



**Remarks by Carla Hayden  
Librarian of Congress**

**Hearing on Fiscal Year 2017 Budgets for  
Legislative Branch Entities  
House Administration Committee**

**February 6, 2017**

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

I'd like to start by thanking each of you for the warm welcome, the offers of support, and the commitment you have expressed to your library since I have been on the job. You and your predecessors in this body built the Library. It is one of the greatest gifts and legacies that Congress has given to the American people.

I also want to recognize Deputy Librarian David Mao. As you know, David served as the Acting Librarian of Congress for an entire year. During that time, he led many efforts to improve Library management and operations. David has accepted a leadership position at the Georgetown

University and will be leaving the Library later this month, so I wanted to thank him for his service.

I was asked recently what my favorite thing is about being the Librarian of Congress. It is that every 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. These treasures are rivaled only by our staff.

During my first months at the Library, I conducted a listening tour – meeting with staff and learning about our operations. It has been the highlight of my first four months to meet these incredibly dedicated and skilled public servants.

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

I have met with many members of Congress to learn more about 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.

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 and expanded the hours of our Young Readers Center.

We launched a new home page that is more dynamic. And as many of you know, I am now tweeting, allowing me to interact directly with Library users around the globe.

It has been a stimulating and energizing four months and it is just the beginning of a very exciting, dynamic time.

The Library has undertaken a visioning effort that involves analyzing trends at information-based organizations. I have been working with our new Strategic Planning Officer to strengthen how we plan, develop goals and track our progress.

We are also formulating a Library-wide digital strategy. 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 CIO. In September of 2015 Bernard A. Barton, Jr. began as CIO. Under his leadership, we have made steady progress in implementing recommendations made by the GAO and the Library's IG to improve information technology services, most importantly in the areas of better-defined investment planning, cybersecurity, and centralization.

I appreciate all that Mr. Barton and the staff has done and I look forward to reporting on not just improvements but also on IT innovations at the Library of Congress.

Another critical priority is collections stewardship. The Library this year opened an interim storage facility at Cabin Branch, Maryland, which will provide great relief to our stretched storage capacity as we continue to expand the permanent storage facilities at Fort Meade, Maryland. As you know, America's creativity does not stop, so this will always be a need of the Library's.

Also high on my priority list is modernization of the Copyright Office. It must be accessible to its users; registration must be user-friendly; and a searchable database of copyright holders should be available. These improvements will make an enormous difference to this important segment of the American economy.

As always, service to Congress is the core mission of the Library of Congress. The Congressional Research Service and the Law Library stand ready to serve you and your staff with legal and policy analysis.

As you can see, we have an ambitious agenda. I look forward to working with you as we seek future funding and work on the strategic direction of the Library.

Thank you very much. I am delighted to answer your questions.

