

**Statement of Carla Hayden
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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.