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OVERSIGHT OF THE LIBRARY OF CONGRESS' STRATEGIC PLAN

HEARING

BEFORE THE

COMMITTEE ON HOUSE ADMINISTRATION HOUSE OF REPRESENTATIVES

ONE HUNDRED FIFTEENTH CONGRESS

FIRST SESSION

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OVERSIGHT OF THE LIBRARY OF CONGRESS' STRATEGIC PLAN

WEDNESDAY, JULY 26, 2017

HOUSE OF REPRESENTATIVES,
COMMITTEE ON HOUSE ADMINISTRATION,
Washington, DC.

The Committee met, pursuant to call, at 11:01 a.m., in Room 1310, Longworth House Office Building, Hon. Gregg Harper [Chairman of the Committee] presiding.

Present: Representatives Harper, Davis, Walker, Smith, Loudermilk, and Brady.

Staff Present: Sean Moran, Staff Director; Kim Betz, Deputy Staff Director/Policy and Oversight; Cole Felder, Deputy General Counsel; Rob Taggart, Legislative Clerk; Matt Field, Professional Staff; Erin McCracken, Communications Director; Jamie Fleet, Minority Staff Director; and Khalil Abboud, Minority Deputy Staff Director.

The CHAIRMAN. I now call to order the Committee on House Administration for purposes of today's hearing, examining the future of the Library of Congress. The hearing record will remain open for 5 legislative days so Members may submit any materials they wish to be included. A quorum is present so we may proceed.

First, I would like to thank our witness for taking time out of her very busy schedule to be with us today. In 1896, the Joint Committee on the Library held a series of hearings to discuss the future direction of the Library of Congress. Historically housed in the U.S. Capitol, the Library's new Jefferson Building was nearing completion, and Members desire to learn what the Librarian at the time, Mr. Ainsworth Rand Spofford, envisioned for the Library.

Dr. Hayden, you have been at the Library for a year now. It is hard to believe that it has gone by this fast. It is only appropriate that we now discuss with you your vision for the Library of Congress.

The Library of Congress' current strategic plan entitled "Fiscal Year 2016 through Fiscal Year 2020, Serving the Congress and the Nation," was drafted as you were coming onboard. There is some concern that this document is a placeholder, as there is an initiative underway under your leadership to which the Library is identifying and implementing a new set of priorities.

It is our understanding the Library's resources will be aligned around these new priorities. So it is a bit unclear what role these priorities will play in respect to the current strategic plan and whether it will replace, supplement, or simply add to the current plan. If these new priorities are intended to leave you in the Li-

brary, the Committee will want to ensure that benchmarks and measurements are now in place to measure that progress.

As Librarian, you have been charged with a great task. The Library of Congress serves as the largest library in the world, maintaining more than 164 million items in its collection. It houses the Copyright Office, which registered more than 414 copyright claims in Fiscal Year 2016.

The Library is also home to the National Library Service for the Blind and Physically Handicapped, which according to the Library, in Fiscal Year 2016 provided an amazing 22 million copies of braille and recorded books and magazines to more than 800,000 individuals. These are just a few of the Library's vital roles and the constituencies that you and the Library serve.

We all appreciate the historic accomplishments and the mission of the Library of Congress, and seek its very best as a steward of the hard earned taxpayer dollars, as it serves Congress and the American people in the decades to come.

Dr. Hayden, I want to thank you for returning to us today. I know you testified briefly before this Committee in February and again last month on the Library's IT challenges. I believe the Library is at a critical juncture. We must ensure that the Library remains true to its core mission, while recognizing the demands of the 21st century. It is a difficult balance, but I am confident that you are up to the challenge and that this can be done. And I look forward to hearing from you on these efforts.

I would now like to recognize my colleague and the Ranking Member of this Committee, Mr. Brady, for the purpose of providing an opening statement.

Mr. Brady.

Mr. BRADY. Thank you, Mr. Chairman.

And I want to thank Chairman Harper for calling this hearing today, and thank Dr. Hayden for appearing before us.

Dr. Hayden has made great strides in improving Library operations in her short tenure as the Librarian of Congress. From her progress in improving Library-wide technology infrastructure and the ongoing modernization of the Copyright Office, the Library is a better place today than it was a year ago, and we have Dr. Hayden to thank for that.

Today, I look forward to hearing from Dr. Hayden about how the Library plans to continue improving its operations and its service to Congress through the strategic planning process.

One of the Library's core mission of fostering relationships with local libraries is near and dear to my heart. The Free Library of Philadelphia system enjoys a close and productive relationship with the Library of Congress, and I hope that we can arrange our visit to the Darby Public Library, which is the oldest library in the Nation for some point in the fall.

I will have a longer statement for the record, but for now, I look forward to Dr. Hayden's testimony and assisting the Library of Congress in any way I can to ensure that our Nation's treasures can serve generations for years to come.

And I yield back.

The CHAIRMAN. The gentleman yields back. Thank you, Mr. Brady.

Any other Member wish to be recognized for the purposes of an opening statement?

Seeing none, I will now introduce our witness, no stranger to this Committee, and always welcome, and enjoy having you back.

Dr. Carla Hayden was sworn in as the 14th Librarian of Congress on September 14, 2016. Her appointment to this position also marked the first time our Nation's Library has been led by a woman and an African American.

Dr. Hayden is a librarian's librarian. Dedicating her entire career to pursuing the accessibility of libraries in communities.

In her brief time leading the Library, Dr. Hayden has demonstrated her commitment to continuing the tradition of collecting, preserving, and making available a vast collection of educational resources, and protecting these collections for future generations. It is no easy task, but we greatly appreciate your initiatives and your service, and we look forward to hearing from you today.

And the Committee welcomes you, Dr. Hayden. And we now recognize you for the purposes of an opening statement for 5 minutes.

STATEMENT OF HON. DR. CARLA D. HAYDEN, LIBRARIAN OF CONGRESS

Ms. HAYDEN. Thank you. And good morning, Chairman Harper, Ranking Member Brady, and Members of the Committee. And thank you for inviting me to provide testimony on strategic planning at the Library of Congress.

I first want to thank this Committee for its continued support and the interest you have shown in your Library. Congress created this agency 217 years ago, providing in one place an enduring legacy of knowledge and cultural heritage for Members of Congress and the American people. And I am proud to continue that legacy today as Librarian. Nearly 1 year into my tenure, I continue to be inspired by the institution and the commitment of its staff.

It is a dynamic time for the Library of Congress, and we are poised for modernization and innovation. I have laid out a vision to expand access to our many resources so that treasures and services are more readily available online for users who cannot visit Washington, D.C. Everyone, we hope, will have a sense of ownership and pride in this national treasure.

As I testified earlier this year, we are moving forward to develop a comprehensive digital strategy as we rethink the use of technology to fulfill our mission. The digital strategy will support and be informed by Library-wide strategic planning. Achieving this vision means strengthening fundamentals, the most important of which is strategic planning. My approach is informed by my many years of professional experience, leading results-oriented institutions as an executive, a board member and even as an instructor in graduate library school programs.

The Library's current strategic plan drafted in October of 2015, echos previous plans in defining a 5-year framework for our operations. Unlike its predecessors, though, the plan was created to be a living document, serving as a valuable baseline for additional strategic planning, and I am happy to share that new work is underway.

While the central tenets of our service mission do not and will not change, our approach must change over time. The Library requires a strategic plan that is dynamic, forward looking, and reinforced with measurable outcomes. It must also increase coordination across the Library's service units, while still supporting mission-specific goals of each unit.

Ultimately, the new strategic plan will be completed at the end of Fiscal Year 2018, and the new plan will put forward the vision for the Library's future and set a structure needed to achieve that future. And this is a top priority.

As such, I have elevated the Library's strategic planning office in our organizational structure. The director of that office, Dianne Houghton, now reports directly to me.

In charting a path for long-term future success, we are examining improvements more broadly in our planning processes. For example, we are strengthening our approach to internal controls and risk management to anticipate and, hopefully, head off coming challenges.

And in addition, the Library has made good progress to improve performance management with the launch of a system in late 2016 to track accomplishments mapped to the current strategic plan. And we are now in the first stages of a new strategic planning initiative to determine the Library's vision and priorities going forward and then to redevelop the strategic plan as a roadmap. We call this work Envisioning 2025. The Library is moving rapidly to complete the envisioning work and we are exploring trends in our environment and gathering internal and external input, among other components.

I look forward to sharing this work with you and your staff, and sharing what we are learning. And I seek your guidance in determining our direction. The feedback we receive from Congress will be a central part of our progress and will help ensure that we are responsive to your priorities.

In closing, the Library is well on the way to providing a roadmap for the future. And I thank you for providing me the opportunity to testify on this important topic, strategic planning, and I am happy to take your questions.

[The statement of Ms. Hayden follows:]

Statement of Carla Hayden
The Librarian of Congress
Before
The Committee on House Administration
U.S. House of Representatives
On
Oversight of the Library of Congress' Strategic Plan
July 26, 2017

Good morning Chairman Harper, Ranking Member Brady, and Members of the Committee.

Thank you for inviting me to provide testimony on strategic planning at the Library of Congress. I first want to thank the Committee for the continued support and interest you express in your library. Congress created the Library of Congress 217 years ago, providing in one place an enduring legacy of knowledge and cultural heritage for Members of Congress and the American people. I am proud to continue that legacy today as Librarian.

Nearly one year into my tenure, I continue to be inspired by this institution and the commitment of its staff. The breadth and depth of the Library's collections are astonishing and humbling at the same time. Today, the Library holds more than 164 million items in all formats and languages, including the world's largest collections of legal materials, films, and sound recordings. Each day, we serve an expansive customer base, starting with all Members of Congress and their staff. Last year, the Library welcomed nearly 1.8 million in-person visitors and had 93 million visits to our web site. We responded to over 1 million reference requests from Congress, the public, and other federal agencies. The U.S. Copyright Office registered more than 414,000 claims. In addition, we undertook more than 10.5 million preservation actions as stewards of our collections.

Just in the past year, the Library has added to its web site the papers of three additional U.S. presidents; the papers of Sigmund Freud; a collection of more than 4,600 newspapers from Japanese-American internment camps; a collection of web-based comic books; fire insurance maps from across America, the first installment of 500,000 that will be accessible online; and the largest release of digital catalog records in history – more than 25 million. There is much more to come.

It is a dynamic time for the Library of Congress. We are poised for modernization and innovation. I have laid out a vision to expand access to our many resources so that treasures and services are more readily available online for users, including those who are unable to visit Washington, D.C. to access our collections. Stakeholders of the Copyright Office will be able to access records online, and registration and recordation will be simplified. We can do all of this while providing the best possible service to Members of Congress. Everyone will have a sense of ownership and pride in this national treasure.

Achieving this ambitious vision means strengthening fundamentals, the most important of which is institutional strategic planning. My approach is informed by years of extensive professional experience, from successfully leading results-oriented institutions as an executive and as a board member, to teaching strategic planning in library seminars.

The Library's mission statement is at the core of this institution's planning. The statement provides the foundation for the Library's work generally, and for its strategic planning efforts. The mission reads in full:

> *"The Library's central mission is to provide Congress, and then the federal government, and the American people with a rich, diverse, and enduring source of knowledge that can be relied upon to inform, inspire, and engage them, and support their intellectual and creative endeavors."*

While the central tenants of our mission do not change, our approach must change over time. The Library requires a strategic plan that is dynamic and forward looking. My testimony will provide context on where the Library stands today and where we are looking to go as it relates to our planning activities. You will hear how the Library's current strategic plan has set the stage for updating our direction and priorities, and then about progress the Library has made in revising and improving our planning and performance management framework since fiscal year 2016, accelerating in October of last year. In addition, I will update you on the progress being made in developing the vision for the Library's future, as well as a new strategic plan to realize that vision.

The Library's current Strategic Plan for Fiscal Years 2016-2020, drafted in October 2015, echoes previous strategic plans in defining a five-year framework for our operations. Unlike previous plans, it was created to be a "living" document. Designed to be agile enough to change, it is deliberately flexible while providing institutional direction and a path forward.

Seven broad management strategies compose its backbone. Briefly, these include: 1) service to our customers, first and foremost, to the Congress; 2) acquiring, safeguarding and providing access to collections; 3) working with the U.S. Copyright Office to develop modernized copyrights systems; 4) supporting research and learning through collaborations; 5) empowering the Library's workforce for maximum performance; 6) prioritizing information technology; and 7) ensuring our organizational structure and management suits our mission. Each strategy is linked to at least one desired outcome articulated in the document. Each outcome is accompanied by a statement of required actions. Most importantly, the Library establishes accountability at the service unit level through operational plans, which include annual performance goals and targets for assessing progress. Good work is being done under the current five year plan.

In fact, the current plan serves as a valuable baseline for additional strategic planning. I am happy to share new work is underway, building on a set of initiatives to strengthen and improve our overall planning and performance management activities. When complete, the Library's strategic planning approach will be more transparent. It will look outward as well as inward, and will engage stakeholders and new partners as we broaden our thinking. This is all while continuing to be adaptive, efficient, and responsive to our users' needs.

Ultimately, a new strategic plan will be completed at the end of fiscal year 2018 to put forward the vision for the Library's future and set the structure needed to achieve that future. This is a top priority.

Organizational changes reflect my focus on planning. Shortly after my confirmation in September 2016, I elevated the Library's Office of Strategic Planning and Performance Management in the agency's organizational structure. The Director of that office of now reports directly to me. The office is tasked with strengthening strategic, directional, and operational planning for the immediate future and for long-term success.

Equally important is digital strategy. I testified before this Committee in February that the Library is formulating a digital strategy that will support our new Library-wide strategic plan. I have placed our Chief Information Officer, Bud Barton, at the helm of this effort. He has the full participation of the Library's business units. Digital strategy governs how technology is used to implement overall strategy. As with overall strategic planning, we will develop a framework upon which to build the digital strategy by this fall. Scheduled to be finished in fiscal year 2018, a digital strategy will make the Library's content and services available in the way that best addresses the needs of our constituencies. The modern user, whether it is Congress or a copyright holder, requires an increasingly digital Library of Congress. Working on these strategies simultaneously allows one process to inform the other. I am committed to finalizing a digital strategy as this institution moves forward.

Now, in my tenth month as Librarian, I can report that the Library has made good progress to improve our planning and performance management system. We are deepening the connection between planning, controls, risk management, and performance management. We have placed a particular focus on our performance management, working to set stronger, impact-based goals; launching a system to help track and report on progress towards goals; and having more meaningful discussions from an enterprise perspective.

Good performance management is fundamental to accurately measuring success. The Library's new performance management system was launched in late FY2016. This system tracks accomplishments to Library performance goals mapped to the strategic plan. It is now used by Library leadership to discuss progress towards goals as a group on a quarterly basis. Importantly, the service units are creating more measurable goals that are focused on impact and outcomes, and thus, better represent the value of their work. In May, the Library held its first Library-wide quarterly performance meeting attended by the Executive Committee and priority performance target leads. For an institution as large as the Library to be effective, our goals must be integrated Library-wide. This means promoting shared outcomes and resource planning, while still allowing for our service units to fulfill their mission-specific goals.

Internal controls, risk management and risk mitigation are also of central importance. The Library must be able to anticipate and head off coming challenges. This kind of foresight compliments the everyday activities of monitoring and controlling risk on an ongoing basis. A new integrated risk management process is being piloted and is on track to be rolled out Library-wide in the coming fiscal year.

I am pleased with the progress made with our planning and performance work. Though we still have much to accomplish, we are making the cultural changes needed to focus on performance.

In addressing the improvements needed in our planning processes, we have also moved forward to begin a strategic planning effort to set the vision and priorities for the Library's future, and then to develop the strategic plan as the roadmap to that future.

We have launched this process with our "Envisioning 2025" initiative, designed to help us explore and research trends in our environment, and envision where the Library should be upon exiting the first quarter of this century. Begun in February, this work will help set the course for the Library, and yield clear priorities for the Library for the coming years. It will be the basis for a new strategic planning document, ensuring alignment across, and coordination with, service unit plans.

The Library is moving rapidly to complete the Envisioning work, which is on track to conclude this September. I look forward to sharing those findings with Congress and collaborating with you as we chart a path forward. In June, we completed the first phase of the Envisioning initiative, which produced four extensive research briefs on key future trends. "Phase 1" research examines demographic trends, funding models, partnerships, and information services and technology applications, among other big-picture issues. The value of Phase 1 is expanding the Library's situational awareness.

"Phase 2" of the Envisioning work includes an all-important human element. We are leveraging the expertise and energy of our staff through the creation of cross-service unit "tiger teams." "Tiger teams" is common private sector lexicon that we have applied here at the Library to describe groups of outstanding Library professionals assigned to time-bound projects. We have asked them to engage in six weeks of intensive research, exploration, and brainstorming. The teams will report their findings to executive leadership in several areas, including Users of the Future, Collaboration and Partnerships, Access and Outreach, Content Creation and Repository, Education, and, of course, Technology. This effort is not about coming up with a to-do list of projects. Rather, these groups generate intelligence about external trends to the Library. A total of eleven tiger teams with almost 100 Library staff are identifying and assessing changes and trends likely to have a significant impact on the Library in the future, and sharing thoughts as to how the Library might move forward to our best advantage as the future unfolds.

And it's important to note that staff involvement does not stop with "tiger teams." The Library seeks to involve as many employees as possible, from across every service unit. Inclusion is critical to making sure this effort is truly Library-wide. This summer, we held four open staff forums to solicit input from employees, during which another 250 staff provided input for review and consideration. Participation at the very start of the strategic planning effort will help ensure the new strategic plan is embraced by Library staff.

"Phase 3" of the Envisioning work begins this August, during which Library leadership will review contributions from the research briefs, the tiger teams, the open staff forums, and other sources. In the coming weeks we will be reaching out to share information with you and your staff

on what we are learning, and seek your guidance in determining our direction and priorities. My staff has already begun engaging with this Committee's staff with a meeting in early June. The feedback we receive from Congress will be a central part of our input review, and will help ensure that we are responsive to Congress' priorities. I look forward to receiving your insights and perspective as this important work progresses.

This third phase culminates in the Library's Executive Committee setting new organizational direction and priorities this fall, which lays the foundation for the strategic planning work we have planned for FY2018. At the end of the strategic planning process, the Library will have a robust and meaningful strategic plan containing strong performance measures to ensure we achieve our goals.

In anticipation of the planning effort, we are already working across disciplines to affect a steady stream of improvement. Lessons from Library performance data are being combined with new research and trend analysis to inform the Envisioning work. In analyzing trends, the Library is identifying best practices and lessons to be learned from similar information-based organizations like libraries, archives, and museums. We have initiated peer conversations with other federal agencies and organizations to share approaches and techniques. Our strategic planning cannot be conducted in a vacuum without real awareness of information beyond our own campus.

In closing, the Library is well on its way to providing a roadmap for a new Library-wide strategic plan, and aligning specific service units plans. The new plan will be forward thinking, responsive to our environment, and facilitate measurable outcomes. Strategic planning is essential to the things we do every day. I have made it one of my top priorities because I recognize that it is also key to moving us forward.

Thank you for inviting me to provide testimony on this important topic. I look forward to hearing this Committee's input and working with you on the strategic future of the Library of Congress.

The CHAIRMAN. Thank you, Dr. Hayden.

And I will now recognize myself for 5 minutes for the purposes of asking you some questions on this.

What is the—I am trying to obviously figure out the strategic plan that was for Fiscal Year 2016 through 2020, and now your plan, Envisioning 2025. How do those work together? Explain that to me a little better.

Ms. HAYDEN. The Library's current strategic plan for 2016 to 2020 outlines and reinforces the Library's commitment to its core mission, to serve Congress and the American people. And it included seven strategies that are really directed to giving guidance to the action plans that the Library has been working with and we are measuring right now. For instance, using technology as a tool, enhancing the skills of our staff members. And what the work that is being done now will help us do is to reenvision and revamp some of those basic strategies with some information that we are gathering, including more input from Congress and looking at the latest techniques as well in strategic planning.

The CHAIRMAN. Do you consider these two documents in any way to be in conflict with one another——

Ms. HAYDEN. Oh, no.

The CHAIRMAN [continuing]. Or supplement each other?

Ms. HAYDEN. They actually—and what I think—I have to tell you that I am just going to say right now that I am so pleased that you are interested in strategic planning. In my professional experience, I know that that is not always the most exciting topic.

The CHAIRMAN. Sure.

Ms. HAYDEN. But it is a vital operational management tool. And so the Library has had a history of strategic planning since the 1970s in earnest. And so this plan is going to be a continuation of that tradition of trying to look at what are the issues of the day and even thinking about what the issues might be in the next 3 to 5 to 10 years that will allow us to be considered as we try to take this Institution that was established in 1800 into more current times.

The CHAIRMAN. If I may ask, Dr. Hayden, the 2016 to 2020 strategic plan and the Envisioning 2025 plan, are these available to be viewed on the website?

Ms. HAYDEN. Oh, yes. Yes. They are available and we have print copies. And we are very pleased that they are providing, I think, a way for everyone to at least talk about what is the future of the Library of Congress.

The CHAIRMAN. The Envisioning 2025, did that all begin under your leadership since you arrived in September of last year?

Ms. HAYDEN. Well, I mentioned also the Library's new strategic planning officer, who is right here. And she—I had already—was very pleased at taking the position, actually, to know that there had been an emphasis on strategic planning and Ms. Houghton had been hired. And so that is when I said, my goodness, we have a structure possibly in place to really make strategic planning a dynamic. That is why I make the office report directly to the Librarian, and so we will be making sure that that is a priority.

The CHAIRMAN. Just so that I am clear then, that you see—I was going to say you envision—anyway, you see the Envision——

Ms. HAYDEN. We have got you.

The CHAIRMAN [continuing]. 2025 being coordinated with, not replacing the strategic plan?

Ms. HAYDEN. And it can't—it replaces it in terms of operations, let's say.

The CHAIRMAN. Okay. Explain that.

Ms. HAYDEN. Each strategic plan has a number of action items that will give a framework to achieving certain goals. And the goals are basically the same—to be more effective, to strengthen staff—those basic goals never change. They are tied to our mission. And so the action plans—sorry.

The CHAIRMAN. Please, go ahead, Doctor.

Ms. HAYDEN. The action plans that will form the new strategic plan are going to be the things like make sure in Fiscal Year 2020 that all of—and this is the ultimate goal of any strategic plan—all of our fiscal appropriation requests are tied and measurable to achieving the goals, those types of things. So that by 2020, those two things, the fiscal and the actions, will meld; that you are not doing anything that isn't tied to your ultimate goal of serving Congress and the people.

The CHAIRMAN. And we look forward to working with you on both of those items and also in looking at measurable benchmarks so we can work together on that.

And with that, I will recognize the Ranking Member, Mr. Brady, for 5 minutes for questions.

Mr. BRADY. Thank you, Mr. Chairman.

Dr. Hayden, the Congressional Research Service is one service unit, which sole customer is the Library of Congress. How will the revised strategic plan impact CRS service to Congress?

Ms. HAYDEN. The CRS mission to serve Congress in the most efficient and effective way is really an embedded part of the Library's general plan. And the CRS unit has its own strategic direction and plan to be very specific about how it will achieve that. For instance, making sure that the latest technology is employed to serve Congress better, to look at staffing patterns. So the CRS strategic plan and action steps will be and continue to be directed toward their specific mission.

Mr. BRADY. Thank you. And the Veterans History Project has been an incredibly successful and popular program. How will the revised plan build on the success and enhance the project?

Ms. HAYDEN. I am very excited about the progress of the Veterans History Project. In fact, we have moved and are planning to move the office to the Jefferson Building for more visibility. And we have started to implement the Gold Star Families recommendations, and our Director of the Veterans History Project, Dr. Lloyd, is the first female medic in the Army, and she has been making presentations to all types of veterans groups. And we are road testing a mobile app that will make it easier for veterans to give their oral histories.

We would like to also expand the program to each State. And we would seek Congress' help on that, because we feel that reaching out and using local libraries and other institutions to be recording studios, basically, will help us get even more oral histories. We have over 120,000 now oral histories from veterans.

Mr. BRADY. Thank you, Doctor. And thank you for the job that you are doing in serving the United States, the people in the Library, people who come see you, and the students and, naturally again, the veterans.

Thank you, and I yield back.

The CHAIRMAN. The gentleman yields back.

The Chair will now recognize the gentleman from North Carolina, Mr. Walker, for 5 minutes for the purpose of questions.

Mr. WALKER. Thank you, Mr. Chairman.

Dr. Hayden, thank you for being with us today. It is always a pleasure to see you.

The Library serves many diverse constituent communities, including visiting public, the copyright community, and others. How are you gathering proper customer data in order to better access user needs, customer accessibility, and satisfaction? Can you speak to that?

Ms. HAYDEN. Oh, and thank you for asking that, because a vital part of any strategic planning effort is to gather data and information. So the Library has several mechanisms in terms of customer, basically, satisfaction, starting with the mission specific units. CRS just recently participated in a Gallup survey of Congress and staff members, and that was very helpful. And we will be updating that with this strategic planning effort, as well as visitor surveys we ask people when they come into the different facilities. We also survey researchers, and when we are going to do more online that people can—you have probably seen at airports, for instance, where you exit a flight and they ask you to rate. So we are looking at all types of nonobtrusive and voluntary ways that we can also get input.

Mr. WALKER. There is a little button as you come out of the Dunkin' Donuts in the Longworth Building, and you just hit the green button as you go out. Maybe something like that. I am just——

Ms. HAYDEN. Well, there are a lot of ways.

Mr. WALKER. Yeah, absolutely.

Ms. HAYDEN. It is very helpful, though.

Mr. WALKER. Historically, the Library has ascertained most of its collections from its copyright authority role. I am sure you are aware of that.

Ms. HAYDEN. Yes.

Mr. WALKER. There are proposals, though, being discussed to move the Copyright Office out of the Library entirely. If that were to happen, can you tell me, how would the Library maintain its historic collections and acquisitions?

Ms. HAYDEN. The historic collection that has actually made the Library of Congress the largest in the world is based on the 1870 law that required people who are registering for copyright of any type to deposit two copies, physical copies of those materials. And that has enabled the Library to grow and provide materials that would have been fiscally impossible. And it was designed to do that.

And so the opportunity to continue the deposit requirement would be vital to continuing that, wherever the Copyright Office would reside. The deposit requirement is what is essential.

Mr. WALKER. Sure. I can't see the timer from here, but I am assuming I maybe have time for another question. As far as specifically the cost of this transition, as far as moving it, have you done any research or have any idea of the cost of that?

Ms. HAYDEN. I have not been involved in any of that research. I am sure that would be part of a consideration.

Mr. WALKER. All right. Last question here is, in the process of searching out for hiring a new Register of Copyrights, do you have any update on how we are doing there?

Ms. HAYDEN. Oh, yes. The search has paused, waiting for the direction from Congress.

Mr. WALKER. Okay. All right. Well, thank you.

I will yield back to the Chairman at this time. Thank you.

The CHAIRMAN. The gentleman yields back.

The Chair now recognizes the gentleman from Nebraska, Mr. Smith, for 5 minutes.

Mr. SMITH. Thank you, Mr. Chairman. And thank you, Dr. Hayden, for being here. Appreciate your service.

Let's talk about congress.gov briefly. How would you say you are satisfied overall with congress.gov?

Ms. HAYDEN. Congress.gov and any technology-based service could always improve, and part of our information technology plan is to make sure that any type of electronic service that we get is secure. That is the number one priority and also very responsive. And so we will be continuing to make progress on updating and securing these systems.

Mr. SMITH. Okay. So congress.gov 3.5 was recently released. Do you anticipate more releases in the future? Can you speak to that?

Ms. HAYDEN. I would anticipate updates and improvements in the technology system. I can't give a definite timeline or .4 yet.

Mr. WALKER. Okay. How would you say you measure customer satisfaction from Congressional clients with congress.gov?

Ms. HAYDEN. The Congressional Research Service has a very—and this is the technical term—robust way of determining customer satisfaction, and their customers are, of course, Members and staff. And so there are, from what I understand, online ways to give input, as well as looking at usage and usage patterns.

Mr. SMITH. Okay. Shifting gears just a bit in discussing historic legislative data of Congress, where would you say you are in making this data accessible? I know there are entire decades, over a century in fact, of the Congressional Record not accessible by the public. Do you foresee this changing?

Ms. HAYDEN. Hopefully, yes. And we also are facing the same challenge with the historical records for copyright of 32 million scanned cards that need to be put into a searchable database. And so when you look at the challenges in the world's largest library with these special units, Congressional Research Service, copyright operation, the challenges of technology are great. But we are very pleased that the Chief Information Officer, Mr. Barton, has been tackling all of those issues and working with the specific units to address their technology needs as well. He has now the full support of the units.

Mr. SMITH. Okay. Thank you.

Now, in terms of public programming, how does the Library decide which programming to proceed with or which not to pursue? Do you have a specific method or process for that?

Ms. HAYDEN. We just established a centralized programming review committee. Traditionally, the Library, every unit was doing specific programming to its unit. Let's say the Middle Eastern division, in terms of Library services, if service units were doing it. So we are looking at how we coordinate the programming and also have a review process to avoid duplication and to really make sure that the programming fits the mission of the Library. And you will see it, I can say this confidently, more programming for the educational community, K through 12, working with teachers, and doing more live-streaming out to districts as well. We have started that with the author programs.

And so we are having—for instance, when a popular author is here in Washington, D.C., we make arrangements to have live-streaming to school libraries and public libraries throughout the country. So that will, we hope, give us a broader audience and more awareness of the programming.

Mr. SMITH. Do you give specific guidance to curators in terms of programming?

Ms. HAYDEN. The curators that I mentioned in my opening statement, that I continue to be inspired by the staff of the Library, the curators and the researchers and the librarians of the Library of Congress are literally experts in their field. So if they say that there is an author on 18th century French literature and how it influences, I—and we all tend to take their word for it. And they are very in tuned with the researchers or people who might be interested in whatever their subject is. And so that is where a lot of the programming comes from, those curators. They know their audiences, and they really do connect with people who are interested in their topics.

Mr. SMITH. Okay. Very good. Thank you.

I yield back.

The CHAIRMAN. The gentleman yields back.

The Chair will now recognize the gentleman from Georgia, Mr. Loudermilk, for 5 minutes.

Mr. LOUDERMILK. I thank you, Mr. Harper and Dr. Hayden. I appreciate you being here. As you know, I am a frequent user of the Library.

And I would like to follow up with some of the questions that Mr. Smith had. I can imagine that your curators and staff have a broad range of suggestions for different programs, displays, et cetera. Specifically, on like cinematic presentations that you do at the Library or at the Culpeper facility, do you have a set of standards that you apply to decide what is appropriate and what is not appropriate?

Ms. HAYDEN. The basic standard is to connect the programming with the Library's collections.

Mr. LOUDERMILK. Okay.

Ms. HAYDEN. That is number one. So, for instance, there is a summer film series that the Library is producing. All of the films have been films that were selected to be added to the National Registry of Films.

Mr. LOUDERMILK. Something like the disco——

Ms. HAYDEN. That was part of another—in fact, tomorrow, the new poet laureate for the Library of Congress will be on television talking about that program. So you will be hearing more about poetry.

And the discotheque came out of the selection that the Library does every year as well of sound recordings.

Mr. LOUDERMILK. Okay.

Ms. HAYDEN. And the person who—her song was selected, Ms. Gloria Gaynor, I Will Survive, actually saw a great increase in interest in that particular song and her career and offered to do something for the Library. And what we did was to tie her offer of a free concert, she is quite popular, with what is in our collection as well that relates to that, related films, related fashion, and different things that are in the collection.

Mr. LOUDERMILK. But when it comes to specific, you know, like a concert or like any production, I am sure that there is a broad range of suggestions of what you can show or what would be available to the public. Is there a specific set of criteria that you go by to determine what——

Ms. HAYDEN. Yes.

Mr. LOUDERMILK [continuing]. May be appropriate and what isn't appropriate——

Ms. HAYDEN. Yes.

Mr. LOUDERMILK [continuing]. For the Library of Congress to put its stamp on, let's say?

Ms. HAYDEN. Yes. And the number one issue that you look at in determining, because with the variety of subjects that the Library covers, there—you could program every day, all day.

Mr. LOUDERMILK. Right.

Ms. HAYDEN. It could be a 24/7 programming machine with everything that we cover, from prints and photographs to just you name it, at the Library, baseball, football, dance, theater, history, everything. So looking at, one, does the program suggestion relate to the collection? Second criteria would be is it relating to anything going on in the world? You know, is there a women's history month? We would bring out all of our suffrage materials, which we have a lot of. Black history month, we really have a lot on that. Asian American history month are there things that you look at.

But mainly, the main thing that we look at is how can we tie in any program to increasing public awareness about the collections that we have?

Mr. LOUDERMILK. So you really don't have something that you look at and say, well, you know, this may tie in, but it really wouldn't be appropriate to display?

Ms. HAYDEN. We did. When I mentioned that programming committee, we are really looking at having a group that represents just about every section of the Library, really being that deliberative body as well and not just leaving it to each——

Mr. LOUDERMILK. Do you ever have difficult choices that you have to make of whether to do a presentation or not? And if you do, do you ever consider running that by the oversight committees?

Ms. HAYDEN. Oh, sure. That would be—in fact, with the strategic planning effort that we are doing now, one of the aspects in terms

of—and this is an ongoing strategy to serve Congress better and to make sure that we do that with our central mission—is how to get even more input as we think about programming, as we think about other services to get more input from Congress. And so I would welcome, and we are actually going to be making a formal request to find a way to make sure that Congress is involved as well.

Mr. LOUDERMILK. Okay. And I thank you.

And I do have numerous more questions, Mr. Chair, but I will submit those for the record because I realize my time has expired. And I yield back.

The CHAIRMAN. The gentleman yields back.

I will now recognize the Vice Chairman of the Committee, Mr. Davis, for 5 minutes.

Mr. DAVIS. Thank you, Mr. Chairman. My apologies for walking in late, but I couldn't miss Dr. Hayden.

And it is always great to see you. I want to say thank you again for your assistance with our Springfield, Illinois, project that we have been talking about, and I look forward to seeing you out there in the upcoming months.

I know I am going to be able to read some of the testimony that you have given already and some of the answers to the questions in the record, but I did want to ask something about the strategic plan, the 2016 to 2020 strategic plan. It seems to me to be a little bit short on some measurable benchmarks and, you know, accountability standards in terms of where, you know, in measurable terms that you see the Library is going to be at the end of this strategic plan.

Will the Envision 2025 initiative include benchmarks, Dr. Hayden?

Ms. HAYDEN. Oh, yes, quite a few. And, in fact, we are—we have established staff teams, we are calling them tiger teams, for all the different areas of possible interest. And one major factor is, yes, it would be good to do so-and-so, but how are we going to measure it. And what—and who is going to be responsible. Sometimes, and I am sure you have probably had this experience with strategic plans, they can seem very wonderful. We are going to save the world. Okay. How? And who is going to be responsible for it?

And that is a major part that we are putting in the fundamentals now for measurement tracking and reporting as well, that there will be reporting and people will have to say here is how it is. But first, determining how you are going to tell if you are successful. And also, how are you going to, of course, correct if something is in the yellow zone in that and to make it a continuous process.

Mr. SMITH. Well, thank you. And I appreciate you making additions to those measurable—making the additions to those measurable benchmarks, and as you create these tiger teams, you create some goals and measurable opportunities for your team over at the LOC.

How do you intend to shift resources from one program to another when you identify that maybe we ought to spend a little more over here? So how do you intend to do that and what can we as a Committee expect?

Ms. HAYDEN. What we hope, and this is the ultimate goal, is that the strategic plans and the actions and what you think you are doing will align with your fiscal appropriations. And you have to, and we are working on that, getting the measurables, getting the management, getting that, and then really making sure that we are combining that with whatever appropriation that we request. And I think that that will be a great day when that is totally achieved.

All too often strategic plans are over here and your fiscal appropriations are over here. And they are not tied together, and that is what we are working toward.

Mr. DAVIS. I appreciate that symbiotic relationship. Sometimes we have that problem in Congress too. We have our authorizations here and our appropriations there. So hopefully, we can work out our issues with our strategic plans when it comes to those two issues too.

Since I came here late, I don't want to be redundant so I am going to yield the rest of my time back, but thank you again, Dr. Hayden.

Ms. HAYDEN. Thank you.

The CHAIRMAN. The gentleman yields back.

Dr. Hayden, by the way, you did an exceptional job on the FOX News Power Player of the Week Sunday. That was very well done. Congratulations.

Also, I wanted to state that I am looking forward very much to your visit to Mississippi in August to participate in the Mississippi Book Festival. And I will have the privilege of interviewing you live on C-SPAN during your trip there. We are going to have a great time. We will bring popcorn, maybe not. But we will have a great visit, and I think you will enjoy the hospitality that you receive. We look forward to having you back for that.

Without objection, all Members will have 5 legislative days to submit to the Chair additional written questions for the witness, which we will forward, and ask the witness to respond to as quickly as she can so that her answers may be made a part of this record.

[The information follows:]

THE LIBRARIAN OF CONGRESS

September 20, 2017

The Honorable Gregg Harper
Chairman
Committee on House Administration
U.S. House of Representatives
1309 Longworth House Office Building
Washington, DC 20515

The Honorable Robert A. Brady
Ranking Member
Committee on House Administration
U.S. House of Representatives
1307 Longworth House Office Building
Washington, DC 20515

Dear Chairman Harper and Mr. Brady:

Thank you for the opportunity to respond to additional questions from the Committee on House Administration related to the July 26, 2017 hearing, "Oversight of the Library of Congress' Strategic Plan." My responses to the Committee's questions supplement information provided during the hearing and address additional topics of interest from the Committee.

I look forward to working with you as we continue to address strategic planning here at the Library and am happy to provide any additional information related to the enclosed responses.

Sincerely,

Carla Hayden

Carla Hayden
Librarian of Congress

Enclosure

101 Independence Avenue, S.E. Washington, DC 20540–1000 Tel.: (202) 707–5205 Fax: (202) 707–1714 E-mail: libofc@loc.gov

Library of Congress Responses to Questions for the Record
Committee on House Administration
July 26, 2017 Hearing
"Oversight of the Library of Congress' Strategic Plan"

Questions for the Record Submitted by the Majority:

1. What changes will occur to the Library's current Strategic Plan beginning in FY2018, especially since the Library's budget has already been submitted? How will this tie into the FY2019 budget? At what point will the Library's strategic and corresponding operational plans fully drive its year budget requests?

ANSWER:

The strategic planning initiative will launch the first quarter of FY2018. As the work to develop a new strategic plan is expected to occur over the fiscal year, no changes are expected to the current strategic plan during FY2018.

As you are aware, the Library's FY2019 budget planning has been underway for several months. Given that the new strategic plan will not be complete until fall of 2018 and the timing of the budget cycle, there will be a change in the budget to be fully developed to and aligned with the new strategic plan. However, we know that certain areas, such as modernization, will continue to be a high priority with the new plan, and so expect that as the timeframe of the new plan begins we will have strong alignment with the FY2019 budget submission.

Given the timing of the budget cycle, FY2020 will be the first opportunity for the new strategic plan to fully inform the Library's complete budget. As noted above, we are confident that the FY2018 and FY2019 budget will be aligned to key priorities.

2. A strategic plan is a key element of a performance culture and performance management methodology. However, other key elements are required to ensure that strategic goals are accomplished and that an organization develops a true performance culture. What else will the Library have to address, correct, or implement to realize a true performance culture?

ANSWER:

An organization's strategic plan sets the vision, direction, priorities, goals, and approach for the organization moving forward, and is vital to ensuring alignment, understanding, and fiscal responsibility across all aspects of the organization.

Having a clear and strong plan, is not the only element to ensure success – it is only one component of a complex performance system that includes setting, tracking progress to, and holding leadership and staff accountable to strong, results-oriented performance metrics; making decisions based on performance data; and integrating an effective risk management and internal controls program with the Library's planning work.

These are activities that have not consistently received top leadership attention in the past, and we are not waiting until the strategic plan is complete before addressing these important components of a performance culture.

Over the past year we launched and have made good strides in our "Making Performance Matter" initiative, working to set stronger, impact-based goals; launching a system to help track and report on progress towards goals; and having more meaningful discussions from a Library-wide perspective.

As I shared in my testimony, good performance management is fundamental to measuring success. The Library's new performance management system was launched in late FY2016. This system tracks accomplishments to Library performance goals mapped to the strategic plan. An important part of this work was the first ever Library-wide quarterly performance management meeting convened by the Library's Executive Committee to report on and discuss progress to priority goals across the Library.

Importantly, the service units are creating more measurable goals that are focused on impact and outcomes, and thus, better represent the value of their work. In May, the Library held its first Library-wide quarterly performance meeting attended by the Executive Committee and priority performance target leads. For an institution as large as the Library to be effective, our goals must be integrated Library-wide. This means promoting shared outcomes and resource planning, while still allowing for our service units to fulfill their mission-specific goals.

Internal controls, risk management, and risk mitigation are also of central importance. The Library must be able to anticipate and head off coming challenges. This kind of foresight compliments the everyday activities of monitoring and controlling risk on an ongoing basis.

These efforts mark a strong and active start to more effective, results-oriented planning, performance tracking, and improving our outcomes through a stronger, performance-oriented culture.

3. Strategic planning is arguably a top-down business driven by inspiring, but unrelenting, visionary institutional leaders. From your position, how will you ensure that whatever strategic plan is in place the Library will continue to fulfill it central mission to serve as the library and repository of knowledge for Congress, and thus by extension, for the American people by serving its millions of D.C. visitors, strengthening its collections management, and enhancing access through digitization?

ANSWER:

The Library is first and foremost concerned with achieving its mission "to provide Congress, and then the federal government, and the American people with a rich, diverse, and enduring source of knowledge that can be relied upon to inform, inspire, and engage them, and support their intellectual and creative endeavors." The Library's new strategic plan will not be a departure from the Library's central mission. Rather, it will provide the clear roadmap to align

all aspects of the Library to best fulfill its vital and unique mission of serving as the library and repository of knowledge for Congress and for the American people. Our organization and staff see themselves as temporary stewards of the Library's multi-generational collection, and consequently responsible for its growth and care. We will continue to set Library and Service Unit goals across those responsibilities and measure performance on critical activities through the performance management process.

The plan will ensure more efficient and effective use of resources in service to the mission by reinforcing execution, tracking and reporting on progress. This will serve to increase accountability and assure our operations are fulfilling our mission in the most effective way possible. As I testified before the Committee, I am excited to include Congress as 'the' critical stakeholder in the planning effort, which will ensure the content of the plan will reflect your priorities. I look forward to keeping Congress informed of our progress and receiving your insights and perspective as this important work progresses.

4. What is your vision for the Library over the next 5 years? What elements of your vision are critical to be reflected in the strategic plan that are not currently reflected - in other words, what will change or what refinements will we expect to see in the Library's direction?

ANSWER:

My top priority for the Library of Congress is to enhance access to its collections and services so that more of its resources are readily available on-site and online for Members of Congress and the American people. To facilitate this vision, the Library will focus on expanding the reach of Library collections, embracing modernization, and ensuring the core responsibilities of the Library are supported with strong, integrated planning and performance management.

In order to expand the reach of Library collections and programming, the agency will grow its digital collections, as well as open more of its physical spaces and on-site offerings to the public. Making more of the Library's collections available and improving the online user experience on LOC.gov will help provide greater access to collections and one-of-a-kind primary resources for users who cannot travel to Washington, D.C. For in-person visitors, I have made it a priority to cultivate a greater sense of ownership and engagement with the Library's physical spaces and programming, starting with opening the Librarian's ceremonial office to the people and expanding the hours of the Young Readers Center. The Library's educational outreach programming will continue to serve as a key avenue for offering authoritative, primary resources for teachers and students. Furthermore, I envision more opportunities for the Library to share and partner with local communities by offering on-site programming to be streamed on the web into America's homes, schools, libraries, and other community partners, or by bringing the Library's treasures to districts and states across the country with traveling exhibits.

Embracing modernization will support the Library's ability to meet business objectives, customer needs, and the demands of the 21st Century across the Library's services, IT infrastructure, and collections development and management. The Library is moving forward with initiatives to prioritize modernizing its IT infrastructure in a way that responds to

recommendations from the Government Accountability Office and Library's Inspector General. In addition, we are striving to take a proactive approach to addressing management and governance challenges. The Library has implemented an organization-wide IT strategy and has taken action to strengthen IT governance structures across the organization. In FY 2018, I look forward to completing a digital strategy that will support the Library's overall strategic planning work. While early progress has been made, modernizing the Library will be a continual focus of my tenure and is essential to supporting my vision. Collections management is equally important. As the country's repository of information and cultural creativity, the Library endeavors to make its collections available for discovery. It is critical that the Library continue to pursue efficient and innovative methods for acquiring, preserving, securing, and providing access to collections materials, as well as ensuring the proper stewardship and preservation planning for the Library's growing analog and digital collections. American creativity does not stop, and as a result, collection storage will always be a need. The Library must be forward thinking in its approach to addressing the storage needs of a diverse range of materials – from oldest manuscript to the newest born-digital format.

As Librarian, I understand that implementing my vision requires promoting strong management to fulfill the agency's core responsibilities of supporting and advising Congress, serving users of the Copyright Office, and assisting the American people and researchers who benefit from our exhaustive collections. Providing quality support resources to Congress, such as the Congressional Research Service and the legislative information system available on Congress.gov, will remain the Library's first priority. I also look forward to working with Congress to ensure a well-staffed and modern Copyright Office that supports the stakeholder communities it serves in the digital age.

The Library will seek to continuously improve strategic and operational planning, building upon the Strategic Plan for Fiscal Years 2016-2020 as a baseline for progress. We must increase our emphasis on data and analytics. The envisioning work that has taken place in FY 2017 has established that Library operations will benefit from knowing more about Library users: their interests, needs, and expectations. To best serve Members of Congress, staff and the public, we must create and execute to a data and analytics strategy that informs our understanding of our users, and helps drive decisions on how best to support them. It is also within my vision to strengthen workforce and performance management across the organization to increase our focus on measuring and achieving performance goals and succession planning.

5. Will implementing a comprehensive digital services strategy be a core component of your strategic plan? Have you secured the resources needed to create such a strategy? In regards to digitization, how do you rate where the Library is currently? At what point, if ever, will the American people be able to see most if not all the Library's holdings in digital form?

ANSWER:

The Library intends to create its digital strategy as an extension of an updated strategic plan. The digital strategy will address the Library's vision for using technology to fulfill our mission and will reflect the highest priority digital activities within the context of an updated

strategic plan. The Library has already begun important work on identifying the framework upon which the digital strategy will be built by establishing criteria for evaluating various frameworks. This work has enabled us to narrow down a short list of important cross-agency themes that will be critical to having a digital strategy that addresses all elements of the Library's services, from traditional library services to Copyright to CRS.

Considering this groundwork being laid currently, and with the anticipated publication of an updated strategic plan, the Library anticipates that it should be able to publish the digital strategy without requesting additional funding from Congress. We are in the process of seeking an experienced consultant who can support the digital strategy effort for the next few years, which should lay the foundation for creating and implementing the digital strategy.

The Library of Congress has digitized versions of substantial portions of its physical collections that include motion pictures, audio, books, newspapers, photographs, tangible media, and other formats. We endeavor to create a digitized collection that is representative of the diversity of our collection, and select materials for digitization and display that most uniquely contribute to the wide body of digitized content made available by libraries, archives, and museums. In fiscal year 2017 alone, the Library processed and inventoried of 4.5 million digitized master files, and added over one petabyte of new born-digital and digitized collections. The vast size and diversity of the Library's collections prohibit wholesale digitization in the foreseeable future. It will be essential that the Library selects high quality materials for digitization that are unique to its collections or for which the Library is uniquely positioned to facilitate broader access through partnerships. Broad accessibility will be a key factor in what items are selected. We endeavor to create a digitized collection that is representative of the diversity of our collection, and select materials for digitization and display that most uniquely contribute to the wide body of digitized content made available by libraries, archives, and museums.

The Library acquires material that is essential to its mission to serve Congress and the American people, as well as document American culture and creativity. These include physical materials and materials available only in digital form. The Library's digitization programs are an essential part of the institution's strategic goal to "*acquire, preserve, and provide access to a universal collection of knowledge and the record of American's creativity.*" These efforts produce a growing body of material representing the core strengths, as well as the diversity, of the Library's physical collections. The Library will continue to focus on digitizing its own content that is 1) unique and scarce, 2) public domain or rights-cleared, and 3) in high demand.

6. There are whole decades, over a century in fact, of the *Congressional Record* not accessible by the public. Do you see this changing in the near future?

ANSWER:

The answer is a decided yes. The historical *Congressional Record* is available online through the web page "A Century of Lawmaking for a New Nation" for the years 1873-1877 (http://memory.loc.gov/ammem/amlaw/lwcr.html), along with its predecessor the *Congressional Globe* for the years 1833-73. More recent issues (1994 to present) are available through the

Government Publishing Office's (GPO) Federal Digital System (FDsys), and 1995 to present through Congress.gov.

As a joint effort, the Library of Congress and the GPO worked together to digitize the Law Library's collection of the *Congressional Record* (Bound Edition). Per the agreement, GPO is making the digitized files available online. GPO is rolling out releases, decade by decade, and they are available on GPO's FDsys and govinfo.gov websites. GPO released the 1930's and 1940's *Congressional Record* last month. They plan to have all volumes, 1873 - present, available on FDsys and govinfo.gov by spring 2018.

7. In terms of preservation and accessibility, how do you think the Library compares to other museum and cultural institutions? How does the Library match up in your view?

ANSWER:

Direct comparison of the Library of Congress with other museums and cultural institutions is difficult. The Library of Congress is the largest library in the world, with more than 164 million items in some 470 languages contained in a massive and ever-growing number of physical and digital formats. The scale and variety make the collections uniquely valuable, but provide equally unique opportunities and challenges for collection preservation and accessibility.

The goal of the Library's preservation work is to ensure the long-term accessibility, in original or reformatted form, of all formats in the Library's collections, be they traditional (such as parchment or paper documents), audiovisual (film or tape) or digital. No one preservation activity can address all these types of materials, so the Library has developed a multi-faceted preservation program. While other libraries have preservation programs with many of these elements, none perform all of them at the scale at which the Library does.

- Treating items to extend their useful life - The Library's large and experienced staff results in an unequaled pool of conservation expertise relating to the preservation of traditional library materials. They conducted approximately 1.4 million actions in FY2016 ranging across physical treatment and repair, deacidification, housing, and binding.

- Reformatting unstable fragile items to film, digital or paper as appropriate, creating a preservation surrogate - This includes approximately 8.3 million actions in FY2016 ranging across microfilming, digital conversion, and the creation of preservation facsimiles. Additionally, the Library is a world leader in audio-visual preservation and operates a world class audio-visual preservation program at its National Audio Visual Conservation Center.

- Reducing inherent risks and the impact of use through appropriate storage and environmental control - This includes the use of cold storage, monitoring and adjusting storage environments, mitigating and responding to emergency incidents, and analyzing materials that come into contact with collections.

- Assessing the preservation status of collections items as they are received into the collection, when sent to or returned from exhibit or collection digitization, after an emergency incident, or at other times upon division request. This includes approximately 765,000 assessment actions in FY2016.

- Performing research and testing to develop and refine new and existing methods of preservation - At its Capitol Hill facilities, the Library conducts multiple long-term research projects investigating the composition of collections items, issues related to their degradation, and potential treatment alternatives. This research benefits not only the Library but all libraries and archives that hold similar collection materials.

- Addressing preservation needs of our growing digital collections as a critical part of our developing digital strategy - Like all other national libraries the Library continues to develop its digital capabilities; the formation of the Digital Collections Management and Services Division institutionalizes this effort and aligns it with collection development and use activities.

A precondition to access is that collection materials be organized, appropriately described, properly stored, and have the requisite Library space, staff expertise, and equipment to allow them to be served and used.

- These conditions are met for the majority of the Library's approximately 164 million physical collection items, excepting the 22 million collection items in its arrearage (about 13% of the total).

    - These physical materials are secured and have varying degrees of description, however, additional processing is complicated by a need for additional staff (ranging from technicians to archivists to managers) and challenges with our space (collections are spread across multiple physical locations in 2 states and DC, housed on hundreds of miles of shelving, and require designated additional spaces for processing).

- The Library has been making additional efforts to expand digital access to collections for people who cannot come to Capitol Hill.

    - For collection digitization we continue to emphasize Americana, unique materials not held or at least not digitized by other institutions, and materials that can be made broadly available online without leasing or copyright restriction.

    - We are also acquiring more born-digital content, and making it available in accordance with access restrictions which we must honor. These materials are in a variety of formats ranging from purchased or leased electronic resources (currently over 900 available onsite only, about an additional 600 available on- and off-site), web archives (including collections on such topics as the United States National Elections, the Iraq War, and the events of September 11), electronic serials received via the Copyright eDeposit Program (currently 100,000

issues and over 20 million files), geospatial data, content acquired via collaborations with other institutions, materials received in acquired special collections as well as via the Veterans History Project, and audio and video captured live via broadcast, satellite radio, television services and Internet-based streaming services.

8. Does the Library have the storage space and storage technology to handle the Library's collections? What are you doing to ensure digitization remains a priority?

ANSWER:

The Library's physical storage facilities are overcrowded but sufficient to receive its collections. However, due to a decade-long gap in the construction of Fort Meade Modules, the Library lacks preservation quality storage space to best house its growing collections for the long-term. The opening of Fort Meade Module 5 is an initial step, with the Library planning to fill it with materials already prepared and in staging locations, but additional Fort Meade Modules are needed to store items currently in inappropriate conditions as well as well as address long-term collection growth.

Until additional Fort Meade Modules are available, the Library addresses physical collection storage issues in multiple ways: it continues to take steps to reevaluate its selection and retention criterion to ensure what is acquired is needed to meet its mission; it better utilizes its current space by replacing, where possible, existing shelving with space-efficient compact shelving; and, it has obtained interim off-site storage space at the Cabin Branch facility (until permanent preservation storage space is available).

Worldwide, the need for increased digital storage continues to grow. The Library of Congress is no exception to that rule. What were once gigabytes of collections became terabytes, and terabytes became petabytes. We expect this exponential growth to continue for the foreseeable future, and we expect our future collecting to track with it. Fortunately, advances in digital storage capabilities are increasing in parallel to this, and the Library of Congress expects to take full advantage of these advances.

The Office of Chief Information Offer (OCIO) is currently keeping pace with storage demands for curated digital collections (both digitized and born digital). From fiscal year 2015 to fiscal year 2016, the digital content growth rate was over 42 percent in both the presentation and long-term (preservation) environments. During fiscal year 2017, the growth pattern has been increasing, and we anticipate the growth rate to exceed 45 percent. To address anticipated growth and ensure that all Library service units' storage needs are considered, the OCIO Enterprise Systems Engineering office gathers inputs from Library Services, Copyright, and other service units to project storage requirements for the next three years. Using this information as well as using the past five years of growth, we are better able to project our storage needs for both presentation (online) and preservation (long-term) storage.

Regarding collection digitization, access remains the primary objective. The Library has been producing and acquiring digital content for more than two decades and we anticipate

continued steady growth. We have substantially automated much of the workflow around converting physical formats to digital, and have increased the capacity of systems to handle the throughput of converted materials. We are also acquiring more born-digital content, with our Digital Collecting Plan offering high level plans for furthering six critical digital collecting objectives.

9. Collections and the preservation of those collections is vital to the Library's mission. In the Consolidated Appropriations Act of 2017, a National Collections Stewardship Fund was established for the Library to better harness and grow the resources necessary to renovate and build the storage capacity it needs. What is the status of the fund? Is the Library's large network of supporters, through the Madison Council for example, aware of its existence and importance?

ANSWER:

High quality stewardship of the collection is a core responsibility of the Library. The National Collection Stewardship Fund was established with an account created in the Treasury of the United States after enactment in May 2017. The Library is in the process of developing a 5 year plan outlining priorities and planned expenditures for FY2017-FY2021, and as directed in the legislation, will submit that plan to the Joint Committee on the Library, the Committee on Appropriations of the Senate, and the Committee on Appropriations of the House of Representatives by November 2017. Though the fund permits transfer of only appropriated funds, the Library has publicized the fund inside and outside the organization.

10. Do you have other plans to enhance the Library's development plans and goals to further enable the Library to obtain the funding resources and revenue streams from private sources it needs to fulfill its mission in this continued era of fiscal discipline and budgetary deficits?

ANSWER:

Yes. The Library intends to enhance its development plans and goals to increase revenue streams from private sources. While relying on the U.S. Congress to continue its critical support of core functions, the Library's fundraising efforts will be directed toward expanding our ability to share our unparalleled resources with the nation and the world. The Library will continue to exercise appropriate fiscal discipline in the use of public and private funds needed to fulfill its mission.

11. In FYI 7 House Report language, the Library was asked "to conduct a survey of ethnic collections of populations displaced as a result of World War II conflict found throughout the United States." Has this survey been completed? What will the Library do with its findings? Is there a way to leverage these findings into or in partnership in some way with the Veterans History Project, for example?

ANSWER:

The Library is currently reviewing this report language with the House Committee on Appropriations and is awaiting further instruction from the Committee.

12. You stated that the Library's search for a new Register of Copyrights was "on pause." Please elaborate? Do you agree it is vital this indispensable position be filled as quickly as possible?

ANSWER:

Because I take particular care to work closely with Congress on areas of mutual interest, I paused the search for a new Register of Copyrights following the passage of H.R. 1695 by the House of Representatives on April 26, 2017. This legislation would change the process of selecting a Register and similar legislation was later introduced in the Senate. I, therefore, felt it was appropriate to pause the process to give Congress time to consider this legislation. I made this decision in consultation with Members of Congress and will continue to work closely with them to ensure that the Copyright Office is well-equipped to serve its constituencies. The Copyright Office is currently under the capable leadership of Karyn Temple-Claggett.

13. Broadly speaking, you have made a big focus on more fully reaching the American people. You've opened up the Ceremonial Room of the Jefferson Building, for example. How else can the Library reach the American people by making its spaces and collections more public and accessible? Is there a way the public can actually physically see more of the Library's holdings and collections? How much, or what percentage perhaps, of the Library's collections do you feel is still inaccessible to the public?

ANSWER:

Accessibility to collection materials requires that they be organized, appropriately described, properly stored, and have the requisite Library space, staff expertise, and equipment to allow them to be served and used. These conditions are met for the majority of the Library's approximately 164 million physical collection items, excepting the 22 million collection items in its arrearage (about 13% of the total).

The Library makes its vast collections accessible to multiple user groups onsite at the Library through a variety of means:

- Registered readers can request materials in-person from our 20 research centers, each open 5 or more days a week. In FY2016, over 909,000 items were circulated this way for use within the Library.

- In exhibit space within the Jefferson and Madison buildings, the Library regularly holds multiple concurrent permanent, temporary, and pop-up exhibits of prized collections, often with scheduled gallery talks offering addition information and context on the items.

- The Library screens films from its collections at the National Audio Visual Conservation Center, as well as on Capitol Hill at its Pickford Theater and outside on the lawn of the Jefferson Building. These events include related short films and short contextual talks from curators.
- We have regular performances of music in our collections as well as performances of works commissioned by the Library. We also hold collection-based programs sponsored by our Reading Rooms.

The Library makes its vast collections accessible in multiple ways offsite as well:

- General collection materials can be sent offsite to a user's library via Inter-Library Loan. In FY2016, over 88,000 items were circulated for use outside the Library.

- We digitize collections for viewing offsite, emphasizing Americana, unique materials not held or at least not digitized by other institutions, and materials that can be made broadly available online without leasing or copyright restriction. So far in FY2017, over 4 million master files have been scanned and are awaiting processing to be made available online.

- The Library makes many of its performances and programs available live online and has an ever-growing collection of recorded programs available through its Video Webcasts page.

- The Library loans special collection items for other exhibits worldwide, allowing them to be shown with related materials from other institutions.

- The Library offers classroom materials and professional development to help teachers effectively use primary sources from the Library's vast digital collections in their teaching. These programs bring Library collections to students around the country.

The Library's exhibit department is conducting research for the development of a conceptual experience design plan that would address visitor engagement, exhibitions, and interactive experiences in the Thomas Jefferson Building. One of this plan's main goals would be to provide greater visual access to the LOC's collections in the Thomas Jefferson Building and enhanced interactive experiences, which would allow visitors to digitally access more of the collection.

14. How do you view the Library's collections strategy? Ideally, of course the Library would be able to collect and acquire almost all domestic and international cultural and information resources. But that is impossible with limited resources. The Library does have several international libraries. Is there a way to partner with or collaborate with even more? People of course will often prefer to hold or see and original document or book in person. However, viewing an item digitally is still better than not at all. Is there a way for the American people to "see" even more resources from around the world without having to travel here to the Library or to one of your branch libraries?

ANSWER:

The Library holds a universal collection with no subject, language, or place of publication excluded. To selectively build this collection, the Library has a set of Collections Policy Statements and Supplementary Guidelines documents (see http://www.loc.gov/acq/devpol/cpsstate.html) that guide the institution's acquisitions and selection operations. These policies continue to be updated to provide the policy framework to support the Library's responsibilities to serve the Congress, as well as the United States Government as a whole, the scholarly community, and the general public.

The Library operates six overseas offices that acquire, catalog, and preserve publications from regions around the world where conventional acquisition methods are inadequate. The offices are located in Cairo, Islamabad, Jakarta, Nairobi, New Delhi, and Rio de Janeiro, and cover 75 African, Asian, Middle Eastern, and South American countries and jurisdictions. The offices do not collaborate with national libraries nor do they have any collection sharing or reference functions, but they do perform other library functions directly for the Library of Congress and for over 100 research and academic libraries in the United States and other countries through the Library's Cooperative Acquisitions Program (CAP).

The Library shares its collections with users around the world in multiple ways:

- Physical general collection materials can be sent offsite to an authorized user's library via Inter-Library Loan.

- We digitize collections for viewing offsite, emphasizing Americana, unique materials not held or at least not digitized by other institutions, and materials that can be made broadly available online without leasing or copyright restriction. So far in FY2017, over 4.5 million master files have been scanned and are awaiting processing to be made available online.

- We participate in major digital efforts sharing metadata and digitized collections with other libraries and cultural institutions –

    - National Digital Newspaper Program (NDNP), a partnership between the National Endowment for the Humanities and the Library, is a long-term effort to develop an Internet-based, searchable database of U.S. newspapers with descriptive information and select collection digitization of historic pages.

    - Through HathiTrust, we make digitized versions of some of our books and serials available, as part of a wider corpus from over 120 other libraries.

    - We help researchers see our materials together with items from dozens of other institutions by contributing collection metadata to the Digital Public Library of America.

- The American Archive of Public Broadcasting is a collaboration between WGBH, a local public broadcaster serving southern New England, and the Library of Congress with a long-term vision to preserve and make accessible significant historical content created by public media.

15. How would you state the Library's storage gap- the difference between its current and continuously incoming collections and its physical and digital storage space? Can the Library close its current gap between collections and storage space, and if not, how will it address the shortcoming in the future?

ANSWER:

The Library's physical storage facilities are overcrowded but sufficient to receive its collections. However, due to a decade-long gap in the construction of Fort Meade Modules, it lacks preservation quality storage space to best house its growing collections for the long-term. From FY2007 to FY2017 book storage capacity stayed relatively flat with new space for only 550,000 items while the Library acquired about 6 million volumes and about 25 million items in other formats. These acquired collections have been kept in a variety of locations (including cramped shelves, on booktrucks, and in leased storage) as a stopgap as they actively support the Library's responsibilities to serve the Congress, as well as the United States Government as a whole, the scholarly community, and the general public.

As for digital storage, there is currently no storage gap within the transitory and business unit processing environments. For the past three years, OCIO has been able to maintain these environments to deliver just-in-time capacity on-demand. Since early 2000, the Library had been developing an environment to accommodate the increasing storage demands required for both born-digital content and content received via collection digitization from internal and external sources. There is, however, a risk on the presentation storage side and a gap on the preservation storage side. For the short term, OCIO has been successfully providing storage services to both presentation and preservation storage within the Library's data centers located on Capitol Hill and Northern Virginia. However, the close proximity of the data centers does not ensure that the presentation and long-term preservation storage can be maintained in the event of a catastrophic event. OCIO is researching solutions for storage to include cloud providers, partnering with industry and academia, and analyzing the geographic dispersal of presentation storage to provide a cost effective means of presenting our digital collections.

We believe that the Library can close its preservation storage gap for physical materials. The opening of Fort Meade Module 5 is an initial step, with the space slated to be filled with special collection materials and over 1 million volumes from the Landover Center Annex. The AOC has a FY2018 request for funds to construct a double–sized Fort Meade Module 6 that would hold 270 pallets and over 3.1 million volumes. An additional double-sized Fort Meade Module 7 would further close the gap.

Currently, storage for digital and digitized content is being maintained. However, with the significant increase of digital submissions, OCIO must focus more on this demand. As such, the Library's OCIO will be establishing a Strategic Storage Steering Committee and Storage

Tactical Work Group to continue working with all service units on their storage requirements. We will also ensure that we maintain a modernized storage infrastructure, improve storage operations practices, reduce costs, and develop and update Standard Operating Procedures to improve and to fill the gap between physical to digitized collection processing. We are also monitoring storage growth trends to better conduct storage capacity planning, as well as conducting a semi-annual review of collections, and optimizing storage systems in five year increments.

16. In FY 17 House Report language, the Library was warned against over-leveraging Library assets to allow the National and International Outreach Office to be effective at utilizing Library resources. Do you feel the Library is right-sized in terms of the correlation between its mission, collections, and collaborative and outreach efforts?

ANSWER:

We are constantly working to ensure the best possible balance between preserving and expanding the Library's collections and making our collections, programs, exhibitions, and events as accessible as possible to everyone. The need to better focus on the proper balance of resources was one of the primary drivers in creating National and International Outreach (NIO) as an independent Service Unit of the Library just two years ago.

As I have testified before, my top priority is to expand access to the Library as a great national resource, both online and in-person. Thanks to the support of the Committee and Congress, we have been able to manage significant activity on both fronts.

Last year, we welcomed nearly two million visitors to the Library and had 93 million people to our website (loc.gov). We hosted over 400 special events at the Library, opening the historic Capitol Hill campus to a wide range of new users. With the John W. Kluge Center and the American Folk Life Center, we engaged with local communities and academic institutions to promote research and scholarship of the Library's collections. The Center for the Book and the Educational Outreach team expanded efforts to promote literacy and education. The Education Outreach team alone hosted over 900 professional development opportunities for our nation's teachers, and our Teaching with Primary Sources program reached more than 22,500 teachers in 344 congressional districts. We also launched the National Digital Initiatives (NDI) program to increase the visibility of the Library's digital activities and resources and to enhance digital innovation.

At the same time, our experts acquired, cataloged, and preserved treasures that could otherwise have been lost, including, for example, our national film heritage through our film preservation programs. We added nearly 2 million items to the Library's collection during the fiscal year and took steps to preserve more than 10.5 million collection items. We put 29 new digital collections online, including the Rosa Parks Papers, the George S. Patton Papers and the papers of four U.S. presidents: Martin Van Buren, William Henry Harrison, John Tyler and Zachary Taylor. And we cataloged over 400,000 new works while, at the same time, leading the development of an entirely new cataloging metadata standard.

We will continue to find new and better ways to engage with the many audiences, including Congress, libraries, teachers, communities, and families, who can benefit from the Library. While preserving and strategically expanding the Library's holdings remains a critical and sustaining part of the Library's mission, we will speed our work in digitizing and placing our vast collections online, as well as continue to reimagine our visitor experience.

17. The House Appropriations Committee recently voted to include Legislative Branch Report language mandating the public accessibility of CRS Reports. What is the Library's position on the public accessibility of CRS Reports? By statute, the Congressional Research Service was created in 1914 and amended in 1946 and 1970 to serve Congress. How does making CRS Reports written specifically for Members public serve that purpose?

ANSWER:

The Library of Congress takes no position on the issue of public accessibility, as it is a question that is appropriately decided by the Congress itself. The Library and the CRS have always done what Congress has directed.

The mission of CRS has been focused exclusively on dedicated service to Congress since 1914. CRS is not in a position to assess how the public dissemination of CRS Reports is consistent or inconsistent with the Service's statutory mandate. Such a determination is properly left to the Congress. The Librarian of Congress and the Director of CRS would make every effort to ensure that the public dissemination of CRS Reports, if directed by the Congress, does not change CRS's mission to serve Congress. That being said, we would have to be aware of the potential for a change over time in the focus and day-to-day activities of the Service.

18. In your FY18 Budget Justification, you requested two administrative provisions related to the storage services the Library provides to its patrons and to the ability of the Library to accept gifts of personal property or voluntary services. Can you explain the necessity for these legislative requests? Why are they needed? How will they enhance the Library's mission?

ANSWER:

The Library has submitted draft language as a part of the fiscal 2018 budget justification proposing changes to the Library's revolving fund authority at 2 U.S.C. 182a to allow the Library to receive reimbursement for storing audio-visual materials at the National Audiovisual Conservation Center (NAVCC) in Culpeper, Virginia.

The Library allocates storage space in its state-of-the-art audiovisual conservation facility to libraries, archives, studios and other similar organizations to store audiovisual materials under deposit agreements. However, the Library lacks authority to charge for storage and associated activities. NAVCC plays an important role in preserving, archiving, and building a more comprehensive audio-visual history. Its facilities provide public and private customers needed services like climate controlled storage, and nitrate and safety film vaults. Amending the

revolving fund authority would allow the Library to recover the costs of providing these services, which includes expenses such as the annual per can cost of storing film in our nitrate or safety vaults; staff time for stocking, retrieving, inspecting, and removing materials; and the costs of materials, as needed.

The Library has also proposed to amend its gift fund statute to authorize the Librarian to accept gifts of property and services for immediate disbursement in the interest of the Library, its collections, or its service. The Library's gift authority (2 U.S.C. 160) has been essentially unchanged since it was enacted, along with the creation of the Trust Fund Board, in 1925, to allow the Librarian to accept gifts of cash. The gift fund statute does not currently allow the Librarian to accept donations of voluntary services or property.

The Library has been offered various types of donations that we have not had proper authority to accept. Such offers to date, such as a loaned IT executive, have been turned down. In addition to loaned executives, we would have an interest in offers for storage space on super computers and scanning services to name a few. In these cases, the Library will try to work with a donor so that the gift or bequest comes in a form the Library is authorized to accept, but that is not always possible. Without the requested statutory changes, the Library will continue to have difficulty handling certain donations, or it will forgo opportunities to accept gifts that would otherwise be a significant benefit to the Library and its operations.

19. In the FYI 7 Omnibus Report language, the Library was directed, as part of the Legislative Branch Cybersecurity Working Group (LBCWG) to help complete an assessment of IT resiliency within 90 days of enactment of that law. That deadline is approaching within the next several weeks. Will this directive deadline be met?

ANSWER:

The Library has completed the assessment of its resiliency as directed by the report language, and submitted test results and associated files to the Legislative Branch Cyber Security Working Group (LBCWG) on Friday, August 4, 2017. The Library responded to additional questions on Thursday, August 17, 2017. The Library then met with the LBCWG on Friday, September 8, 2017 to review the information for presentation to the Congressional oversight and appropriations committees. It was agreed that no additional input was required from the Library. It is our understanding that the LBCWG will be submitting results on behalf of all of the legislative branch agencies, including the Library, to the House and Senate oversight and appropriations committees.

Library of Congress Responses to Questions for the Record
Committee on House Administration
July 26, 2017 Hearing
"Oversight of the Library of Congress' Strategic Plan"

Questions for the Record Submitted by Mr. Loudermilk:

1. We had extensive discussions about IT at the hearing last month and the Library currently has numerous IT initiatives underway. Looking ahead at the coming IT developments - both in your current Strategic Plan and in *Envisioning 2025* - how will those developments continue to enhance the Library's digitization efforts? Once the Library's current IT infrastructure needs are stabilized, where do you see the Library going from there? What do you foresee the Library's digital services strategy looking like in years to come? As the Library's modernization goals come to fruition, how do you foresee the Library staying abreast to meet the needs of Congress and the Federal Government?

ANSWER:

The Library's digitization programs are an essential part of the institution's strategic goal to "*acquire, preserve, and provide access to a universal collection of knowledge and the record of American's creativity.*" These efforts produce a growing body of material representing the core strengths, as well as the diversity, of the Library's physical collections. The Library will continue to focus on digitizing its own content that is 1) unique and scarce, 2) public domain or rights-cleared, and 3) in high demand. While technology is required to digitize and make physical collections available online, those workflows are also dependent upon technical, design, descriptive, and curatorial staff resources. Consolidating Library Services staff who provide general support for the Library's digitization and born-digital acquisitions programs has helped, as has centralizing IT resources to reduce duplication of effort in providing the IT infrastructure necessary for managing digital content. The amount of new storage needed for digital collections grows exponentially, and since we do not delete content, it is needed in perpetuity. Overall, the size of the Library's digital collection doubles every 32 months, with more than one petabyte of new content collected in 2017. Looking ahead, the Library will be expanding digital storage to meet the needs of the various digital collections.

The CIO is emphasizing an IT management model of stabilization, optimization, and modernization as listed below:

- **Stabilization**: We will stabilize our IT infrastructure by improving maintenance procedures and reengineering where it is beneficial.

- **Optimization**: We will optimize our hosting environments by transitioning our production systems to Tier 3 level facilities, reducing the risk of service interruptions.

- **Modernize**: We will modernize applications to provide flexible, user-friendly customer experiences.

The Library intends to create its digital strategy as an extension of an updated strategic plan. The digital strategy will address the Library's vision for using technology to fulfill our mission, and will reflect the highest priority digital activities within the context of an updated strategic plan. The Library has already begun important work on identifying the framework upon which the digital strategy will be built by establishing criteria for evaluating various frameworks. This work has enabled us to narrow down a short list of important cross-agency themes that will be key to having a digital strategy that addresses all elements of the Library's services, from traditional library services to Copyright to CRS.

The Library will be relying more heavily on measures and metrics to stay abreast to meet the needs of Congress and the Federal government. While we have strong and reliable relationships with Congress and the Federal government through our analysts in CRS, our team in the Congressional Relations Office, staff in the Law Library, as well as many others, adding more data-focused paths to discover the needs of the Library's stakeholders and patrons will enable us to improve our services to Congress.

2. During our recent hearing, you and I discussed the Library's programming processes and how material for public outreach and events is chosen. You mentioned the coordination with teams of curators, as well as a "centralized programming review committee". Will you please expand upon the structure, membership, selection process, and functions of this review committee?

ANSWER:

In March 2017, I announced a new framework for events at the Library of Congress, designed to result in a more cohesive, strategic and impactful public events program. The goal was to generate greater excitement about and participation in events at the Library of Congress.

This framework ensures that event organizers throughout the Library benefit from the full range of support services available to them - such as logistics, fundraising and promotional support - so they can focus on developing quality event content. Creative, well-conceived event concepts are connected through this process to resources perhaps previously believed to be inaccessible.

As a result, the Library's many and varied audiences can come to expect that events here will stimulate thinking and creativity, connect them with Library collections and resources in more meaningful ways, and offer opportunities for engagement and networking.

The new framework is the result of recommendations developed during the previous year by a Library-wide working group that examined all aspects of Library of Congress event planning and related processes; researched policies and best practices at other institutions; and provided specific recommendations about the Library's event structure to ensure that all programs strategically support the Library's core mission.

The working group developed the following mission statement and value statements pertaining to events at the Library of Congress. The institution had not previously had a unified mission or values for its events program.

The mission of the events program is to create opportunities for making connections between the Library of Congress and diverse constituencies.

Value Statements:

- Quality: We present events of the highest quality.
- Diversity: We serve broad and diverse audiences by offering access to events with varied subject matter and perspective.
- Innovation: We continue to discover new and exciting ways for audiences to engage with the Library and its vast resources.
- Lifelong Learning: Our events integrate Library collections, services, and authoritative expertise to foster ongoing relationships and opportunities for learning.

All public events must be reviewed and approved by a newly established Standing Events Committee. This includes library-sponsored events, recognized employee organization events, co-sponsored events and outside organization events.

Library staff meetings, staff trainings, or labor organization meetings open only to Library staff are not considered public events. All events open to non-Library staff, including those hosted by Library staff organizations, are considered public events.

Event organizers use an event request form (attached) to provide the information the committee will be looking for when making decisions about events. The committee meets weekly and considers proposals for events based on schedule considerations, consistency with Library mission and values, funding and collaborative potential.

The committee is comprised of individuals who can offer support and expertise in ensuring approved events meet their maximum potential. The committee is chaired by the Chief of Staff to the Librarian of Congress and includes the Deputy Librarian, the Chief Communications Officer, Chief Financial Officer, General Counsel and the Directors of Communications, Congressional Relations, Development, and Special Events and Public Programs. Additionally, the committee includes advisors designated by the Librarian of Congress to represent each service unit and the Office of Equal Employment Opportunity and Diversity Programs.

In addition to reviewing event requests submitted by Library curators and staff, the committee reviews upcoming historical anniversaries and celebrations that may be used for developing library-wide public programs. Priority is given to those that have connections to the Library's collections and exhibits in an effort to expose unique items to the public and highlight the relevance of the Library of Congress to the American people.

3. Additionally, you mentioned that much of the Library's highlighted content is chosen with the assistance by the Library's curators. Will you please explain how the Library chooses its curators? What are the specific programs covered by curators? As the Library's Strategic Plan has become more "re-envisioned and revamped" has the involvement and role of curators changed? How do you see the curators' involvement changing during the Library's pursuit of the goals of Envisioning 2025?

ANSWER:

Curators are essential to the building, stewarding, describing and sharing of the Library's large and diverse collection. Their extensive knowledge of subject matter and the Library's collections make them a critical part of decisions on what new items to add to the collections. Their efforts to add to basic bibliographic records and more fully describe the richness of the collections gives researchers information essential to their research and all users a fuller experience. The Library selects curators based upon subject and service expertise; however, because of the size and extent of the Library's collections, equally critical Library collection expertise can take additional years or even decades for curators to gain.

While the Library's Strategic Plan is being re-envisioned and revamped, the Library's mission (to provide Congress, and then the federal government, and the American people with a rich, diverse and enduring source of knowledge) will remain constant. Expert curatorial knowledge will continue to be relied upon to inform, inspire and engage all of the Library's users.

4. During our last hearing, you stated that the Library is expanding upon its educational programming with a new emphasis on K-12 educational programming. Regarding the programming themes and content the Library chooses to endorse and/or sponsor, is there a certain criteria or list of qualifications that the themes and content must comply with? For example, is there any measurement of the content in relation to the movie rating system (i.e. G, PG, PG-13)?

ANSWER:

Although the American educational community has not coalesced around a particular content rating system, in general, the Library's educational programming, including children's activities and the work conducted by the Educational Outreach team are based on researched best practices established by industry leaders and implemented by Library specialists trained and experienced in working with k-12 audiences. Programming is developed with a number of criteria in mind, including: age appropriateness; connection to the Library's collections; ability to be integrated into established educational standards; and accessibility for the intended audience(s).

The vast majority of the Library's educational programming is developed in-house by Library staff that specializes in working with teachers, youth, and families. It is directly connected to the Library's collections in age-appropriate ways. We collaborate with partners who allow us to extend the reach of the Library's programming – including professional

associations serving educators, not-for-profits working in the educational sphere, institutions of higher education, and other groups focused on complementary work. When we partner with outside organizations, the themes and content are carefully vetted and overseen by our specialists, who are themselves educators or experienced children's programming experts.

Our educational programming takes many forms and includes such programming as: Storytime at the Young Readers Center (YRC), activity carts and special hands-on learning games used by the Visitor Services Office (VSO), and the work done every day by our Educational Outreach team in developing content and strategies to help connect with kids and teachers, and in expanding schools' ability to teach with primary sources, as statutorily required and supported.

When we talk about expanding those activities, we are looking to build on the work already being done to reach new audiences and draw deeper connections to the Library and our collections. We are exploring new opportunities to interface with teachers, students, and families in a variety of ways, at the Library, in their communities, and online. We are adding new webinars and live streaming capacity for our existing programming. We are investigating ways to expand the YRC and further connect it to the Library and the Library's broader educational programs. We are also working to ensure that our educational resources are integrated with general Library programming and exhibitions. For example, the Educational Outreach team developed special age-appropriate material that teachers and parents can use with kids to talk about American participation in World War I, which is currently one of the Library's main exhibitions.

The Library's film screenings on Capitol Hill and at the Packard Campus are selected by Library curators and subject experts to present the breadth and depth of the Library's audiovisual collections – the largest in the world – and to showcase the remarkable creativity and diversity of American filmmakers and the nation's motion picture heritage. The latter goal is consistent with the Library's annual selection of motion picture and sound recording titles that for the past 28 years have been named to the congressionally-mandated National Film Registry and National Recording Registry. These Registry selections are based on their "historical, cultural and aesthetic significance" to the nation and its citizens, and represent a broad array of content, themes, and genres.

The Library's film screening programs, guest speakers and related educational activities do take into account the content of all films presented, as well as their ratings given by the MPAA system. The Packard Campus has collaborated with national and regional educational partners to host teacher-training workshops oriented to secondary-school educators on the subject of film history as well as specific films and genres. The Culpeper campus has also developed educational outreach programs to the local K-12 school system. On a monthly basis during the school year, the Packard Campus hosts weekday screenings during the school-day for Special Needs students in the two local high schools. The Packard theater also presents regular family-oriented screenings as part of its ongoing programs open to the general public. These are usually programmed as Saturday afternoon matinees and feature films for young adults or animated features and cartoons for children. For the regular evening public screenings in Culpeper, any R-rated films that are scheduled – whether titles from the National Film Registry

or from the general collections – are clearly announced as such in each monthly program, with those under the age of 17 not admitted without a parent or guardian. Finally, the Library has developed a number of special age-appropriate film and television screenings that have been held in conjunction with major Library exhibitions, such as "The Civil Rights Act of 1964" and "Echoes of the Great War." As with the special materials that Educational Outreach has developed to involve teachers, parents, and children more deeply with exhibition subject matter, these screenings have allowed Library patrons to experience more fully relevant audiovisual resources in the Library's collection that offer additional perspectives pertinent to exhibitions, but for practical reasons could not be included.

5. One of the Library's Core Functions, as outlined on page 11 of the 2016-2020 Strategic Plan, is to demonstrate the scope and value of Library collections through a variety of public programs, publications, and online presentations. As the Library initiates the planning of new, or as you have said in the past "hip", ways to showcase the Library's collections, is there any element of private sponsorship or fundraising involved? In what ways is the Library working to make sure that it is remaining fiscally responsible as its programming becomes more elaborate?

ANSWER:

As the Library seeks to demonstrate the scope and value of its collections through a variety of public programs, publications, and online presentations, we will pursue a variety of new public/private partnerships with individuals, corporations, and foundations. Our goal is to take advantage of the synergy that results when the assets of the private sector are merged with the knowledge and talents of the staff of a great public institution.

The Library will continually seek cost effective means of providing innovative, engaging programming to reach the widest possible audience.

Attachment for question 2, submitted by Mr. Loudermilk.

LIBRARY OF CONGRESS

SPECIAL EVENTS AND PUBLIC PROGRAMS

EVENT REQUEST FORM

DATE Tuesday, September 19, 2017
TO Standing Events Committee (via specialevents@loc.gov)
FROM Event Organizer, Service Unit or Employee Organization

EVENT NAME Event Name
PROPOSED DATE / TIME Event Date / Time
PROPOSED LOCATION Event Location

SPONSORSHIP
☐ Library Sponsored ☐ Employee Organization ☐ External Co-hosted
☐ External Congressional ☐ External Corporate ☐ External Nonprofit

AUDIENCE
☐ Invitational ☐ Public ☐ Congressional

AUTHORITY
☐ APG/PT ☐ Congressionally Mandated ☐ Gift
☐ Interagency Agreement ☐ Library Strategic Plan ☐ Regulatory
☐ External

CATEGORY
☐ Concerts & Performances ☐ Courses & Workshops ☐ Exhibits & Tours
☐ Film & Video Screenings ☐ Lectures & Symposia ☐ Meetings & Conferences
☐ Special Events ☐ Congressional ☐ External Organization

LOCATION
☐ LC ☐ LC Packard Campus ☐ LC Taylor Street
☐ Offsite Local ☐ Offsite National ☐ Offsite International
☐ Online

FREQUENCY
☐ Once ☐ Recurring, additional dates:

REQUESTED PARTICIPATION
☐ Librarian ☐ Deputy Librarian ☐ Members of Congress
☐ None ☐ Other (i.e. Executive Committee member), specify:

PROPOSED DISSEMINATION
☐ Open to Media ☐ Videotape for later webcast ☐ Videotape for live stream
☐ None

FUNDING
☐ Appropriated ☐ Gift/Trust ☐ Revolving
☐ External ☐ Shared Costs ☐ TBD
Fund name/number and/or external sponsor name:

LIBRARY OF CONGRESS
SPECIAL EVENTS AND PUBLIC PROGRAMS

EVENT SUMMARY AND BACKGROUND

EVENT HOST(S)

SPEAKERS/PERFORMERS

TARGET AUDIENCE/EXPECTED NUMBER OF ATTENDEES

JUSTIFICATION FOR DATE/TIME SCHEDULED

CONNECTION/BENEFIT TO THE LIBRARY

STANDING EVENTS COMMITTEE DETERMINATION **DATE:**
☐ Approved ☐ Disapproved ☐ Referred Notes:

The CHAIRMAN. Without objection, the hearing is adjourned.
[Whereupon, at 11:42 a.m., the committee was adjourned.]