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before the  
Subcommittee on Oversight, Committee on House Administration  
“Library of Congress: Ensuring Continuity and Efficiency During Leadership Transitions”  
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Mr. Chairman, Ranking Member Lofgren, and Members of the Subcommittee:

I am pleased to have this opportunity, as the head of the Library of Congress organizational unit called Library Services, to report to you on its programs and operations during my time of leadership transition.

Library Services is the Library’s largest organizational unit. It encompasses 38 percent (1,431) of the Library’s 3,746 full-time equivalents and has the largest number of the Library’s divisions (42). It is responsible for acquiring, managing, and organizing access to collections, and preserving the Library’s unparalleled research materials—regardless of their format, material, age or topic.

Library Services provides services to Congress in large part by supporting the Congressional Research Service (CRS), the Law Library and the U.S. Copyright Office, as well as directly to Members and staff. Last year, the Library circulated directly to congressional offices nearly 30,000 books and other materials. We also serve millions of Members’ constituents by providing them with access to information they can use to realize their hopes and dreams for themselves and their families.

My immediate priority is to assure proper management of the Library’s collection for use today and long-term viability. In addition, I want to focus on staff recruitment, development and retention in order to ensure that we will have a workforce of the highest caliber that is fully committed to the Library’s mission. And I want to promote information literacy by helping people become more discriminating about the validity of the information they are consuming by better understanding its sources and contexts.

### **Overview**

Library Services has a framework for program management that is aligned with five strategic goals set out in the Library’s Strategic Plan. These are:

- Collect and preserve the record of America’s creativity and the world’s knowledge.
- Provide the most effective methods of connecting users to the collections.
- Deepen the general understanding of American cultural, intellectual, and social life and of other people and nations.
- Provide leadership and services to the library and information community.
- Manage for results.

### *Collecting Materials*

In order to maintain the Library's position as America's center of knowledge and the world's leading research library, it is necessary to ensure that its collections contain the latest in authoritative materials, and also take advantage of opportunities to fill gaps in the collection.

Our most important source of collections continues to be the U.S. Copyright Office. Last year, Library Services selected from copyright receipts more than 700,000 copies of works with a net value of \$31 million. Of these items, more than 330,000 were received from publishers under the mandatory deposit provisions of the Copyright Law. The Library also received almost 300 electronic serials through mandatory deposit. They were obtained through the eDeposit program, now in its start-up phase, which provides for the receipt of serials published only in electronic format, under a new arrangement cooperatively developed by Library Services and the Copyright Office.

The Library's six overseas offices represent another highly important source of collections. Located in Cairo, Islamabad, Jakarta, Nairobi, New Delhi, and Rio de Janeiro, these offices acquire, catalog and preserve materials from parts of the world where the book and information industries are not well developed. In addition, materials from these regions are often not available in authenticated electronic form. Last year, these offices brought in and distributed more than 291,000 items to the Library of Congress and, on a cost-recovery basis, provided more than 385,000 items to other U.S. research libraries that depend upon the Library to acquire, on their behalf materials otherwise inaccessible to them.

In addition to acquiring publications, the Library is also involved in ongoing projects that add significant newly created documentary materials to its collections. A notable example is the Veterans History Project, which was established by Act of Congress in 2000. The project's collection of recorded interviews with American war veterans now totals more than 80,000 and it receives an average of 125 more every week. New programs to collect 9/11 first responders' and civil rights activists' oral histories have been modeled on this successful program.

### *Protecting Materials*

Last year, the Library preserved 10.7 million items in its collections. This work entailed using cutting-edge scientific methodologies to slow the aging process that occurs for all containers of knowledge, from the earliest codex to the latest digital formats. We are committed to assuring perpetual access to our collections. Thus, it is imperative that information not be lost as the result of container decay or obsolescence of technology.

### *Outreach; Connecting Users to the Collections*

The Library prides itself on our ability to connect your constituents to our collections. This work is carried out in a number of different ways, and we constantly seek improvements. To give a few prominent examples, we share our collections through direct access in our reading rooms, through the circulation of Braille and recorded books and magazines (25 million items circulated to more than 800,000 individuals), and through online access to primary sources and related materials (73.4 million visits and 512 million page views on the Library's website).

Libraries throughout the United States and abroad use our expertise to acquire and organize their own materials. The Library's Acquisitions and Bibliographic Access Directorate's services to publishers and libraries include leading the 799-member Program for Cooperative Cataloging, acquiring library materials from developing countries for U.S. libraries on a cost-recovery basis, managing the Cataloging in Publication (CIP) and Dewey Decimal Classification programs, and distributing surplus books to nonprofit institutions throughout the nation. This work saves libraries millions of dollars and significantly speeds the time it takes to bring resources to people. We also provide extensive education and training services for federal librarians; national reading-promotion programs for students and educators; and distribution of cataloging records and other resources for libraries and information-service providers, and to specific communities, for example the blind and physically handicapped and veterans.

### **Observations And Changes**

During my short tenure, a number of key changes in leadership have taken place within Library Services. In addition to my own transition from the Law Librarian of Congress to Associate Librarian for Library Services, new heads have been named to the American Folklife Center, the Asian Division, the National Library Service for the Blind and Physically Handicapped, and the Preservation Directorate. I have also reinstated the position of Collections Development Officer. This brings more structure, guidance and coordination to staff involved in acquiring materials for the Library's collection, and thereby helps sustain, in the most optimal manner, a 212-year legacy of collection building.

Within the context of recent transitions at the Library, I should also point out that 186 retirements took place in the fall in response to the VERA/VSIP program, and more than half of them (97) took place in Library Services, distributed across the service unit. These retirements have resulted in a number of recalibrations of positions and responsibilities, a rethinking of workflow and more proactive thinking about future hiring.

Another conspicuous kind of change is that which is occurring in the technology arena. The Library continues to receive and acquire digital items at an increasing rate. However, it is clear that for many years to come the Library will need to function in both the traditional analog world and the new world of born-digital research materials. We will need to find ways to provide researchers with materials in all formats that will give them the most current and complete access to information. These materials may include things we did not acquire in the past, such as data sets and social media. In order to be prepared for this hybrid world, we are developing a new way to describe and organize materials; capturing and tracking more granular statistics and analytics; participating in the creation of international standards; and focusing more research and development on the preservation of emerging formats, particularly in the digital realm.

### **Positioning for the Future**

In response to a significant increase in born-digital content, Library Services has increased its acquisition of e-resources, and technical staff have investigated new ways to receive, process, and manage digital materials.

The Preservation Directorate has completed the first part of transitioning our conservation documentation system from an analog workflow to a digital workflow. Mandated by the

profession's code of ethics, this documentation keeps track of conservation work that has been performed over time. The Preservation Directorate is consulting with other institutions that are also developing approaches to digital conservation documentation. Through collaboration we help foster standardized documentation protocols that can be shared by the broader cultural heritage community.

Work by the Library and its Federal Library and Information Network (FEDLINK) staff resulted in significant savings for the House of Representatives. Staff of the Chief Administrative Office (CAO) of the House met with FEDLINK staff in order to explore obtaining unified or enterprise-wide subscription and data services, like those provided to over 1,000 federal libraries, for House offices. On the basis of information that was gathered and analyzed, CAO saved the House approximately \$1.5 million.

### **Impact of Budget Reductions**

The idea of a comprehensive, universal collection began with Thomas Jefferson. While the Library is determined to continue to follow its policy of universal acquisitions, budget restrictions have impacted, we hope temporarily, access to and preservation of our collections.

#### *Collection Storage*

The proper management of our physical collections is a critical challenge that promises to be with us for years to come. Because the construction of Fort Meade Module 5 is not yet funded, the Library has had to establish an interim storage facility at the Landover Center Annex, taking advantage of space vacated by collections that have moved to the Packard Campus and to Fort Meade Modules 3 and 4. Temporary funding of \$1.041 million is required in fiscal 2013 and 2014 for contract staff to supplement our workforce of the Collections Access Loan and Management Division in order to implement the Landover transfer program.

Centralized management, such as the Fort Meade plan, is clearly still the most effective way to meet physical-space challenges that will continue well into the future. Fort Meade serves all the Library's collections, including Law and Copyright.

#### *Collection Care*

The mission of the Preservation Directorate is to ensure long-term, uninterrupted access to the intellectual content of the Library's collections in original or reformatted form. Due to budget reductions, certain of its core activities have been scaled back, including conserving, binding, repairing, reformatting and testing collection materials, and providing training for staff and users. Also scaled back are the Directorate's efforts to coordinate and oversee Library-wide activities related to the preservation and physical protection of Library materials in all formats. Deferring preventive care could ultimately result in more costly reactive responses to collection vulnerabilities or, potentially, irreversible collection damage.

In summary, budget reductions severely limit choices in terms of collection management (space), thereby potentially hampering mission-critical functions, including: (1) the ability to acquire new collections, (2) the ability to serve collections to researchers efficiently, and (3) the ability to protect and preserve the collection.

Long-term impacts from ongoing budget cuts include:

- A reduction in the Library's ability to sustain its unparalleled collection of national and international significance for current and future generations and quickly undermine over two centuries of collecting by creating gaps and missed opportunities for unique acquisitions.
- The elimination of in-person research and reference services and reductions in the hours of services and levels of service, including reductions in digital and "distant" reference services, which could impact the usefulness of the Library to America's businesses, innovators, scholars and the general public.
- Reductions in cataloging/classification and curatorial services, which would affect the quality and quantity of access to our unique resources that facilitate access to knowledge for every American, from school children to scholars.
- The lack of sufficient space for collections could mean that the Library would have to cease bringing new items into its collection or cherry pick its existing universal collection.

### **Looking Toward the Future**

In addition to identifying and attempting to fulfill priorities that make sense within the present context, the Library diligently monitors emerging local, national and international trends of various kinds that may have significant implications for the Library's enterprise in the future. It also seeks input from people in various fields who can keep us informed about the changes they are experiencing and the concomitant changes they are seeing for the Library of Congress in the future.

As the pace, volume and nature of information creation continue to grow, the Library's challenge is two-fold. It must understand and assess how the global information industry, creative communities, and others are adopting new methods for the creation, aggregation and distribution of knowledge. And it must address how it can meet its acquisitions goals within the expanding digital universe.

Thank you for the opportunity to discuss with the Subcommittee the ways I endeavor to address current challenges and envision exploiting opportunities that Library Services, and the Library as a whole, will encounter in the future.