

**Statement of Dr. Carla Hayden
Librarian of Congress
Before
The Committee on House Administration
U.S. House of Representatives
On
Priorities of the House Officers and Legislative Branch Entities
For FY2018 and Beyond**

Chairman Harper, Ranking Member Brady, members of the committee, what a great honor and pleasure it is to appear here with you today for the first time as the Librarian of Congress.

I would like to start by thanking each of you for the warm welcome, the offers of support, the interest and commitment you have expressed in your library both during my confirmation process and since I have been on the job.

I want to also recognize Deputy Librarian David Mao. As you know, David served as the Acting Librarian of Congress for a year between the retirement of Dr. James Billington and my swearing-in. During that time, and in his role before as Deputy, David led efforts to improve the Library's information technology staffing, including hiring a new permanent Chief Information Officer; hire a new strategic planning officer; streamline and make operations more cost-effective; and create a new division that focuses on national and international outreach.

David has accepted a leadership position at the Georgetown University Law Center and will be leaving the Library later this month, so I wanted to recognize him here and thank him so much for his service to the Library of Congress and the American people.

I was asked recently what my favorite thing is about being the Librarian of Congress, and it came to me that my favorite part occurs every morning when I walk through the door, because each day I have the opportunity to discover something new.

From letters written by Rosa Parks, to photographs of inaugurations through history, to a letter that Albert Einstein wrote to Sigmund Freud – I could go on and on. The more I have discovered, the more committed I have become to making sure as many people as possible discover these treasures along with me and that the full capabilities of the Library are realized.

You, the Members of the United States Congress, and your predecessors in this body, built the Library of Congress. It is one of the greatest gifts and legacies

that the Congress has given to the American people. Whether you visit the Library online or in person, this great cultural patrimony must be fully accessible to all. This is my mission and my passion.

I appreciate the opportunity to discuss the Library and our priorities with this committee. So I will start with a brief overview.

The Library of Congress is the home to more than 164 million items in all formats and languages. Last year we welcomed nearly 1.8 million onsite visitors and nearly 93 million visits to our web site. More than 414,000 claims were registered with the U.S. Copyright Office. We undertook more than 10.5 million preservation actions on its collections and responded to more than 1 million reference requests from Congress, the public and other federal agencies.

This was accomplished through the hard work and dedication of the Library's 3,150 permanent staff members. Meeting them and working with them has been the highlight of my first four months. These are devoted public servants who care deeply about the institution and its mission of serving the U.S. Congress and the American people.

During my first months at the Library, I conducted a "listening tour" – meeting with staff, learning about our operations, establishing regular meetings with senior management.

I also have had the opportunity to meet with many members of Congress to get your perspective on the Library. I've also met with dozens of groups and individuals in the creative community and other users of the Copyright Office.

I have assembled my senior leadership team and established our communications channels so we can work effectively and efficiently for the institution.

I have done some fun things too – a lot of firsts for me, although not for the Library. We hosted the 2016 National Book Festival, which continues to be a major outreach and literacy promotion initiative; I have presented the Library's Literacy Awards, Prize for American Fiction and Gershwin Prize for Popular Song, recognizing outstanding achievement in literacy promotion and creativity.

With your help, the National Film Preservation Board and National Recording Preservation Board were reauthorized for 10 years. We thank the committee for its leadership on this legislation. The Library works alongside these boards on the important work of preserving our nation's audiovisual heritage, and I recently had the opportunity to announce my first 25 selections to the National Film Registry.

Congress also passed a Library requested proposal to permit the National Library Service for the Blind and Physically Handicapped (NLS) to provide digital braille readers to eligible participants in addition to the machines already provided for the playback of talking books. While NLS has provided braille content including thousands of books and magazine titles, these materials could only be accessed by braille readers who had the resources to purchase the appropriate devices.

Finally, I have taken some initial steps toward increasing the Library's accessibility both on site and online. We opened the Librarian's Ceremonial Office for visitors to the Jefferson Building and recently expanded the hours of the Young Readers Center to include Saturday hours for families to enjoy free programs and activities. Our historic Jefferson building provides many opportunities and challenges for visitors. I want to ensure that the growing number of visitors leave with a full understanding of the collections and services which the Library provides to the American people. These include the products and services of NLS and the Veterans History Project, among others.

We launched a new home page that is more dynamic and connects our collections more directly with the public. Our recently featured collection of inaugural materials was visited more than 40,000 times in just three days. The Saturday opening of the Young Readers Center was live streamed to public libraries in four states so children there could hear from a nationally acclaimed children's author. And as many of you know, I am now "tweeting," allowing me to interact directly with the American people and with Library users from around the globe.

It has been a stimulating and energizing four months and it is just the beginning of a very exciting, dynamic time for the Library of Congress. As I envision the future of this great institution, I see it growing in stature. As its resources are readily available for more people online, users will not have to be in Washington, D.C., to access the Library's vast resources and collections. Creators and users of the Copyright Office will be able to access records online and registration will be simplified. All of this, of course, while providing the best possible service to Members of Congress. Everyone will have a sense of ownership and pride in this national treasure.

Achieving these goals requires making sure that human resources and IT needs are married with institutional strategic planning. That has been my focus from day one, and I would like to share more about that with you today.

Let me start with strategic planning. The Library has undertaken a visioning effort this year that involves assessing our environment, including analyzing trends at information-based organizations such as libraries, archives and museums. We will look at dynamics such as demographic trends, funding models, partnerships and collaborations, information technology applications and other big-picture issues. We will also be reaching out to users of the Library of Congress to assess

strengths, challenges and opportunities. This work will inform our direction and priorities for the long term.

In parallel to that effort, I have been working with our new Strategic Planning Officer to strengthen how we plan, develop goals and track our progress. That work has moved forward with better management practices around operational planning, cost effectiveness, organizational performance and managing risk.

In support of an updated Library-wide strategic plan, we are also formulating a Library-wide digital strategy. A digital strategy describes the way we use technology to implement the overall strategy, and it will help us to focus the delivery of the Library's content and services in a way that best addresses the needs of our constituencies. We've begun work on defining the framework for the digital strategy and identifying subject matter experts throughout the Library who will inform the final plan.

Of course a digital strategy hinges on good IT fundamentals. As this committee is very much aware, the Library has had some challenges in the area of information technology. But I am pleased to report that important progress is being made.

Among the recommendations we received was to hire a Chief Information Officer (CIO). In September of 2015 Bernard A. Barton, Jr. began as CIO bringing with him a professional reputation of superior customer service and a fluency in industry-proven IT management frameworks. His leadership and focus enabled the ongoing work of addressing the recommendations of the 2015 Government Accountability Office (GAO) report "Library of Congress: Strong Leadership Needed to Address Serious Information Technology Management Weaknesses." Within four months the Office of the Chief Information Officer (OCIO) published an IT strategic plan lending support to the Library's full strategic plan. Many activities toward the recommendations have been completed, including:

- The first Library-wide IT investment plan, incorporating all IT investments across the Library;
- Successful execution of the Library's largest ever disaster recover exercise;
- Creation of a project management office;
- A full inventory of IT systems;
- A full inventory of IT hardware assets.

On November 28, 2016, I issued a memo that mapped our agency-wide plan to best maximize the value of our information technology investment. In it, I directed all Library technology activities be centrally coordinated through the Office of the Chief Information Officer. We received the recommendation to centralize from several trusted sources, including committees of the House and the Senate.

This centralization unites the distributed IT workforces, governance, operations and resources of all Library service units. Benefits of the centralization include:

- Creating a single, authoritative, transparent source of IT information;
- Providing continuous tracking of IT spending across all appropriations;
- Reducing costs by identifying duplicative hardware, software and infrastructure;
- Unifying redundant and unaligned internal IT governance models.

The exposure of the Library's IT infrastructure to cybersecurity threats is another area of serious concern, and is one weakness identified by the GAO and the Library's Office of the Inspector General. In response, we have executed a number of actions:

- Evaluating, procuring and implementing state-of-the-art tools for predicting and preventing cyber attacks and safeguarding critical agency data;
- Partnering with House and Senate Chief Information Security Officers to evaluate and coordinate information security platforms and technologies as well as working together on formal working groups and security exercises; and
- Conducting regular information sharing on potential threats, as well as threat management strategies and tools.

The information and knowledge that the Library houses and distributes to customers in all mission areas is critical to the nation and must be protected in order to reduce cyber-attack risks and ensure mission continuance. For these reasons, we have sought funding in fiscal 2017 for IT security enhancements that will strengthen critical security protection of the Library's IT network and resources as cyber threats continue to grow exponentially.

We also requested funding in fiscal 2017 to modernize and move the Library's primary data center to a remote facility to reduce risk, allow for double the capacity, and achieve Tier III capability, which a renovation in our Capitol Hill spaces alone will not achieve. The primary computing facility infrastructure is near capacity and carries a high risk of unplanned shutdowns. Moreover, it is not a matter of if, but when, there will be a major mechanical failure – exclusive of the risk of a natural disaster or terrorist attack. It is imperative that the primary computing facility be modernized, and we strongly recommend locating it away from Capitol Hill.

I appreciate all of the work Mr. Barton and the staff of the CIO has done and I look forward to reporting not only ongoing improvements, but also reporting on IT innovation at the Library of Congress.

Of course the Library of Congress would not be what it is today without collections acquisition and preservation planning. As the country's repository of

information and creativity, we must pursue efficient and innovative methods through which the Library acquires, preserves, secures and provides access to materials.

America's creative output has undergone a shift in the past decade that continues. More born-digital content and more digital delivery of content means that the Library must be forward-thinking in its acquisition plan, to ensure that future generations will have access to the rich, diverse creative offerings of today, the way we are able to access our history in the Library's collections from the past.

Let me note as well, that the Library will continue to collect analog materials as many continue to be published with no digital alternative. Analog formats tend to be the most durable and will continue to be the foundation of the Library's collections. To that end, I want to extend my thanks to the members of this committee for your support and interest in the Library's long-term storage needs.

The Library this year opened an interim storage facility at Cabin Branch, Maryland which will provide great relief to our stretched storage capacity until completion of the permanent storage module five at Fort Meade, Maryland. Design of a double-size module six is underway. I am working with the Architect of the Capitol on budgeting priorities and that the funding of module six is a high priority.

If these plans are realized, I am cautiously optimistic about the state of collections storage. But as you know, America's creativity does not stop, so this will always be a need of the Library.

I would like to extend an invitation to any and all committee members and your staffs to visit these facilities. On site, you can get a sense of the volume of the collections, and also the great care that goes into the planning of these facilities – to maximize space, to ensure an optimal environment in terms of temperature and humidity, so that these national treasures will ultimately be accessible for generations to come.

The U.S. Copyright Office has been the primary engine of growth for the Library's collections. Let me be clear, the Office's primary mission is advising Congress, supporting our creative community and the nation's copyright system. But the mandatory deposit system has also ensured the national library's collections are as close to a mint record of American knowledge and creativity as it can be.

No other institution is taking on that role, and it is imperative that the Library of Congress continues to serve that function.

As noted earlier, the transition of content to digital formats requires both the Copyright Office and the broader Library to be pro-active in preparing for ingest and security of this born-digital and digital formatted content. The security of a blog

series that exists only online is no less important than the security of an 18th-century manuscript that exists only on parchment paper.

At the same time, the Copyright Office must be accessible to its users. Registration must be user-friendly. A searchable database of copyright holders should be available. These improvements will make an enormous difference to this important segment of the American economy.

Making progress in these areas requires strong leadership, and I am working to ensure a Register of Copyrights is in place as soon as possible. We have recently closed a public survey that gave equal opportunity for individuals outside the Library to provide input on the expertise needed by the next Register.

We have received more than 4,700 comments and nearly 200 supporting documents. We are reviewing those at this time. It is my intention that the announcement for the Register position be posted for applicants later this spring.

As always, service to Congress is the core mission of the Library of Congress. The Congressional Research Service stands ready to serve you and your staff with legal and policy analysis. The Law Library, the largest law library in the world, responds to your requests on issues concerning foreign and comparative law. In fact, the entire Library provides a wide range of services to you and your constituents. A top priority for me is learning from you and your staff about how we can serve you better.

As you can see, we have an ambitious agenda. Your ongoing interest and support will be critical to charting our future, both in the short and long term. I would like each of you to join me walking through our doors as often as you can. Use your library; enjoy your library. I am still on a search for my favorite item in the Library, and maybe I can help each of you find yours as well.

Thank you.