and Administration
305 Russell Senate Office Building
Washington, D.C. 20510

The Honorable Charles Schumer
Ranking Member
Senate Committee on Rules and Administration
305 Russell Senate Office Building
Washington, D.C. 20510

Submission for the Record
"The Nomination of Dr. Carla Hayden to be Librarian of Congress"
April 20, 2016

By:
The Internet Association
1333 H Street N.W. 12th Floor West
Washington, D.C. 20005
Phone: (202) 770-0025
Email: ellen@internetassociation.org

Dear Chairman Blunt and Ranking Member Schumer:

The Internet Association appreciates the opportunity to comment on the nomination of the next Librarian of Congress, and commends you for holding a hearing to discuss the next Librarian and the future of a 21st century Library of Congress. We respectfully request that this letter be included in the record for the April 20, 2016, hearing entitled, "The Nomination of Dr. Carla Hayden to be Librarian of Congress."

The Internet Association is the voice of the Internet economy, representing the interests of leading Internet companies and their global community of users.[1] It is dedicated to advancing public policy solutions to strengthen and protect Internet freedom, foster innovation and economic growth, and

[1] The Internet Association's members include Airbnb, Amazon, Coinbase, DoorDash, Dropbox, eBay, Etsy, Expedia, Facebook, FanDuel, Google, Groupon, Handy, IAC, Intuit, LinkedIn, Lyft, Monster Worldwide, Netflix, Pandora, PayPal, Pinterest, Practice Fusion, Rackspace, reddit, Salesforce.com, Snapchat, Spotify, SurveyMonkey, Ten-X, TransferWise, TripAdvisor, Turo, Twitter, Uber Technologies, Inc., Yahoo!, Yelp, Zenefits, and Zynga.

Internet Association

empower users. A 21st century Library of Congress is central to the maintenance and operations of our nation's copyright laws. Copyright law has been instrumental and indispensible in the development and success of Internet platforms, which in turn have fueled growth in traditional creative industries.

The U.S. Copyright Office was centralized in the Library of Congress in 1870, creating a linked system between the nation's library and the Office responsible for sustaining our copyright system. Both serve a critical role in advancing the public interest and promoting the useful arts by providing access to works of creativity, fostering economic, social, and cultural value throughout the United States and the world. A modern Copyright Office must serve the public interest and the promotion of the useful arts through engagement with the diverse stakeholders it serves, including creators, technology industries, consumer groups, librarians, licensees, and users.

U.S. Internet companies have a deeply vested interest and dependence on the copyright system managed by the Library and the Office. The Internet Association is focused on administrative and policy reform that will bring the Library into the 21st century. By harnessing the transformative power of modern technology, the Library and the Office have a historical opportunity to bring systems into the digital age, providing greater access and transparency to our nation's works and copyright system. In turn, these advancements will fuel new forms of creative expression.

The Librarian of Congress, together with the Register of Copyright, has a vital role in on the ongoing administrative and policy functions of the Library and Copyright Office and we welcome the opportunity for expertise and leadership on these critical issues. The Librarian must be able to provide library services to diverse stakeholders, and demonstrate the skills needed to ensure that the Library of Congress truly is the nation's library. The next Librarian will also be responsible for ensuring that the technology needs of the Office are met in the digital age. Enhancements to the information technology systems will achieve the highest value when coupled with administrative and policy commitments that consider the interests of all parties reliant upon a copyright system that promotes innovation and creativity. We look forward to a partnership with the next Librarian in shaping a digital future for the U.S. Copyright Office and the Library of Congress more broadly.

We urge this Committee to give robust consideration to the needs of a 21st century Library of Congress throughout the nomination process. We look forward to continuing to work with you and the Library of Congress to bring the nation's library into the digital age for the benefit of the American public.

Respectfully Submitted,

Michael Beckerman
President & CEO

1333 H Street NW, Washington, DC 20005
12th Floor, West
www.InternetAssociation.org

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

Thomas Viall, Chair

April 15, 2016

The Honorable Roy Blunt, Chairman
Senate Committee on Rules and Administration
Washington, DC 20510

Dear Chairman Blunt:

Please accept this statement for the April 20, 2016, hearing record of the Nomination of Dr. Carla Hayden to be Librarian of Congress.

It is with great pleasure that the Library Board of Rhode Island (LBRI) writes in support of the nomination of Dr. Carla D. Hayden to serve as the nation's fourteenth Librarian of Congress and urges her speedy confirmation. LBRI is the advisory board for Rhode Island's state library agency, the Office of Library and Information Services, which supports and strengthens libraries on a statewide level.

Dr. Hayden is a librarian with practical expertise, passion, and vision and is a proven leader. She was named a *Ms.* Magazine "Woman of the Year" in 2003 and again, just weeks ago, *Fortune* magazine numbered her among 50 individuals selected as the "World's Greatest Leaders." *Fortune's* award citation expressly recognized her ability to bring "fresh leadership" to the venerable Library of Congress.

Dr. Hayden is also an accomplished manager, particularly of the kind of institutional technological change that the Library of Congress must rapidly prioritize and achieve if it is to fully serve the nation. Indeed, the President and CEO of the Internet Association noted upon her nomination that she has "exactly the skills needed to modernize the digital infrastructure of the Library of Congress." We concur.

Most importantly, Dr. Hayden models a positive vision of libraries as centers for scholarship and learning. Her qualifications for the post are well documented. As a long-time leader in the profession, she deeply understands what a library at its best is and can be for every community of users – young and old, corporate and individual, rich and poor, "connected" or not – in our diverse and complicated country. That's why, noting that "she has dedicated her career to making libraries vital to the fabric of our national life," the Chairman of the National Endowment for the Humanities called Dr. Hayden "an inspired choice" for Librarian of Congress.

We respectfully submit that the Library of Congress has never more needed the unique combination of character, acumen and humanity that Dr. Carla Hayden is so professionally, intellectually and personally qualified to offer that great institution. The LBRI strongly endorses Dr. Hayden and urges her swift confirmation to the post of Librarian of Congress.

Sincerely,

Thomas Viall

One Capitol Hill | Providence, RI 02908 | Phone: (401)574-9304 | www.olis.ri.gov/lbri

LIBRARYJOURNAL

Chairman Blunt and Members of the Committee on Rules & Administration
305 Russell Senate Office Building
Washington, DC 20510

April 26, 2016

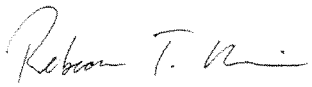
Dear Senators,

Please accept this letter and the accompanying PDF of the *Library Journal* editorial "The Right Leader for LC" into the hearing record in support of the nomination and confirmation of Dr. Carla Hayden to be Librarian of Congress (hearing held April 20, 2016). The editorial can also be accessed online at http://ow.ly/4n7BXP.

The accompanying editorial stands for itself. However, some background on *Library Journal* may be useful. Founded in 1876, *Library Journal* is one of the oldest and most respected publications covering the library field. Over 75,000 library directors, administrators, and staff in public, academic, and special libraries read *LJ. Library Journal* reviews over 8,000 books, audiobooks, videos, databases, and web sites annually, and provides coverage of technology, management, policy, and other professional concerns. For more information, visit www.libraryjournal.com.

I appreciate your attention to this matter, and thank you for serving on this important committee.

Sincerely,



Rebecca T. Miller
Editorial Director
Library Journal & *School Library Journal*

MEDIA SOURCE, INC. 123 WILLIAM STREET, SUITE 802 NEW YORK, NY 10038
646-380-0738 RMILLER@MEDIASOURCEINC.COM

[editorial]

Opportunity for all with Carla Hayden

The Right Leader for LC

THE LIBRARY OF CONGRESS (LC) IS DUE FOR A turnaround, and with President Barack Obama's announcement that Dr. Carla D. Hayden is his pick to be the new Librarian of Congress, promise is in the air. The library community has benefited from her leadership for decades. More important, the people of Baltimore, where Hayden has led the Enoch Pratt Free Library since 1993, have seen and lived what this creative leader is capable of when faced with a daunting challenge. She converted a dire situation there into a vital, responsive system. I am inspired by Hayden's vision of LC as everyone's library. She is a leader who can make that real in a way it never has been before.

Hayden's early work in Baltimore earned her recognition as the 1995 *LJ* Librarian of the Year, and it's interesting to look back at that profile and recognize the principles at work now as she shifts her focus toward LC. She concentrated on putting the library at the table of the civic conversation, to be part of the solution to the many problems in that urban setting. As Lisa Peet notes in *LJ*'s coverage of Obama's announcement (see p. 12), years later, Hayden placed the library front and center as a much needed place of refuge and peaceful community gathering when protests against police brutality rocked Baltimore's neighborhoods.

It was during her tenure as president of the American Library Association (ALA), 2003–04, that I first got to see Hayden in action. A force to be reckoned with, she held the line on privacy, speaking against provisions of the USA PATRIOT Act, and for access in opposition to the Children's Internet Protection Act (CIPA), which ties E-rate funding to controversial filtering mechanisms. Those well-articulated stands, which placed libraries in crucial national conversations, mattered, and they continue to inform how libraries address these core issues. That experience, and Hayden's poise and power in the face of it, speaks to the forthright and vocal leadership she would bring to LC.

Mine was among the chorus of voices calling for a credentialed librarian to be put at the helm of LC, because what needs to happen next at the library will be more effective if led by someone already fully engaged in this complex work (see ow.ly/Z2Mjt). It's hard to imagine that LC won't benefit from someone highly versed in the capabilities of libraries and library technology, embedded in the developing goals of libraries on the forefront, and already embracing the highest aspirations of a more connected library network as envisioned by entities such as the Digital Public Library of America, the Institute of Museum and Library Services, and the Aspen Institute.

Hayden is all that. She is unmatched in her qualifications—having background in many types of libraries—and she is steeped in the ethics and principles of librarianship, committed to providing access to information, safeguarding cultural artifacts, and creating a vibrant community space for learning and enjoyment.

Most compelling for me, Hayden is quite capable of conveying the powerful vision of libraries as "opportunity centers," as she calls them in the video (ow.ly/Z4mlt) posted with President Obama's announcement of his intended nomination. Her passionate description of libraries as "the original treasure chest" of a culture we are all part of is evocative. Hayden seems to get that while LC must excel as a research institution and as a keeper of cultural treasures, it is really the people's library. "I believe in what a national library can be. It's inclusive. It can be part of everyone's story," she says. "I believe in what libraries can be for a civilized society."

In the event of her confirmation, which I hope comes speedily, Carla Hayden is poised to catch LC up and then position it out front as the leading library it should be—an academic powerhouse, a global leader, and a source for opportunity for all.

Rebecca T. Miller, Editor-in-Chief
rmiller@mediasourceinc.com

April 11, 2016

The Honorable Roy Blunt
Chairman
Senate Committee on Rules & Administration
305 Russell Senate Office Building
Washington, DC 20510

The Honorable Charles E. Schumer
Ranking Member
Senate Committee on Rules & Administration
322 Hart Senate Office Building
Washington, DC 20510

Dear Chairman Blunt and Ranking Member Schumer:

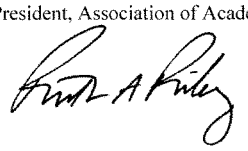
On behalf of the Association of Academic Health Sciences Libraries (AAHSL) and the Medical Library Association (MLA), we respectfully request that the Senate Committee on Rules and Administration recommend that the Senate confirm Dr. Carla Hayden's nomination to serve as America's fourteenth Librarian of Congress.

Dr. Hayden possesses a treasure trove of skills and expertise that will make her "The Librarian of Congress" for our time. Over the past forty-three years, she has served the profession with outstanding leadership and distinction as a children's librarian, young adult services coordinator with the Chicago system, library services coordinator for the Museum of Science and Industry, associate professor of the University of Pittsburgh School of Library and Information Science, and as deputy commissioner and chief librarian for the Chicago Public Library. Since 1993, she has served as chief executive officer of the Enoch Pratt Free Library in Baltimore. She has helped revitalize the library system, updated its technology, and improved outreach services to the neighborhoods it serves, especially with an after-school center open to teens that offers homework assistance as well as college and career counseling.

Dr. Hayden received the prestigious Librarian of the Year Award from *Library Journal* magazine in 1995 for her work. As the American Library Association's 2003-2004 President, she was a strong advocate for the protections of library users' privacy and for "equity of access"–working to ensure that people have the right to unlimited library services and materials—no matter their age, ethnicity, physical ability, income, language, geographic location, or the type of library they are using.
We strongly believe that Dr. Hayden has the necessary administrative skills to ensure that the Library of Congress develops and implements the digital infrastructure it so desperately needs. Dr. Hayden's commitment to service balanced with a strong working knowledge of libraries and the needs of users are just what is needed to fulfill the mission of the Library of Congress in the 21st Century.

We heartily recommend her as our choice for the next Librarian of Congress.
Sincerely,

Michelle Kraft, AHIP
President, Medical Library Association
Ruth Riley, MS, AHIP
President, Association of Academic Health Sciences Libraries



Organizational Bios

The Medical Library Association (MLA) is a nonprofit, educational organization with 3,500 health sciences information professional members worldwide. Founded in 1898, MLA provides lifelong educational opportunities, supports a knowledgebase of health information research, and works with a global network of partners to promote the importance of quality information for improved health to the health care community and the public.

The Association of Academic Health Sciences Libraries (AAHSL) supports academic health sciences libraries and directors in advancing the patient care, research, education and community service missions of academic health centers through visionary executive leadership and expertise in health information, scholarly communication, and knowledge management.

Mississippi Library Association
PO Box 13687, Jackson MS 39236-3687
Phone: 601-981-4586 info@misslib.org

April 15, 2016
STATEMENT FOR THE RECORD
HEARING ON: "Nomination of Dr. Carla Hayden to be Librarian of Congress"
DATE: April 20 2016 - 2:15 PM - Senate Russell Office Building - Room 301

The Mississippi Library Association is a professional leadership organization for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all citizens. On behalf of our members, the Mississippi Library Association Executive Board supports the confirmation of Dr. Carla Hayden, the current Chief Executive Officer of the Enoch Pratt Free Library in Baltimore, Maryland, as the 14th Librarian of Congress.

In 2015 the Mississippi Library Association sent a letter to President Obama in favor of appointing a credentialed librarian as the Librarian of Congress. Dr. Hayden is not only a credentialed librarian, receiving her M.A. and Ph.D. from the Graduate Library School of the University of Chicago, but she is also an experienced and forward thinking leader in the library community.

Dr. Hayden is a past President of the American Library Association and in 1995 was the first African American to be named Library Journal's Librarian of the Year. Dr. Hayden received the American Library Association's Joseph W. Lippincott Award, honoring distinguished service to the profession of librarianship in 2013. Dr. Hayden has also been a member of the National Museum and Library Services Board and Fortune magazine ranked her among the World's 50 greatest leaders for 2016.

Dr. Hayden began her career with the Chicago Public Library as the Young Adult Services Coordinator and Library Associate and Children's Librarian. She has also served as Library Services Coordinator for the Museum of Science and Industry in Chicago, Assistant Professor for Library and Information Science at the University of Pittsburgh, and Deputy Commissioner and Chief Librarian of the Chicago Public Library. Dr. Hayden has been Director/CEO of Enoch Pratt Free Library since 1993, where she has been praised for modernizing the library and creating a well-respected institution that is relevant and inclusive.

Because of her dedication to libraries, her leadership experience, her understanding of digital technology and her commitment to access to information for all, the Mississippi Library Association urges the committee to confirm the nomination of Dr. Carla Hayden as the 14th Librarian of Congress.

Molly McManus

Mississippi Library Association
President

274 East First Avenue · Columbus, OH 43201

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March 30, 2016

The Honorable Roy Blunt
Chairman
Senate Committee on Rules and Administration
Washington, D.C. 20510

Dear Chairman Blunt:

I am pleased to write this letter in support of the nomination of Dr. Carla D. Hayden to the position of Librarian of Congress. Because she is highly qualified for this position and has earned the support of the library community, it is my hope that Dr. Hayden can be confirmed without delay.

Dr. Hayden's qualifications for the position of Librarian of Congress are well known. She is a librarian with practical expertise, passion, vision, and proven leadership skills. She envisions libraries as centers where scholarship and learning can take place. Dr. Hayden has worked in libraries at the local level and understands the important roles libraries play in schools, universities, institutions, and communities across the nation and around the world. Her work on the Board of the Institute of Museum and Library Services has provided her with unique experience and insight into the impact of federal leadership for libraries that will translate well to the Library of Congress. Her experience provides her with all of the tools she will need to lead the Library of Congress into a future that fully embraces the power of technology combined with strong collections and relationships that will benefit not just the Library of Congress, but all libraries and the library profession.

I heartily endorse Dr. Hayden and urge her swift confirmation to the position of Librarian of Congress.

Sincerely,

Beverly Cain
State Librarian of Ohio

Rhode Island Coalition of Library Advocates

To: Chairman Blunt, Ranking Member Shumer, and Members of the Committee
From: RI Coalition of Library Advocates
About: Nomination of Dr. Carla Hayden to be Librarian of Congress
Date: April 18, 2016

The Coalition of Library Advocates of the State of Rhode Island concurs with, endorses, and participates in the attached joint letter of support for nominee Carla Hayden.

The Coalition is a grass-roots library support group of 347 Rhode Islanders, seeking to improve the quality of life throughout the state by supporting libraries of all kinds through advocacy, education, and public awareness activities. We believe that the Library of Congress with Carla Hayden at the helm will help us pursue that mission.

Sincerely,

Gale Eaton, Secretary to the Board
RI Coalition of Library Advocates
gale.eaton@verizon.net

P.O. Box 3777, Cranston, RI 02910 ▼ cola.rhodeisland@gmail.com ▼ www.colari.org

Dear Chairman Blunt, Ranking Member Schumer and Members of the Committee:

We are organizations, societies, alliances and institutes from across the political spectrum. While we may differ in outlook and the matters of policy or legislation on which we focus, we write today with one voice to ask that the Rules Committee rapidly vote to recommend to the full Senate that Dr. Carla Hayden be confirmed immediately to serve as the nation's fourteenth Librarian of Congress. For the first time in the 21st century, Congress has an opportunity to equip the Library and the nation with the unique combination of professional skills and sensibilities that Dr. Hayden will bring to the post.

First and foremost, Dr. Hayden is a proven leader. She was named a *Ms.* Magazine "Woman of the Year" in 2003 and again, just weeks ago, *Fortune* magazine numbered her among 50 individuals selected as the "World's Greatest Leaders." *Fortune's* award citation expressly recognized her ability to bring "fresh leadership" to the venerable Library of Congress.

Further, Dr. Hayden is an accomplished manager, particularly of the kind of institutional technological change that the Library of Congress must rapidly prioritize and achieve if it is to fully serve the nation. Indeed, the President & CEO of the Internet Association noted upon her nomination that Dr. Hayden has "exactly the skills needed to modernize the digital infrastructure of the Library of Congress." We concur.

Finally and perhaps most importantly, as a long-time leader in the profession, Dr. Hayden deeply understands what a library at its best is and can be for every community of users – young and old, corporate and individual, rich and poor, "connected" or not – in our diverse and complicated country. That's why, noting that "she has dedicated her career to making libraries vital to the fabric of our national life," the Chairman of the National Endowment for the Humanities called Dr. Hayden "an inspired choice" for Librarian of Congress.

We respectfully submit that the Library of Congress has never more needed the unique combination of character, acumen and humanity that Dr. Carla Hayden is so professionally, intellectually and personally qualified to offer that great institution. We urge her earliest possible approval by the Rules Committee and rapid confirmation by the Senate.

Thank you for scheduling her hearing before the Committee promptly. We look forward to working with you toward those ends, and with Dr. Hayden for many productive years to come.

April 14, 2016

The Honorable Roy Blunt
Chairman
Senate Committee on Rules and Administration
Washington, D.C. 20510

Dear Chairman Blunt,

I am writing in regard to the nomination of Dr. Carla D. Hayden to the position of Librarian of Congress.

As the director of the Texas State Library and Archives Commission and as a practicing librarian for over 30 years, I am very encouraged by the nomination of Dr. Hayden for this important position. I am gratified not only because a library professional of the highest caliber has been picked to lead the Library of Congress—which in itself is very positive—but because Dr. Hayden's tenure and history demonstrates that her skills and background are perfectly matched to the Library's needs.

Dr. Hayden's work at the Enoch Pratt Free Library in Baltimore has shown her intense commitment to a belief that libraries at all levels can be agents of positive transformation in their communities. Dr. Hayden understands that access to information, learning and technology through libraries are economic drivers. She understands further how libraries can play critical roles in support of such areas as early literacy, workforce development, and community engagement. Her work on the Board of the Institute of Museum and Library Services demonstrates her awareness of the broadest level of library work from the rural community and school libraries to the great research libraries of the nation. Dr. Hayden's role in helping to create the Digital Public Library of America shows her commitment to providing the broadest and most direct possible access for citizens to digital information.

As a librarian, a citizen, and a partner of the Library of Congress on several projects, I am enthusiastic about Dr. Hayden's nomination. I believe that she will be an outstanding Librarian of Congress and I urge the Committee to confirm her in the position.

Sincerely,

Mark Smith
Director and Librarian

Lorenzo de Zavala
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Director and Librarian
Mark Smith

TSLAC
Preserving yesterday, informing today, inspiring tomorrow.

April 14, 2016

Dear Chairman Blunt, Ranking Member Schumer and Members of the Committee,

The Urban Libraries Council and its members write to recommend the Rules Committee confirm Dr. Carla Hayden as the fourteenth Librarian of Congress of the United States.

The Library of Congress, the nation's public library, like our urban public libraries, is the quintessential American institution. It is the keystone of democracy and represents our country's belief that every person has free access to the ideas and knowledge that enable continuous personal and professional growth no matter their socioeconomic background. And like urban public libraries, the Library of Congress must continuously build on its rich historical resources while introducing 21st century technology to extend the use and value of its collections.

Dr. Hayden, is a nationally recognized executive. In her role as CEO of the Enoch Pratt Free Library, Dr. Hayden early on understood the importance of technology for Baltimore residents. Working closely with elected officials and skilled library staff she ensured that all individuals have access to the 21st century tools – computers and the internet – that provide entrée to the universe of ideas and information available from libraries. Further, Dr. Hayden has held numerous leadership positions in national organizations including serving as a member of the Executive Board of the Urban Libraries Council, an organization that represents the libraries that serve the country's urban centers as well as those in suburban and rural settings.

Dr. Hayden has both the strength of character and determination to lead this great institution into the exciting future of the 21st century. One of the most important roles of libraries is their commitment to inclusiveness. Dr. Hayden will continue this critical tradition by reaching out to *all* segments of society and encouraging them to take full advantage of the many resources that the Library of Congress has to offer.

Selecting the best people to lead our major institutions can be a major and daunting undertaking. We are fortunate, however, that when it comes to selecting the next and best leader of the Library of Congress, the best and right choice is clear. Based on her expertise, accomplishments, and deep understanding and commitment to our government and country, we know that Dr. Hayden will make an outstanding Librarian of Congress.

Susan Benton | President and CEO | Urban Libraries Council
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INSPIRING LIBRARIES.
TRANSFORMING COMMUNITIES.

QUESTIONS FOR THE RECORD SUBMITTED BY CHAIRMAN ROY BLUNT FOR DR. CARLA HAYDEN, LIBRARIAN OF CONGRESS NOMINEE

Qualifications:

1. You led the Pratt Library amidst some very difficult circumstances. What about that experience has prepared you to lead the world's largest library?

Answer: For more than 20 years leading the Enoch Pratt Free Library, I ran a library system that was the State of Maryland's research and reference library and an opportunity center for patrons of all ages and abilities. I witnessed how the Library made a significant impact on the lives of thousands of people, from researchers to job seekers.

During my tenure at the Pratt, the Library faced severe fiscal challenges, and transitions in management structures. At the same time, it strikingly became the main source of public computing for literacy and life empowerment. I led the Pratt Library as it redefined and refined its role as the research and reference library for the entire State of Maryland, providing internet service, staff training, public programs and digitization of collections. I enlisted substantial private and public support for the library, including major capital projects and technological improvements. My leadership required intense board and donor cultivation as well as cooperative work with all levels of government. As the primary advocate for the Library, I spoke to various constituencies, represented the institution in media, and made presentations on the needs of the Pratt Library to various stakeholders.

2. If confirmed, what goals and perspectives will you bring to the Library of Congress, and how will they advance the mission of the Library?

Answer: My primary goals for the Library of Congress are threefold: to ensure that it serves Congress at the highest level; to expand and enhance the reach of the Library's collections to innumerable settings throughout the country, including classrooms and public libraries; and to engage key stakeholders, including in the copyright community, to address how the Library can best meet their needs.

Should I be confirmed, my perspective and experience will assist the Library in meeting those goals in the following ways. As chief executive officer of a complex library system serving multiple constituencies with specialized services and collections, I know the importance of consensus building and strategic planning as vehicles to operate in a rapidly changing technological environment and profession. During my tenure at the Pratt Library, I also had the opportunity to serve on numerous civic and professional boards and to be elected President of the American Library Association (ALA) with a membership of over 63,000. These experiences, combined with my previous academic and professional tenures at the University of Pittsburgh School of Information Science and the Museum of Science and Industry in Chicago, give me a broad outlook on managing change while preserving the traditions and legacy of venerable institutions and organizations.

Modernizing the Library of Congress:

3. Problems with the Library's information technology (IT) systems and management were well documented in a GAO audit released last year. The Library has already taken steps to address its IT deficiencies, but a lot of work remains. If confirmed, how will you continue the Library's efforts to improve and modernize its IT?

Answer: Modernized IT is the key to improving efficiency and access at the Library, and in its component parts, including the U.S. Copyright Office. I understand and will not lose sight of its importance. In over 20 years at the Pratt Library, I have overseen several IT modernization projects with an attention to detail that matched the significance of the project.

As the question notes, the Library is already making great strides in IT modernization. A new Library Chief Information Officer (CIO) was appointed in September 2015, and a Library-wide IT Strategic Plan was finalized in December 2015, demonstrating that the Library is moving in the right direction. If confirmed, I look forward to executing and, where appropriate, strengthening that plan.

4. Please explain your efforts as CEO of the Pratt Library to improve access to digital resources, including computers and e-readers, and to expand that library's electronic collection.

Answer: One of my main priorities as CEO of the Pratt Library was to secure resources to enable the library to modernize its technological infrastructure not only in the City of Baltimore but for the entire State of Maryland. The Library serves as the State Library Resource Center. Accordingly, it is responsible for providing internet and reference services for library users across the state.

During my tenure, I led the effort to raise and secure public and private funding to build the internet service for libraries, school systems, and other government agencies in Maryland. In the City, we established an IT plan and unit to expand the Library's electronic collection by lending ebooks and ereaders while enhancing broadband and computer access at all facilities. At present, the Pratt Library is the largest provider of public access computers in Baltimore. In fact, the Pratt Library was the first entity to utilize the city's broadband network for public access. Also as the State Library Resource Center, the Pratt Library maintains, coordinates and updates the digitization program of collections across the state.

5. Please explain how your experiences renovating and modernizing the Pratt Library would guide you in modernizing the Library of Congress and improving its IT infrastructure.

Answer: In my experiences at the Pratt Library I learned first-hand the value of building a leadership team of senior IT managers whose highest priority was the core mission of the organization. In addition, I learned that where I continuously stressed the importance of strong IT infrastructure to the organization, the team was responsive. If confirmed, I will take a similar approach at the Library, a task made simpler by the strides the Library has recently made in this area.

<u>Copyright Office</u>:

6. The Copyright Office is also in the midst of an IT modernization effort. If confirmed, how do you plan to assist the Copyright Office in its effort? Would you advocate for keeping the Copyright Office's IT systems aligned with those of the Library, or are you open to giving the Office a degree of independence (and the necessary resources) to manage its own unique IT needs?

Answer: My goals for IT infrastructure at the Library generally, and the U.S. Copyright Office more specifically, are efficiency and effectiveness. I will approach the issue of whether the U.S. Copyright Office should have separate IT infrastructure with an open mind, and I will embrace the solution that is most efficient and effective. As I approach the issue, I will do so with an understanding that the U.S. Copyright Office has particularized technology needs, and has a weighty task in serving its important and diverse stakeholders.

7. Some have noted that the Copyright Office's registration process has become outdated, cumbersome, and backlogged, particularly for those operating in the digital space. What plans do you have to help the Register improve the copyright registration process so the Office can meet the needs of those industries at the core of the digital economy?

Answer: I understand that proposals are in place to address these concerns. If confirmed I look forward to working with the Library's CIO and the Register of Copyrights to secure the necessary resources for implementation.

8. In your view what role should the Librarian of Congress play in shaping copyright policy and influencing the agenda of the Copyright Office?

Answer: By statute, the Librarian appoints and supports the Register as the chief administrator of the U.S. Copyright Office. In so doing, the Librarian relies on the significant subject matter expertise provided by the Register. If confirmed, I will carry out those responsibilities to ensure the U.S. Copyright Office has what it needs to function fully, effectively, and efficiently. In addition, if confirmed, I will be attentive to the views and concerns of stakeholders.

Congressional Research Service:

9. If confirmed, what will you do to ensure that CRS fulfills its mission of providing to Congress authoritative, objective, nonpartisan legislative research and analysis? How would you respond to a Member's concerns that CRS has fallen short in this regard?

Answer: I believe the Library's Congressional Research Service staff are the "special forces" who are there to provide comprehensive and objective research to members of Congress. If confirmed, I would fully support the CRS mandate "to provide Congress, throughout the legislative process, comprehensive and reliable legislative research, analysis and information services that are confidential, objective, nonpartisan, authoritative, and timely, thereby contributing to an informed national legislature." If a Member concluded that CRS had fallen short of that mandate, I immediately would want to know how and why, and I would work with CRS to address the concern.

10. What is your view on making CRS reports more widely available to the public?

Answer: That CRS Reports are considered valued sources of information beyond the halls of Congress is a testament to the quality of the reports and the research and analysis underlying them. That quality is a function of the research independence afforded to CRS by Congress, continuing a tradition that began more than 100 years ago. The extent to which CRS products are viewed, shared, used, or disseminated beyond the legislative branch are questions beyond the purview and mission of CRS. Ultimately, the questions are legislative. As Congress seeks to answer them, and if I am confirmed, I intend to play a constructive role in the process.

Questions for the record submitted by Senator Pat Roberts for Dr. Carla Hayden,

Librarian of Congress nominee

"Farm equipment is increasingly run by computer software that allows farmers to monitor different aspects and conditions in the cab. Currently, if a farmer has a problem with their equipment, a representative from that agricultural manufacturer has to visit or the farmer has to take it to an authorized dealer. In some cases, especially in my home state of Kansas, that dealer could be over 50 miles away. As Chairman of the Senate Agriculture Committee, Kansas farmers tell me the problem with that set-up is that in farming timing is everything – when conditions are right to plant the crop, farmers have to plant and when the conditions are right to harvest, farmers have to harvest. A small equipment problem not only costs the farmer money to get fixed, but also the time spent away from what they are doing with their day-to-day responsibilities on the farm. The issue is that farmers are hitting up against a provision of copyright law that makes it illegal to repair machinery run by software. But at the same time, agricultural manufacturers are concerned about piracy issues along with unqualified individuals endangering customer safety. Are you aware of this specific issue and if confirmed, how would you plan to navigate the issue?"

Answer: I am aware of this aspect of copyright law and policy, and the Library's role in maintaining the appropriate balance in the protection of rights. I understand, also, that the U.S. Copyright Office is currently studying this and other issues related to computer coding.

I believe the Office is currently working on a comprehensive review requested by Senators Grassley and Leahy on the role of copyright in the complex set of relationships at the heart of the issues raised by the spread of software in everyday products, including vehicles. I look forward to reading their report.

In each aspect of my career, I have consulted with experts and stakeholders to develop common sense solutions. And, if one is not forthcoming, I seek to understand why. If I am confirmed, I will apply that same approach to this and other issues that face the Library and its many components.

Senator Cruz Questions for the Record for Dr. Carla D. Hayden
Committee on Rules and Administration - Nomination to be Librarian of Congress
Tuesday, May 4, 2016

1. The Library of Congress recently announced its decision to eliminate the terms "aliens" and "illegal aliens" from subject heading and search classifications, replacing them with he supposedly less "pejorative" terms "Noncitizens" and "Unauthorized immigration." Numerous important historical materials use the former terms. And at over 100 years of age, the heading "aliens" is one of the oldest headings used by the Library. Moreover, Congress has chosen to utilize these terms throughout the United States Code. The Library's decision to nevertheless move forward with this revisionist maneuver appears virtually unprecedented, and it will waste resources and hinder research efforts.

    - Do you believe the largest library in the world should be sacrificing research efficiency and resources in the name of political correctness?

Answer: The Library of Congress has a long history of (i) providing assistance to researchers in finding what they are looking for in its vast collections, and (ii) sharing its processes with libraries of all types throughout the nation. Part of the Library's process includes reviewing catalog subject headings, often at the request of the public or the library community. In fact I was involved in a similar review of the terms referring to African Americans, which evolved from Negro, Black, and Afro-Americans during extensive debate and discussion among numerous communities. In this current subject heading review, my understanding is that the Library is engaging in a customary public comment period and after the comments are received will engage in additional review regarding the matter.

    - Similarly, do you believe the exclusive research arm of Congress should be eliminating search terms used extensively by Congress in the United States Code?

Answer: I understand that the Library is reviewing this matter and will consider the most effective and efficient use of subject headings for research and reference for the public in searching the Library's collections, as well as those in libraries throughout the nation. This review will consider the needs and use of Congress, as the core mission of the Library is to assist Congress in performing its constitutional duties.

- As Librarian of Congress, would you reverse this unprecedented and harmful action?

Answer: If confirmed, I would ensure that the responsibilities of the Policy and Standards Division of the Library, which responds to constituent request regarding catalog subject headings, are performed and carried out in the most professional, efficient, and objective manner. In the position of Librarian of Congress, I would welcome the opportunity to work with Congress to ensure that the Library's mandates are fulfilled.

Questions for the record submitted by Ranking Member Charles E. Schumer,
for Dr. Carla D. Hayden, Librarian of Congress nominee
May 4, 2016

Question 1
What are your short and long term priorities for the Library, given its expansive and diverse set of responsibilities?

Answer: If I am confirmed, my primary goals for the Library of Congress are threefold: to ensure that it serves Congress at the highest level; to expand and enhance the reach of the Library's collections to innumerable settings throughout the country, including classrooms and town libraries; and to engage key stakeholders, including in the copyright community, to address how the Library can best meet their needs. I intend to take short and long term steps towards achieving these goals.

If I am confirmed, at the outset I will continue my extensive orientation with senior management to understand what the Library does well and what it could do better. In addition, I will proactively seek input from Congress and supporters of the library. In the short term, I know of the Government Accountability Office's (GAO) concerns with the implementation of technological advances at the library. I will seek to address those concerns, including as they relate the Copyright Office. Moreover, I will become intimately familiar with the Library's current Strategic Plan, and seek to effectuate or improve it, as appropriate.

If I am confirmed, over the longer term, I will guide the Library as it maintains and strengthens its service to Congress; proactively seek to share its breathtaking collections as widely as possible, in classrooms, local libraries, and museums; and look to harness technology to broaden the Library's access and reach, while improving its efficiency.

Question 2
Every Librarian of Congress faces the challenge of how best to make the Library's extensive collections – including books, recordings, photographs, maps and manuscripts – accessible to all Americans. In the digital age, how would you seek to expand access to the Library's resources and services to those who might not have the opportunity to visit the Library of Congress in person?

Answer: To put it simply, with the right approach to digitization, the Library's vast trove of historical documents can be made available from coast to coast, at kitchen tables and in classrooms. The Library is on the pathway there: its website already offers the public more than 60 million born-digital and digitized primary source files. I expect the Library's new Chief Information Officer (CIO) will help the Library to deliver even more content through more channels to more Americans.

Digitization is only part of how the Library's assets can be shared more broadly. Other opportunities include live, online programming from the Library, and traveling exhibits of notable parts of the collection. On these and other initiatives, I would look forward to working with the Library's newly established Office of National and International Outreach.

Question 3
What do you envision as the appropriate role of the Librarian of Congress in relation to the Register and Copyright Office?

Answer: By statute, the Librarian appoints the Register and supports her role as the chief administrator of the nation's copyright laws and manager of the U.S. Copyright Office. In so doing, the Librarian relies on the significant subject matter expertise provided by the Register. If confirmed, I will carry out those responsibilities to ensure the U.S. Copyright Office has what it needs to function fully, effectively, and efficiently. In addition, if confirmed, I will be attentive to the views and concerns of stakeholders.

Question 4
As the Librarian of Congress, what do you envision as the mission of the Copyright Office and your role in cultivating a system that fulfills such a mission? How will you engage the diverse stakeholders in the nation's copyright system to ensure that a 21st century Library and Copyright Office meets the needs of all stakeholders, including the public?

Answer: Copyright is a complex and important area, and the Copyright Office's mission to administer the nation's copyright laws is a weighty one. I know this personally, as I come from a family of musicians and artists and understand the hard work that goes into the creative process. And I know this professionally, because as a librarian, I have been responsible for providing public access to content in all of its formats.

To meet the needs of creators of content and users of content, the U.S. Copyright Office must be efficient and responsive. I look forward to engaging the significant expertise within the Office, stakeholders, and the public to help the Office continue to achieve its mission. As addressed below, modernized IT infrastructure is a key part of that process.

Question 5
How do you see both the Library and Copyright Office using upgraded IT systems to advance their respective
missions and serve their constituencies?

Answer: In this era, information technology is the key to efficiency and access. Though the U.S. Copyright Office may have more particularized needs, both it and the rest of the Library will require enhanced IT to meet the goals of access and efficiency.

The Library is addressing the issue now, led by its new CIO. Should I be confirmed, I will provide whatever support, guidance and oversight required to use technology to advance all of the Library's departments, with a focus on the U.S. Copyright Office.

Question 6
As you know, the registration of copyrighted works is an essential role of the Copyright Office. According to the Copyright Office website, the current processing time for electronically-filed registration applications is "generally, up to 8 months" – and the processing time for paper forms is "generally, up to 13 months." In your view, what reforms would be helpful to update and streamline the registration process to (1) reduce the registration backlog, and (2) eliminate redundancies in the registrations required for identical works?

Answer: I understand proposals are in place to address these concerns and if confirmed I look forward to working with the Library's CIO and the Register of Copyrights to secure the necessary resources for implementation.

Question 7
Increasingly, copyright owners are creating and distributing works electronically, including on mobile and online platforms. In your view, what reforms would be helpful to update and streamline the registration process to address the proliferation of new distribution formats?

Answer: I look forward to working with the Register of the U.S. Copyright Office to implement procedural reforms she may identify, and working with her and with the CIO to secure resources for updated and helpful technology for a fully functional and efficient copyright process.

Question 8
The Library's two primary missions are to collect and preserve creative works of significant importance to the American public and our shared cultural experience. Video games are among our country's newest and most popular art forms. The category includes not only well known works of interactive fiction sold in traditional formats, but also mobile games, online games, and now, virtual reality games. Under your leadership, how would the Library collect and preserve video games so that future generations of Americans are able to learn and study the history and development of these creative works?

Answer: I would welcome the opportunity to work with creators and users in the gaming community to fulfill the Library's commitment to collect and preserve important aspects of American popular culture. The effort to incorporate games into the Library's collection development plans is underway. The Library's Associate Librarian for Library Services is already actively collaborating with the CIO on the necessary technological infrastructure.

Questions for the Record

From: Senator Mark R. Warner
For: Dr. Carla Hayden, Chief Executive Officer, Enoch Pratt Free Library

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Topic #1:

Information today is increasingly created, shared, and preserved in digital formats. With that in mind, I'm interested in the Library of Congress' strategy for digitization of existing books, manuscripts, photographs, etc. in the collection, as well as the Library's digital organization of the collection as a whole.

> Dr. Hayden, what efforts would you take to improve digital organization of the Library's collection?

Answer: Organizing and providing access to collections – whether cuneiform tablets or video games – is what libraries do. The Library currently provides access to more than 60 million online primary source files, enabling access throughout the world.

If confirmed, I would leverage the expertise of the Library's staff to build upon the Library's current digital management strategies, both for digitization and born-digital works. This applies to every stage of the digital life cycle, from acquisition to organization to preservation to access. I would also work to expand the Library's national and international leadership role in the 21st century world of digital librarianship.

> What steps can the Library of Congress take to ensure ease of public access to its resources?

Answer: Information technology is the key to expanded access, and the Library of Congress' new IT recognizes as much. Digitization is only part of the picture of how the Library's resources may be shared more broadly. Other opportunities include live, online programming from the library, and traveling exhibits of notable parts of the collection. On these and other initiatives, I would look forward to working with the Library's newly established Office of National and International Outreach.

> Which technical standards, including those related to metadata, APIs, and search, do you find most effective in achieving the objective of open access?

Answer: Advancements in technology, including, for example, the development of linked open data, open APIs and modern search capabilities have enabled unprecedented opportunities for increasing public access to and discoverability of information. The best standards maximize the desired access to collections.

The Library has a long history of developing, refining, and using information standards – starting with the Library's creation of the original information interchange format, Z39.2, back in the 1960s. Today, Library staff actively participate in federal government and memory institution open access and other digital initiatives, as well as national and international standards bodies. If confirmed, I would support the role of the Library in helping to lead the evolution of technical standards in order to maximize access to collections and the information necessary to use them appropriately and effectively.

What lessons can be drawn from open data policies adopted by other federal agencies?

Answer: The open data policies adopted by other Federal agencies reflect the crucial role that government data plays in an information society. Open data policies can help to ensure that information resources are easy to locate, accessible and usable by the public.

Clear, best practices that are cooperatively developed, vetted, and used by agencies support the mission of the Library to provide the greatest and most efficient access to all users of the Library's services and resources in the virtual world. These initiatives allow staff at every level, from where the fingers hit the keyboards to the policy makers in the units, to collaborate with and learn from experiences of agencies with similar missions and the ultimate goal of serving the citizens of the nation.

My understanding is that the Library is already participating with other government agencies to create services for the public via the 18F team of designers, developers, and product specialists inside the General Services Administration.

Topic #2:

I would like to draw your attention to an important agreement that was reached between the Library of Congress and the University of Virginia. The Library of Congress has a unique connection with Virginia (and the University of Virginia), as the Library was re-seeded with Thomas Jefferson's personal collection after the British burned the Library and Capitol in 1814. Currently, the Library of Congress maintains an audio-visual conservation facility in Culpeper, Virginia that contains over 6.3 million items such as antique films and audio recordings. While this facility is state-of-the-art in terms of preservation and digitalization, it is not extremely accessible to researchers. In what I think is a really innovative partnership, the Library and the University of Virginia are working together to increase access to this collection by setting up a research room at the University of Virginia's Charlottesville campus. I believe this kind of partnership between the Library and educational institutions is the type of innovation that the Library needs to do more of.

Do you have any thoughts on this partnership and how can we encourage similar collaborations?

Answer: This innovative partnership can be a model for other collaborations that could lead to enhanced access for researchers and other interested parties. Where there is interest in aspects of

the Library's vast collection, the Library should explore creatively how that interest can be accommodated (and deepened); the University of Virginia collaboration does just that.

> How do you foresee building on the memorandum of understanding between the Library of Congress and the University of Virginia?

Answer: If I am confirmed, I will consider how collaborations with other institutions, including the University of Virginia, can broaden the reach of the Library's materials.

Topic #3:

One of the more important responsibilities of the Librarian of Congress is oversight of the Copyright Office, which is responsible for administering U.S. copyright law. The Digital Millennium Copyright Act (DCMA), passed by Congress in 1998, requires the Register of Copyrights to submit recommendations to the Librarian of Congress on potential exemptions to the prohibitions against circumvention of technological measures that control access to copyrighted works. Exemptions have previously been granted to, among other things, allow visually impaired persons to use screen reader software to access electronically-distributed literary works, to allow computer security research, and to facilitate use of audio-visual works for educational purposes. However, some advocates believe the Copyright Office has opposed exemptions too often, to the detriment of consumers.

> How would you ensure that this process adequately balances the public's ability to make non-infringing uses of copyrighted works while also protecting copyright holders?

Answer: I understand the significance of the Library's statutory responsibilities in the anti-circumvention exemption process. That process is the product of a nuanced statutory and regulatory environment, and, if I am confirmed, I look forward to developing a clear picture of whether that environment efficiently achieves the goal of fairness to copyright holders and non-infringing users. Indeed, I understand that, with Congressional urging, a comprehensive study of the anti-circumvention exemption process is currently underway. In addition, I understand that the Librarian has a weighty role in this context. If I am confirmed, I will approach that role with the consideration, preparation, and expert advice that it is due.

> With the convergence of software platforms across disparate classes of products and devices, does it still make sense for the Library to evaluate exemptions in a narrow, class-by-class fashion?

Answer: I understand the importance of executing the anti-circumvention exemption process fairly and effectively. If confirmed, I look forward to hearing stakeholder views on the process that currently is in place, and to meticulously reviewing the comprehensive assessment of that process that is currently ongoing.

> How can we ensure that the DCMA does not stifle legitimate research into cybersecurity vulnerabilities – particularly in consumer products?

Answer: I understand that the U.S. Copyright Office is currently studying this and other issues related to computer coding.

Questions for the Record from Senator Tom Udall
Hearing on the confirmation of Dr. Carla D. Hayden to be the Librarian of Congress
April 20, 2016

1. The Supreme Court has said, in Feist v. Rural Telephone, that the "primary objective of copyright is not to reward the labor of authors, but '[t]o promote the Progress of Science and useful Arts.' To this end, copyright assures authors the right to their original expression, but encourages others to build freely upon the ideas and information conveyed by a work." In Fogerty v. Fantasy, that Court again emphasized that "copyright law ultimately serves the purpose of enriching the general public through access to creative works." Copyright law can thus be said to best serve its purposes when it adequately balances author's rights and the public's rights. While authors and artists are able to speak on their own behalf for their interest in the law, it is left to public institutions to represent the public's interest in the copyright system.

   (a) How would you ensure that copyright law does not interfere with the public's legitimate right to use the creative works of others – through transformation, criticism, commentary and other fair and legitimate uses?

ANSWER: The United States copyright system is designed to "promote the Progress of Science and the useful Arts" and our Copyright Act has protections, as well as exceptions and limitations, to achieve this result. If confirmed as Librarian of Congress, I would fulfill the responsibility of the position to support the Register in carrying out the statutory functions of the U.S. Copyright Office in a manner that recognizes interests of all stakeholders and results in an efficient and effectively functioning copyright system.

   (b) How would you ensure that copyright continues to respect the constitutional boundary between copyrightable expression and uncopyrightable ideas and facts in an era of rapidly developing technology?

ANSWER: I have great personal and professional interest in working with Congress on the complex issues of copyright in the digital world. On questions regarding the scope of copyright, I will be guided by the expertise, legal and otherwise, of the Register and her staff in the U.S. Copyright Office. As I consider those issues, I will keep a variety of experiences in mind — including my familial ties to artists and musicians and my lengthy tenure as a research librarian facilitating access to research and ideas.

   (c) Fair use, and the idea/expression dichotomy, are critically important to freedom of expression and innovation. Sections 107 and 102(b) of title 17 (the copyright law) embody these principles. Overbroad assertion of copyright can seriously impede these significant principles. How would you ensure that people are aware of their lawful abilities to use, remix, and transform copyrighted content without falling subject to copyright infringement liability?

ANSWER: One of a librarian's primary functions is to facilitate public access to digestible information about complex and important issues. The nuanced area of the boundary of copyright is one of those areas. If I am confirmed, the Library and its component parts will make clear, concise information broadly available regarding key tenets of copyright law. And I would look forward to working with Congress and stakeholders in developing a comprehensive public awareness program on copyright.

2. Increasingly, technologies are used prevent certain kinds of access or uses of copyrighted digital works - for example, to control access to e-books, movie files, or software. Congress, in Section 1201 of the copyright law, made it illegal to get around (circumvent) these kinds of "digital locks" to access that content. The statute, however, does not clearly distinguish between circumventing those digital locks for purposes unrelated to copyright infringement, and circumventing those locks to infringe a copyright.

Recognizing that this statute could be applied broadly to inhibit even otherwise lawful uses of technology, Congress instructed the Librarian of Congress to periodically grant exemptions and allow circumventions, thereby protecting the public interest. And yet, the Copyright Office has repeatedly opposed exemptions that would serve the public - for example, exemptions that would allow visually impaired persons to use screen reader software on books, and to allow consumers to unlock cellphones.

In two of these examples, the determination of the Copyright Office was overruled. The Librarian of Congress overruled the rejection of the screen reader exemption, and an act of Congress reversed the phone unlocking exemption. Independent judgment of these periodic exemption determinations, then, are an essential part of the duties of the Librarian of Congress.

How would you ensure that this process adequately protects the public's ability to make non-infringing uses of copyrighted works subject to digital locks?

ANSWER: I am aware of the importance of the Library's statutory responsibilities in the anti-circumvention exemption process. I look forward to the opportunity to hear the views of the stakeholders in that process, and to developing a complete understanding of the implications for all parties involved.

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