



# *The* LIBRARY *of* CONGRESS

STRATEGIC PLAN FISCAL YEARS 2008-2013



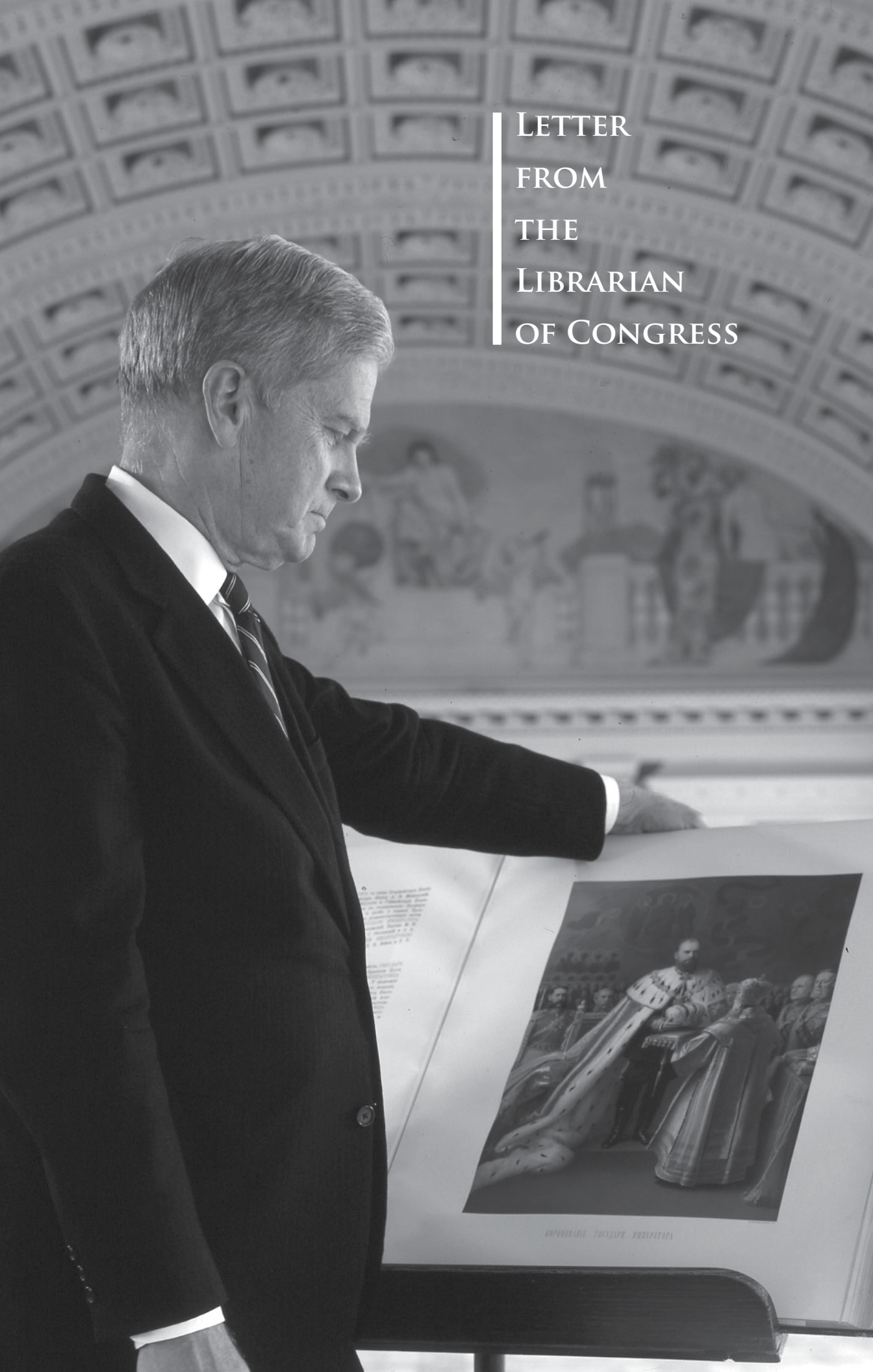


# *The* LIBRARY *of* CONGRESS

STRATEGIC PLAN FISCAL YEARS 2008-2013

*To further human understanding and wisdom*





LETTER  
FROM  
THE  
LIBRARIAN  
OF CONGRESS

The United States Congress has been the greatest patron of a library in the history of the world. Building on its purchase of Thomas Jefferson's wide-ranging personal library, the Congress has created and sustained what is now the most inclusive repository of the world's knowledge in almost all languages, and of America's creativity in almost every format.

Through this 2008-2013 strategic plan, the Library of Congress will build upon its mission of acquiring, preserving, and making accessible the world's knowledge and the nation's creativity. Currently we are experiencing an unprecedented revolution in the generation and communication of creativity, knowledge, and information caused by the exponential explosion of digital material.

This strategic plan will guide the Library as it confronts the critical tasks of sorting and preserving the ever-expanding world of digital knowledge and information, and integrating it into the growing body of printed works and other traditional artifactual materials. Our success will allow us to provide the Congress and the American people with the objective knowledge and dependable information that is needed more than ever in the information age.

The Library has been sustained for more than 200 years by generous annual federal appropriations. This strategic plan sets forth five goals that will justify continued support by transforming our functions in order to sustain our historic mission in a time of profound change.

Our goals are supported by strategies focused on our top priority of serving the Congress. Our other goals are: broadening and deepening the collections, remaining accessible to the public, strengthening our partnerships and outreach, sharing resources, and transforming our workforce. For each of these goals, "desired outcomes" are stated.

As I begin my 20th year as the Librarian of Congress, I remain focused on expanding the collections and their usage in support of new initiatives to serve the Congress, America, and the world. We have rare new opportunities to expand our service mission by: opening the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia; creating a New Visitors Experience in the magnificent Jefferson Building; growing the National Digital Information Infrastructure and Preservation Program; extending our educational outreach capabilities; and fostering a World Digital Library and further developing the Kluge Center.

A key to both sustaining our mission and expanding our service is our Workforce Transformation initiative. The expertise, intellect, and dedication of the Library staff are our greatest asset and the cornerstone of all of the Library's efforts. Management is committed to developing a new cadre of knowledge navigators who can provide informed access to both digital and analog material in order to sustain our leadership role in the 21st century.

In addition to and in support of these broad goals, our strategic plan also focuses on access, outreach, and refining our organization to best share our resources. The plan will ensure that the Library fulfills its proven historic mission of serving as the research and information arm of the Congress, and of acquiring, preserving, and making maximally accessible its unique and comprehensive repository of the world's knowledge and of the nation's creativity.

  
The Librarian of Congress

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## INTRODUCTION

*At* the dawn of the 19th century, the American republic was still little more than a bold experiment. Barely a decade removed from the establishment of constitutional democracy, our lasting future as a nation was not yet assured and our national character was only beginning to emerge.

It was in this context that the U.S. Congress created what would become one of the greatest and most distinctly American institutions. Mindful of the link between an informed people and functional governance, the Congress in 1800 established the Library of Congress by appropriating \$5,000 to purchase a collection of 740 books and three maps.

President Thomas Jefferson would make early and indelible contributions to the growing Library, signing a law in 1802 defining the institution's roles and functions, creating the first joint congressional committee (the Joint Committee on the Library) and establishing the position of Librarian of Congress.

After the British burned the Capitol during the War of 1812, destroying the Library's collection of some 3,000 volumes, it was Jefferson who again would help ensure that the Library of Congress would endure as a central contributor to American democracy, culture and intellect. Accepting the now-retired president's offer to "recommence" the Library, the Congress in 1815 purchased Jefferson's 6,487-volume personal collection (then the finest in America) at a price of \$23,950. It contained books in many languages and on a wide variety of topics, reflecting Jefferson's belief that there was "no subject to which a Member of Congress might not have occasion to refer."

Since its earliest beginnings, the Library of Congress has evolved in response to changing times and needs. Some of the most significant changes were a result of statute; others were born of necessity. But throughout this evolution there have been constants—essential threads that knit the Library's departments, functions and programs together into a cohesive whole. The Library of Congress serves the Congress and the public by:

- **Collecting, preserving and providing access to knowledge;**
- **Sparking imagination and creativity;**
- **And recognizing and celebrating achievement.**

The Library of Congress Fiscal Year 2008-2013 Strategic Plan builds upon a foundation that has been laid over more than two centuries, setting forth five broad, quantifiable goals that are consistent with the historic mission of the Library and which also chart a course into a rapidly changing future. This plan is put forward in the spirit of the Government Performance and Results Act of 1993, but it is offered less as a result of legal requirements and more because it is a critical tool to achieve greater efficiency and effectiveness.

While a strategic plan is a means of best effectuating our mission, the plan is not an end in itself. Our ultimate vision is one in which the Library plays an indispensable role in fostering a free and informed society by building, preserving, and providing resources for human creativity, wisdom, and achievement. We continually strive to put these resources at the fingertips of the American people, their elected representatives, and the world for mutual prosperity, enlightenment, and inspiration.

This document represents many hours of hard work by the Library's Strategic Planning Team and working groups in each service and support unit, as well as valuable feedback provided by the Library's customers and stakeholders. (A description of the process used in developing this strategic plan is provided in Appendix 1.)

The plan is the result of a collaborative effort of Library management and staff who have systematically reviewed the Library's resources and needs to ensure greater accountability and results. It is provided to Congress and the American people in recognition of their great generosity, through annual appropriations and other means, to help justify their continued strong support.

THE JEFFERSON





## THE LIBRARY OF CONGRESS: WHERE WE HAVE COME FROM

While its origins were humble, six key milestones in the Library's early decades significantly expanded its scope and reach:

- The establishment of the Law Library in 1832 as the first department of the Library of Congress recalled the Library's origins as a collection of law books to support the legislative work of the Congress. The Law Library remains the only source for the Congress for research and reference services in foreign, comparative, and international law.
- The Copyright Law of 1870 centralized the nation's copyright functions in the Library and stipulated that two copies of every book, pamphlet, map, print, photograph, and piece of music registered for copyright in the United States be deposited in the Library. The law reflected Jefferson's aspirations for the Library as a universal repository of knowledge.
- In 1886, the Congress authorized the first separate Library of Congress building to contain openly accessible reading rooms and exhibition space for the general public. In 1897, the Thomas Jefferson Building officially opened to the public.
- In 1902, the Congress authorized the Library to sell copies of its cataloging records inexpensively to the nation's libraries, thus substantially subsidizing the entire American library system.
- In 1914 the Congress created the Legislative Reference Service (LRS) as a separate entity within the Library to provide specialized services to "Congress and committees and Members thereof." Additional laws enhanced its mission in 1946 and 1970, when it was renamed the Congressional Research Service.
- In 1931, the Congress established a program in the Library to create and supply free library materials to blind and physically handicapped readers throughout the country.

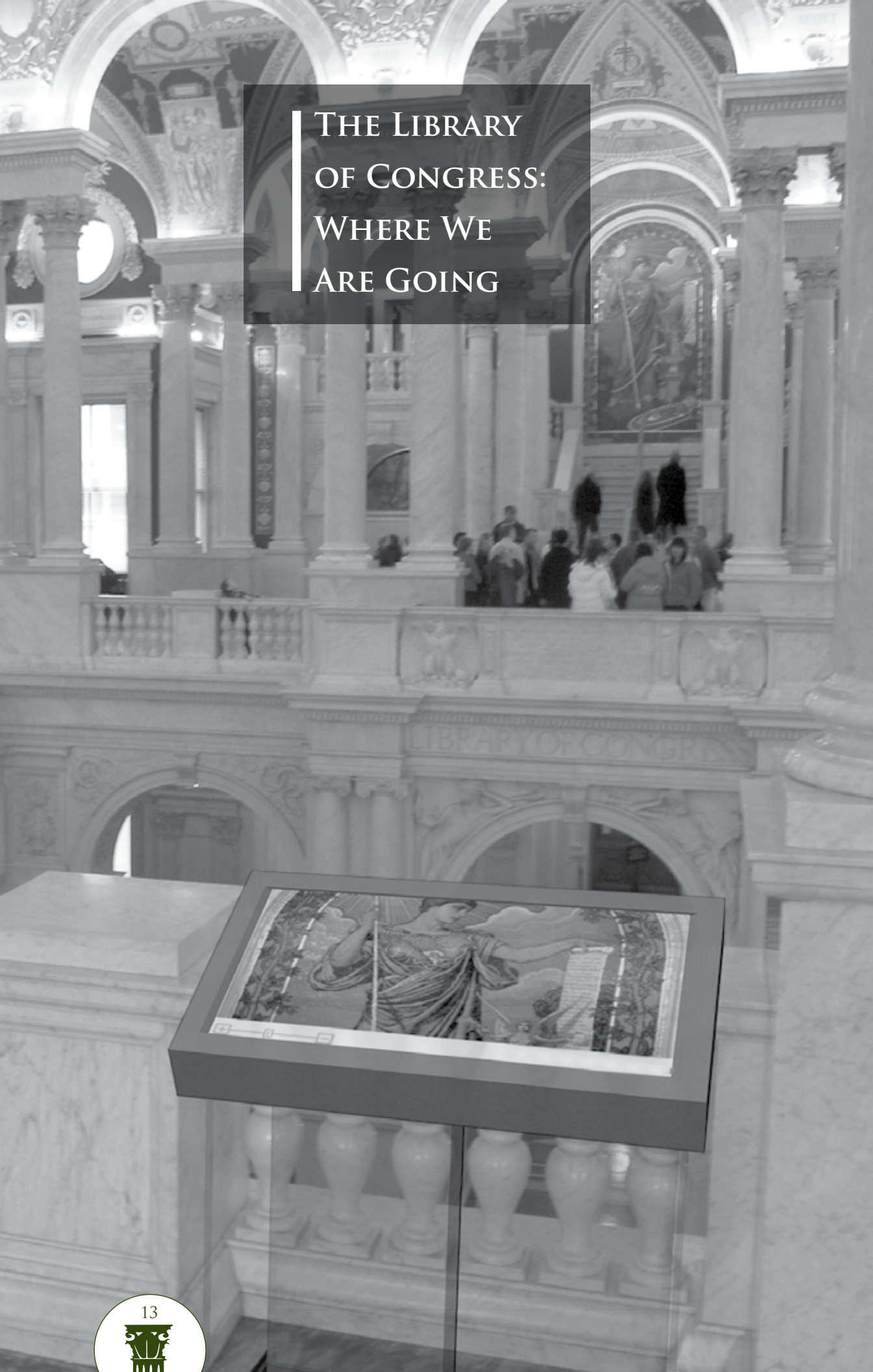
In addition, Congress since the mid-1970s has statutorily created 10 programs that have further enhanced the Library's national role (see inset).

One of the most recent and ambitious of these came in December 2000, when Congress tasked the Library under Public Law 106-554 with developing a plan and leading an effort to ensure that important digital materials can be preserved for our national information reserve. The National Digital Information Infrastructure and Preservation Program demonstrates the foresight of the Congress in its imperative to preserve critical data that typically exists in an unstable and transient environment.

Whether knowledge is found in 740 books from the 18th century or countless petabytes of ones and zeroes in the 21st century, the Library of Congress stands ready to meet the challenges of collecting it and making it accessible so that this generation and those in the future might be enlightened and inspired to achieve greatness.

American Folklife Center (1976)  
American Television and Radio Archives (1976)  
National Center for the Book (1977)  
National Film Preservation Board (1988)  
National Film Preservation Foundation (1996)  
Cooperative Acquisitions Program Revolving Fund (1997)  
Sound Recording Preservation Board and Foundation (2000)  
Three revolving funds for fee services (2000)  
National Digital Information Infrastructure and Preservation Program (2000)  
Digital Collections and Educational Curricula Program (2005)





THE LIBRARY  
OF CONGRESS:  
WHERE WE  
ARE GOING

Today, as the Library of Congress advances further into its third century, there is still no more fitting a symbol of its vision and aspirations than the Library's 1897 building that bears Jefferson's name. Constructed as a projection of American optimism near the turn of the 20th century, the Thomas Jefferson Building is resplendent with iconography and written inspirations that describe the Library's past and, more importantly, guide its future.

The gilded Torch of Knowledge surmounts the building, while directly beneath on the underside of the dome is the mural Human Understanding, embodied by a woman removing the veil of ignorance from her eyes. Below the dome is the magnificent Main Reading Room, which was the Library's original means of providing the information that is critical to an informed citizenry.

As the Library of Congress extends its reach in the modern era, an information revolution is empowering not just countries and companies, but also individuals in the farthest reaches of the globe. Our mission remains the same, but it is more important than ever when set against a landscape of dynamism and intense international competition.

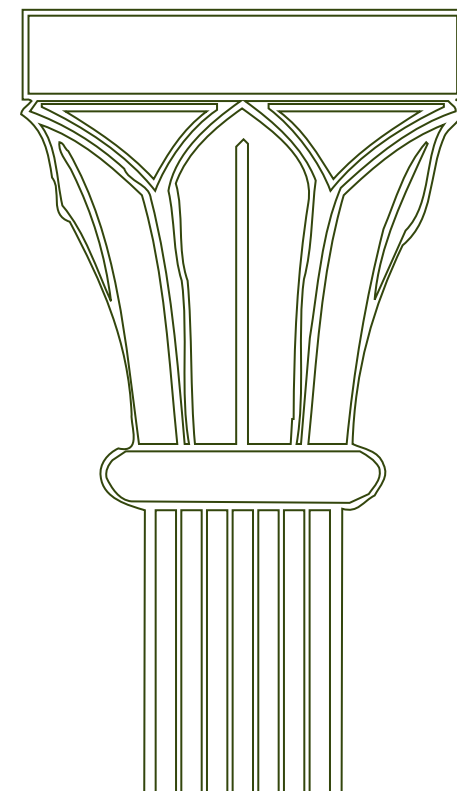
In June 2005 testimony to Congress, Librarian of Congress James H. Billington said: "Libraries are inherently islands of freedom

and antidotes to fanaticism. They are temples of pluralism where books that contradict one another stand peacefully side by side on the shelves, just as intellectual antagonists work peacefully next to each other in reading rooms."

Those words hearken back to the Library's early days and Thomas Jefferson's vision of a society wherein the widest variety of information was readily available to the greatest possible number of people. "I feel ... an ardent desire," Jefferson said, "to see knowledge so disseminated through the mass of mankind that it may, at length, reach even the extremes of society; beggars and kings." (Thomas Jefferson: Reply to the American Philosophical Society, 1808.)

Through its strategic plan, the Library of Congress will be accountable to the American public and their elected representatives, and measured by the results that are achieved. We seek nothing less than to be the ardent champions furthering the cause of human understanding and wisdom.

Past, present and future, the Library of Congress endeavors to remain the preeminent repository of information on a global scale, an inspiration to future generations, and a celebrant of achievement—a Torch of Knowledge that continues as a shining beacon for all the world.



# PLAN OVERVIEW

## *Vision*

The Library leads the nation in ensuring access to knowledge and information and in promoting its creative use for the Congress and its constituents.

## *Mission*

The Library's mission is to make its resources available and useful to the Congress and the American people and to sustain and preserve a universal collection of knowledge and creativity for future generations.

## *Values*

The Library strives to express, through its actions and the actions of its employees, four critical values that it uses to guide, inform, and measure progress toward achieving its vision, mission, and goals.

### **Service**

Analyze the needs of Congress and our other customers and strive to meet them. Look for new and creative methods to improve our services.

### **Excellence**

Ensure the highest quality in every aspect of our business activities.

### **Collaboration**

Encourage involvement of management, staff, customers, and stakeholders in the processes of planning, implementing, evaluating, and improving programs and activities. Communicate clearly, consistently, and openly in a timely manner.

### **Fairness**

Treat staff with dignity, respect, and understanding.

# SUMMARY OF THE STRATEGIC GOALS

## *Content*

Expand and preserve in accessible form a unified and universal body of knowledge and creativity.

The Library will continuously expand, organize, maintain, and ensure appropriate access to all of its content, while inspiring and rewarding creativity and achievement. This content has three dimensions: the generation of new works that become available for use, the intellectual content of the collections, and the collections as artifacts (the Library's stored formats). The Library's content is unified in that it is not a miscellaneous or haphazard collection, but is gathered so that the items have value in themselves and in relation to each other.

We intentionally define collections in broad terms. In addition to the analog and digital information for which Library Services, the Office of Strategic Initiatives, the Law Library, and the Copyright Office are stewards, collections also includes the research products of the Congressional Research Service and the Law Library. Collections have varied accessibility. All of the collections must be grown, organized, preserved, and generally maintained so that they provide their intended audiences with ready access to the knowledge James Madison found so vital to our democracy:

“What spectacle can be more edifying than that of Liberty and Learning, each leaning on the other for their mutual and surest support?”

The Library's roles as a guardian and promoter of content, in turn, will provoke creativity and reward human achievement.

## *Customers*

Improve our internal and external customers' experiences in seamlessly finding and using Library resources.

The Library will strive to put knowledge and information at the fingertips of all customers—including members of Congress, the general public, librarians, scholars, students, authors, Library staff members, and researchers in the United States and internationally.

The Library's vast collection of information, in both analog and digital formats, expands knowledge and creativity when it is made accessible to and useable by the customer. It inspires imagination and creativity among those customers, who are critical to the enlightenment that underpins our democracy and values. In addition, the Library's resident experts and scholars provide a wide variety of products and services to Congress and the nation.

## *Outreach*

Increase awareness of the value and utility of the Library.

In seeking to promote human understanding and wisdom in the furtherance of a free and informed society, the Library will focus on broad public awareness of its resources, services, and programs.

It is critical that the Congress continue to make the Library its first choice for the apolitical, authenticated research and







analysis it needs to make the laws governing our country and the decisions affecting our relations with other countries. As the nation's library and the world's preeminent source of authoritative information and analysis, the Library must become an inseparable part of the consciousness of the American people and people around the world. By reaching out and building awareness of the Library's services and resources, we will increase use of the Library's collections and improve the quality of lifelong learning, creativity and achievement.

## *Organization*

Increase Library-wide synergies and flexibilities to continuously improve quality and efficiency of delivery of products and services.

The Library will enhance its internal culture and business processes to ensure their mutual support.

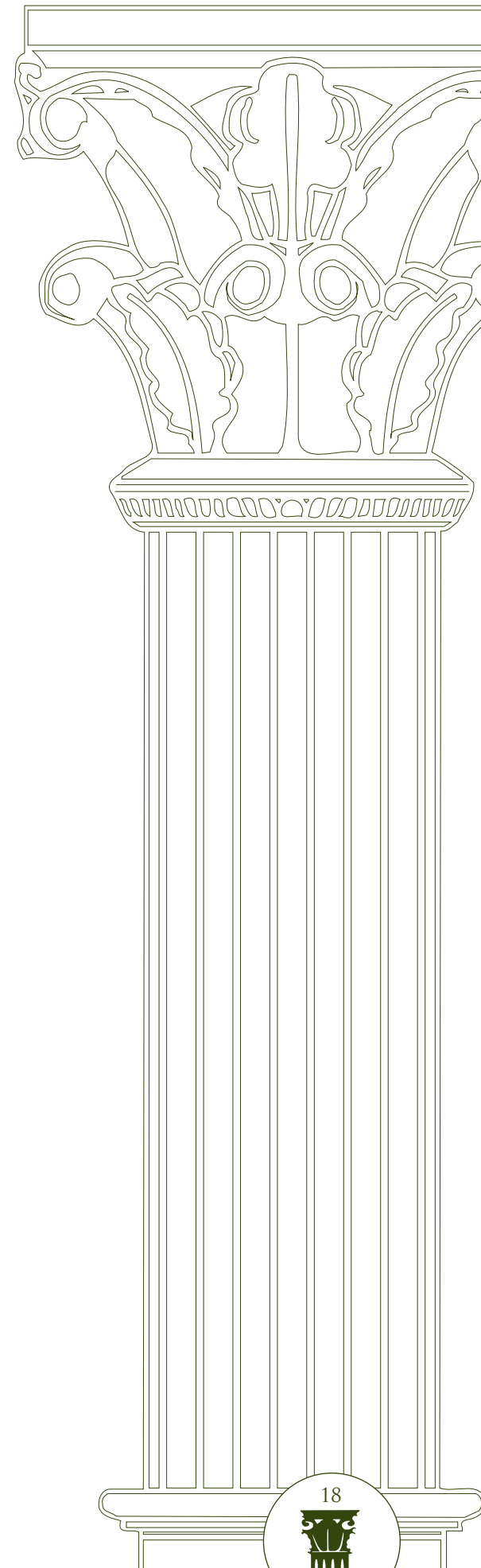
The Library will strengthen its purposeful collaboration, leading to more efficient and effective programs and processes. This will improve the way the Library's organizational units support one another, ultimately in pursuit of the Library's institutional mission and core purpose to further human understanding and wisdom.

## *Workforce*

Cultivate a talented diverse community of innovators devoted to public service.

The Library will refine its workforce by fostering diversity and improving and sustaining the skills of its staff, recognizing that the talents and efforts of the Library's workforce are inextricably linked to its mission and core purpose.

A talented and diverse staff is at the heart of the Library of Congress and its vision for the future.



# IMPLEMENTATION



# Content

Expand and preserve in accessible form a unified and universal body of knowledge and creativity.

Two of the four outcomes of this goal focus on increasing the breadth of the collections, preserving the collections, and reducing the time it takes for a new item to become accessible. In addition, one outcome focuses on the importance of the Library’s leadership role in working within the national library community to set standards for the long-term retention of information. Finally, one outcome focuses on stimulating creativity, generating content, and developing descriptive data to ensure that quality collections are available to Congress, the nation, and the world.

## Outcomes

**Outcome 1:** Sustained and expanded Library content, both domestic and foreign, in traditional and new formats.

**Outcome 2:** Enhanced preservation and accessibility.

**Outcome 3:** Increased shared content stewardship among libraries and other cooperating bodies.

**Outcome 4:** Increased creative and intellectual output that contributes to the body of knowledge available to the Congress and other constituencies.

## Strategies

**Strategy:** Refine selection and retention criteria on a regular basis.

**Strategy:** Lead in developing legislative and policy proposals that balance the rights of content owners with needs for preservation and access.

**Strategy:** Exercise active continuous content stewardship of the Library’s body of knowledge and creativity for current and future generations.

**Strategy:** Create content that meets the evolving expectations of customers.

**Strategy:** Sustain and increase the effectiveness of our five primary traditional acquisition channels: copyright deposit, gift, exchange, transfer, and purchase.

**Strategy:** Expand and expedite inventory management to enhance safeguarding controls.

**Strategy:** Improve the information architecture that enables integrated search and discovery of content.

**Strategy:** Identify and establish new acquisition channels and methods for non-traditional formats.

**Strategy:** Develop, evaluate, and implement emerging preservation standards and technologies.

**Strategy:** Lead the development of standards and best practices for shared content stewardship.

**Strategy:** Improve systematic consultation with knowledge- and creativity-generating communities.

**Strategy:** Expand opportunities to acquire and sustain materials that are important for maintaining a universal collection through public/private partnerships.

Performance Indicators	Representative Measure
<b>Outcome 1: Sustained and expanded Library content, both domestic and foreign, in traditional and new formats.</b>	
Mandatory deposit of materials	<ul style="list-style-type: none"> <li>Number of publishers who deposit works</li> <li>Number of deposits of materials in new formats</li> <li>Percentage of non-depositing publishers who comply with demands</li> </ul>
Diversity of acquisitions methods	<ul style="list-style-type: none"> <li>Number of methods and sources</li> </ul>
Diversity and completeness of content	<ul style="list-style-type: none"> <li>Number of materials in different subjects, formats, languages, and geographic regions</li> <li>Number of complete runs/sets/collections of materials acquired</li> <li>Percentage of requested materials acquired</li> <li>Currency of materials</li> </ul>
<b>Outcome 2: Enhanced preservation and accessibility.</b>	
Accessibility of content	<ul style="list-style-type: none"> <li>Percentage of materials under inventory control</li> <li>Percentage of materials directly discoverable by users</li> <li>Timeliness of access</li> <li>Number of materials digitized for access</li> </ul>
Preservation of content	<ul style="list-style-type: none"> <li>Percentage of materials preserved</li> <li>Number of materials digitized or otherwise reformatted</li> <li>Number of materials in sustainable condition</li> </ul>
<b>Outcome 3: Increased shared content stewardship among libraries and other cooperating bodies.</b>	
Amount of content shared	<ul style="list-style-type: none"> <li>Agreements with cooperating institutions or instrumentalities</li> <li>Agreements sustained over time</li> <li>Number of collaborative relationships</li> <li>Volume of shared content</li> </ul>
Participation in standards-development bodies	<ul style="list-style-type: none"> <li>Level of participation in standards-development bodies or processes</li> </ul>
<b>Outcome 4: Increased creative and intellectual output that contributes to the body of knowledge available to Congress and other constituencies.</b>	
Delivery of products and services to Congress	<ul style="list-style-type: none"> <li>Quality of products provided in response to congressional requests</li> <li>Timeliness of products provided in response to congressional requests</li> </ul>
Delivery of products and services to internal and external customers	<ul style="list-style-type: none"> <li>Quality of products provided</li> <li>Timeliness of products provided</li> </ul>

## External Factors

- The resolution of intellectual property-rights issues, especially for material that exists only in digital form, may have an effect on the way the Library acquires materials for the collections.
- The explosion of digital search capabilities will affect the level of bibliographic information that society (including academia, legal, and legislative researchers) needs and wants.

# Customers

Improve our internal and external customers' experiences in seamlessly finding and using Library resources.

The outcomes for this goal focus not only on improving the customers' ability to access what they need quickly and in the most seamless way, but also on informing public discourse and understanding about the world in which we live. The strategies go beyond simply providing the information the customer requests. The Library will uphold the highest standards for objective scholarship and will use its resources and expertise to bring scholarly depth to public discourse on policy and education.

## Outcomes

**Outcome 1:** Outcome 1: Improved customers' ability to get what they need, when they need it, with minimal effort.

**Outcome 2:** Increased use of Library resources to inform scholarly, educational, and public policy discourse.

**Outcome 3:** Increased use of the Library's digital resources to promote knowledge and better world understanding.

## Strategies

**Strategy:** Strategy: Provide products and services that meet or exceed accepted standards and best practices

**Strategy:** Sustain the highest standards for objective, balanced scholarship.

**Strategy:** Create and deliver timely content, products, services, and experiences that meet the evolving expectations of our customers.

**Strategy:** Bring scholarly depth into public-policy discourse using the Library's resources.

**Strategy:** Create seamless access to the Library's knowledge resources, both on-line and on-site.

**Strategy:** Provide and promote access to information.

**Strategy:** Rethink and redesign the way the Library interacts with customers.

Performance Indicators	Representative Measure
<b>Outcome 1: Improved customers' ability to get what they need, when they need it, with minimal effort</b>	
Delivery of products and services appropriate to customer segments	<ul style="list-style-type: none"> <li>• Timeliness</li> <li>• Availability</li> <li>• Product tailoring</li> </ul>
Quality of products and services	<ul style="list-style-type: none"> <li>• Product acceptance</li> <li>• Product and service citation and recognition</li> <li>• Expert assessments</li> <li>• Currency of resources offered</li> </ul>
Customer satisfaction	<ul style="list-style-type: none"> <li>• Repeat customers</li> <li>• Ratings</li> <li>• Product and service citation and recognition</li> <li>• Visitor feedback</li> </ul>
Customer usability	<ul style="list-style-type: none"> <li>• Time to find needed information</li> <li>• Expert assessments</li> <li>• Survey results</li> </ul>
<b>Outcome 2: Increased use of Library resources to inform scholarly, educational, and public policy discourse</b>	
Use of products and services appropriate to customer segments	<ul style="list-style-type: none"> <li>• Availability</li> <li>• Product tailoring</li> <li>• Number of legislative, judicial, and executive branch requests</li> <li>• Citations to products and services</li> <li>• Number of events and activities related to scholarly, educational, or public policy discourse</li> <li>• Number of foundation grants for using the Library</li> <li>• Scholarly research based on Library resources</li> </ul>
Quality of products and services	<ul style="list-style-type: none"> <li>• Product acceptance</li> <li>• Product &amp; service citation &amp; recognition</li> <li>• Expert assessments</li> </ul>
<b>Outcome 3: Increased use of the Library's digital resources to promote knowledge and better world understanding</b>	
Use of digital resources	<ul style="list-style-type: none"> <li>• Languages supported</li> <li>• Diversity of customer segments</li> <li>• Geographic range of customers</li> <li>• Expert assessments</li> <li>• Citations</li> <li>• Number of site visitors/ searches performed</li> </ul>

## External Factors

- Determining the needs of the Library's customers is challenging because the needs change with time, sometimes rapidly. How well customers communicate their desired outcome for using the Library will, in turn, impact the Library's ability to gauge the customer's needs.
- The rapid pace of change in technology and connectivity will have a great impact on the Library's ability to achieve this goal.

# Outreach

Increase awareness of the value and utility of the Library.

Achieving the outcomes of increasing and maximizing use of the Library’s resources and services by the Congress and the public will make it possible to improve learning and creativity. This will be realized through, in part, a focus on educating Library staff to become the primary source for information about Library resources and services. Library staff must be conversant in the breadth and uniqueness of the Library’s resources and services.

## Outcomes

**Outcome 1:** Increased congressional use of the Library as its first choice when in need of authoritative research, services, and programs.

**Outcome 2:** Maximized use of the Library.

**Outcome 3:** Improved quality of life-long learning and creativity through use of the Library’s services and resources.

## Strategies

**Strategy:** Evaluate congressional use and understanding of Library research, services and programs.

**Strategy:** Evaluate use and understanding of the Library.

**Strategy:** Ensure that the Library’s resources and services make full use of changing technologies.

**Strategy:** Secure congressional engagement with the Library’s services to the Congress.

**Strategy:** Engage other cultural institutions to build collaborative resources.

**Strategy:** Develop the capacity to respond to the changing demographics and user expectations of the general population.

**Strategy:** Communicate the unique brand of the Library of Congress as a national and international resource.

**Strategy:** Guide members of Congress and their staff to appropriate Library research, services, and programs through coordinated Library-wide efforts.

**Strategy:** Guide targeted users to appropriate Library services and resources.

**Strategy:** Expand the Library’s network of active supporters.

**Strategy:** Engage the private sector to support programs that utilize, disseminate, and exhibit the Library’s collections.

**Strategy:** Educate Library staff to enhance their understanding of the Congress and their knowledge of the entire range of the Library’s services to the Congress.

**Strategy:** Enhance ongoing education programs about the Library for current and future staff.

**Strategy:** Build and implement a national program for educational use of the Library’s resources.

Performance Indicators	Representative Measure
<b>Outcome 1: Increased congressional use of the Library as its first choice when in need of authoritative research, services, and programs</b>	
Briefings, programs, and seminars for members of Congress and their staffs	<ul style="list-style-type: none"> <li>Number of events presented</li> <li>Number of attendees</li> <li>Types of programs targeted to increase congressional presence/involvement</li> </ul>
Service interactions with members of Congress and their staffs	<ul style="list-style-type: none"> <li>Timely fulfillment of special congressional requests for books or other materials</li> <li>Complete and accurate fulfillment of special congressional requests for books or other materials</li> <li>Number of service interactions</li> <li>Number of Congressional members and staff directly involved in service interactions</li> <li>Number of new or significantly enhanced research, services or programs that increase service interactions with members of Congress and their staffs</li> <li>Number of new or significantly enhanced links or citations to LC from congressional websites</li> </ul>
Use by members of Congress and their staffs of the Library’s public spaces.	<ul style="list-style-type: none"> <li>Number of events</li> <li>Number of attendees</li> <li>Number of requests for Public Programs’ support</li> </ul>
Service interactions with congressional constituents and other outreach of focused benefit to Congress and their staffs	<ul style="list-style-type: none"> <li>Number of events presented</li> <li>Number of attendees</li> <li>Number of events presented in congressional districts with congressional presence/involvement</li> <li>Number of programs targeted for congressional presence/involvement</li> <li>Number of constituents specifically directed to the Library by congressional members or staffs</li> </ul>
<b>Outcome 2: Maximized use of the Library</b>	
Staff and volunteers knowledgeable about specific Library programs, resources and services.	<ul style="list-style-type: none"> <li>Number of staff trained as docents</li> <li>Number of staff docents providing tours</li> <li>Number of staff participating in projects and programs that emphasize outreach (e.g., Veterans History, Local Legacies, National Book Festival, Treasure Talks, New Visitors Experience)</li> <li>Number of staff attending orientations about the Library</li> <li>Number of volunteers participating in projects and programs that emphasize outreach</li> </ul>
Collaborative programs with external entities to increase use of specific Library programs, resources and services.	<ul style="list-style-type: none"> <li>Types and sizes of audience/user groups</li> <li>Proportion of users that are new/first-time visitors</li> <li>Number of users and groups participating in projects and programs that emphasize outreach (e.g., Veterans History, Local Legacies, National Book Festival, New Visitors Experience)</li> <li>Number and types of educational users of the Library</li> <li>Number of joint research programs with other institutions, agencies and foundations that affect use of the Library</li> <li>Number of new agreements or collaborations that affect the use of the Library</li> <li>Number or types of requests for Public Programs support</li> </ul>

Continued on next page

Outcome 2 (cont'd): Maximized use of the Library	
Programs to increase use of Library programs, resources and services by the scholarly/research communities	<ul style="list-style-type: none"> <li>• Proportion of scholarly/research users who are new/first-time visitors</li> <li>• Number of users and groups participating in innovative research experiences</li> <li>• Increased flexibilities in access to materials for scholarly/research communities</li> </ul>
Outcome 3: Improved quality of life-long learning and creativity through use of LC services and resources.	
Demographic-specific programming	<ul style="list-style-type: none"> <li>• Types and sizes of audiences/users in targeted demographics</li> <li>• Number and types of resources made available that target various demographics</li> <li>• Number and types of formats or channels for delivering Library products and services</li> <li>• Number and types of presentations to provide personalized availability and accessibility of Library products and services</li> </ul>
Collaborations	<ul style="list-style-type: none"> <li>• Private collaborations furthering Library of Congress programs and goals</li> </ul>

**External Factors**

- Building collaborative partnerships with other institutions will depend on the willingness of organizations with similar goals to enter into such partnerships, as well as the availability of resources to support partnerships and other mutual endeavours.

*Organization*

Increase Library-wide synergies and flexibilities to continuously improve quality and efficiency of delivery of products and services.

The Outcomes seek desired results in two main areas: first, improving the major aspects of the Library’s working environment; and second, strengthening the processes the Library uses to make decisions.

**Outcomes**

**Outcome 1:** Optimized cultural, physical, and technological environment maximizing quality, efficiency, and creativity.

**Outcome 2:** Improved decision-making processes.

**Strategies**

**Strategy:** Evaluate the quality of products and services and the efficiency of delivery.

**Strategy:** Improve the quality of products and services and the efficiency of delivery.

**Strategy:** Improve Library-wide business functions to streamline workflow.

**Strategy:** Develop an integrated, robust information architecture.

**Strategy:** Provide a safe, secure, well-designed physical environment.

**Strategy:** Improve communication/planning/decision-making—within and among Service and Support Units.

**Strategy:** Seek to enhance and maximize the use of authorities/flexibilities.

**Strategy:** Promote and maintain a culture that conveys an expectation of, and reinforces, open and collaborative relationships within and among service and support units.

Performance Indicators	Representative Measure
<b>Outcome 1: Optimized cultural, physical, and technological environment maximizing quality, efficiency, and creativity</b>	
Employee satisfaction	<ul style="list-style-type: none"> <li>• Turnover of new employees</li> <li>• Implementation of communication standards library-wide</li> <li>• Number of worker’s compensation claims granted</li> </ul>
Information technology efficiency	<ul style="list-style-type: none"> <li>• User satisfaction with computer workstations, computer servers, hardware and software</li> <li>• Time allotted to install computer workstations</li> <li>• Technical support provided</li> <li>• IT user training</li> </ul>
Efficiency of business processes	<ul style="list-style-type: none"> <li>• Number of best practices implemented Library-wide to improve business processes and workflow</li> </ul>
<b>Outcome 2: Improved decision-making processes</b>	
Decision-making efficiency and effectiveness	<ul style="list-style-type: none"> <li>• Input by appropriate stakeholders in policy decisions</li> <li>• Timeliness of policy decisions</li> <li>• Timeliness of implementation of policy decisions</li> <li>• Frequency of reversals on policy decisions</li> </ul>

**External Factors** There are no known external factors impacting this goal.

# Workforce

Cultivate a talented diverse community of innovators devoted to public service.

The Goal seeks to attract and sustain high-caliber employees. To achieve this Outcome, we have crafted five Strategies that will strengthen our ability to attract and hire high performing individuals who are interested in public service at the Library of Congress.

## Outcomes

**Outcome 1:** Recognized as an employer of choice for public service through realization of human potential and high performance.

## Strategies

**Strategy:** Foster a learning environment that encourages employees to contribute to the success of the organization.

**Strategy:** Improve human resources systems to support organizational missions as they respond to changing work environments and customer needs.

**Strategy:** Ensure continuity of needed skills and expertise.

**Strategy:** Collaborate with forward-thinking human resources networks to incorporate best practices.

**Strategy:** Increase availability and breadth of learning-and-development programs that enable the workforce to excel.

Performance Indicators	Representative Measure
<b>Outcome: Recognized as an employer of choice for public service through realization of human potential and high performance.</b>	
Recruitment and retention of employees with requisite skill-sets and competencies	<ul style="list-style-type: none"> <li>Employee retention rates</li> <li>Time to fill vacancies</li> <li>Ratio of offers extended to offers accepted</li> <li>Percent of current position descriptions and attendant job analyses</li> <li>Number of employees participating in training and development activities</li> <li>Percentage of current positions filled</li> <li>Increased use of legislative and regulatory authorities for additional human capital flexibilities</li> <li>Establishment of a Library-wide supervisor development program</li> <li>Percentage of exit interviews performed for employees who separate from the Library</li> </ul>
Workforce development and succession planning	<ul style="list-style-type: none"> <li>Percentage of staff with current performance plans</li> <li>Percentage of staff with current performance appraisals</li> <li>Percentage of staff with current individual development plans</li> <li>Percentage of employees participating in training and development activities</li> <li>Establishment of a Library-wide succession plan</li> <li>Identification of future positions and required competencies</li> <li>Identification of strategies to address skill gaps for future positions</li> </ul>
Diverse workforce	<ul style="list-style-type: none"> <li>Diversity of applicants and selections for vacancies</li> <li>Diversity of selections for professional development opportunities</li> <li>Number of staff completing affirmative-action programs and transitioning to targeted critical positions on a permanent basis</li> <li>Diversity recruitment sources for every vacancy announcement posted</li> </ul>

## External Factors

- The 21st century workplace will require advanced technical skills for on-the-job success. New requirements and applications driven by advances in technology mandate that we proactively transform the digital competencies of our workforce to remain highly skilled in this ever-evolving age of digital resources.
- The potential mass departure of staff eligible for retirement within the near future poses challenges for the institution's mission and for managers who must plan staffing levels for ongoing and future projects and programs. The Library must have a strategy in place to transfer and preserve institutional knowledge of the retiring workforce to remaining and new employees in preparation for more challenging roles.
- It is critical that the Library have available a rich set of human resource tools and approaches, some of which require additional legislative authority to implement. The Library must work with the Congress to enact its human capital flexibility proposals.

# APPENDIX I

## About this Plan

### How to Read This Plan

This plan is formatted to give the reader a comprehensive, yet understandable view of the Library's strategic direction for fiscal years 2008-2013. The plan has three main sections: Introduction; Plan Overview; and Implementation.

- The Introduction provides a chronological look at the Library's past, where we have come, and where we are going.
- The Plan Overview gives a high-level look at the mission, vision, values and strategic goals.
- The Implementation section provides the roadmap for implementing the Strategic Plan. This section includes the strategic goals followed by one or more outcomes with strategies, performance indicators, and representative measures.
  - o The outcomes define what will improve or be accomplished as a result of working toward achieving the goal.
  - o The strategies represent the multi-year actions from which the Library's organizations will develop annual strategies.
  - o The performance indicators, which are linked to the outcomes, identify what the Library will evaluate in determining progress.
  - o The representative measures for each performance indicator identify some of the ways the Library will measure

the progress. The list is a sample of the measures that the Library's service and support units will include in their annual planning.

Also included in the Implementation section are external factors that may influence the Library's ability to achieve the goal. External factors may be economic, demographic, social, or environmental.

### Library of Congress Strategic Planning Process

The development of this Strategic Plan required a novel approach. With leadership from the 13th Librarian of Congress, James H. Billington, a Strategic Planning Team composed of executives, senior managers, and key subject matter experts began a process to develop and implement a Strategic Plan with a Library-wide focus that will guide the Library's decision makers over the next five years. With the help of Service and Support Unit Working Groups (mid-level managers and key staff), the Library reached broadly into the organization to tap into the expertise of its knowledgeable and dedicated workforce.

The result of this focused effort is a strategic plan that is forward-looking, helpful to management decision making, and results-oriented. The FY 2008-2013 Strategic Plan becomes the foundation for all future planning efforts. The next update to the Library of Congress Strategic Plan will take place during fiscal year 2010.

## Time Line

### AUGUST 2005

Strategic Planning Contractor hired to consult on and facilitate the Library's strategic planning efforts.

### SEPTEMBER 2005 – JANUARY 2006

The Strategic Planning Office gained senior leadership buy-in and approval of the roadmap for developing this strategic plan.

### JANUARY – APRIL 2006

Preparations were made for the kickoff of the process to draft the new Strategic Plan.

### MAY 3-4, 2006

Strategic planning off-site meeting. The Strategic Planning Team developed a framework for the draft plan.

### MAY – JULY 2006

Service and Support Unit Working Groups added details to the strategic framework, moving the Library toward a draft document.

### AUGUST 2006 – FEBRUARY 2007

Strategic Planning Team evaluated Working Group input and developed a discussion draft.

### MARCH 2007

Discussion draft approved.

### MARCH – MAY 2007

Customer and staff comment period.

### JUNE – AUGUST 2007

Draft Strategic Plan finalized and approved by the Librarian of Congress.

### AUGUST – SEPTEMBER 2007

FY 2008-2013 Library of Congress Strategic Plan published and distributed to staff and stakeholders.

### OCTOBER 1, 2007

FY 2008-2013 Library of Congress Strategic Plan implemented.

### OCTOBER 2010

Review and update of Library of Congress Strategic Plan begins.







## APPENDIX II

### *Cross - Cutting Initiatives*

Cross-cutting initiatives are major Library efforts that involve one or more Library Service and/or Support Units. In some instances, cross-cutting initiatives may involve coordination with other agencies in the legislative branch.

The Library of Congress participates in numerous cross-cutting internal initiatives that impact the staff and collections alike. For example, the Workforce Transformation initiative will allow the Library to identify and provide required skill-sets for employees to meet new or changed demands. The Associate Librarian for Strategic Initiatives, the Associate Librarian for Library Services, the Law Librarian of Congress, and the Register of Copyrights are collaborating to identify the best requirements for long-term preservation of the collections and to provide access to them in electronic format.

Examples of collaborative external initiatives are:

- Security and Emergency Preparedness requires tremendous coordination among federal agencies and the District of Columbia to ensure that all of Capitol Hill and neighboring facilities remain safe and secure should an emergency occur.
- The Library of Congress has also taken an active role in reaching out to the education community through its electronic programs. In fiscal 2000, the Adventure of the American Mind program was created by Congress and implemented by the Library of Congress with the Education and Research Consortium of the Western Carolinas, and has resulted in the national Teaching with Primary Sources Program. Its purpose is to bring the riches of the Library's online collections to students in the classroom by providing educators with the tools and training to integrate electronic primary sources into their teachings.
- The John Kluge Center at the Library of Congress fosters an enriching relationship between scholars and political leaders by providing interaction between the world's best junior and senior thinkers (Kluge Scholars) and the Washington political structure.

Cross-cutting initiatives are not only those that focus on workforce transformation, security and the digital world, but also initiatives such as the New Visitors Experience and the state-of-the-art Packard Campus for Audio-Visual Conservation in Culpeper, Virginia. Together, these initiatives require collaboration among many entities which strengthens and highlights our values of service, excellence, collaboration, and fairness.



## APPENDIX III



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## *Glossary of Key Terms, Programs, and Initiatives*

**Acquisition channels** - Processes and procedures, defined by statute or practice, used to acquire library collection materials.

**Content** - Within this plan it is the materials owned, held, created by, or available through the Library that are made accessible for research or informational purposes.

**Customer** - Individuals, groups, or organizations that receive or depend on the Library's products and services. Customers are both external (e.g., the Congress, the library community, the general public) and internal (Staff and Library service and support unit organizations.)

**Educational Outreach Initiative** - Digitization has created an unprecedented opportunity to make the Library's resources available and useful to the nation's education community. The Library's educational outreach initiative seeks to make learning more meaningful and engaging by bringing the Library's vast digital collections to K-12 educators across the nation. The initiative exposes educators and students from a broad spectrum of the population to the wealth of knowledge that can be found in the Library of Congress. The Library of Congress's national Teaching with Primary Sources (TPS) program is an integral component of the education outreach initiative. TPS is establishing a network of partnerships with K-12 and higher education communities that ultimately will reach all fifty states.

**Exchange collections** - This program is designed to achieve maximum acquisition of materials needed by the Library with a minimum expenditure of funds. Exchanges are conducted on a piece-by-piece basis, on the basis of approximately equal value of materials exchanged, or as sets of national documents that are exchanged. Material can be exchanged between the Library of Congress and foreign government organizations, semi-official organizations, international organizations, educational organizations, and learned organizations. Official exchanges stem from multilateral agreements or bilateral executive agreements with foreign governments concluded by the Department of State. Unofficial exchanges are informal agreements made between foreign institutions and the Acquisitions and Bibliographic Access Directorate.

**Expert assessment** - Review and evaluation by one or more recognized authorities to draw inferences for a specified purpose about the characteristics of people, objects, programs, or processes. Such assessments typically include findings, conclusions, and recommendations.

**Global Legal Information Network** - The Global Legal Information Network (GLIN) is an international cooperative among governmental agencies and international organizations to exchange legal resources online. Through GLIN, the Library of Congress ensures that significant, multilingual texts of law are not only accessible, but are as comprehensive, up-to-date, and authentic as possible. GLIN, which serves as a model for the Law Library's digital future, provides timely access to the laws of more than 40 world governing bodies. GLIN provides a forum where these contributions can be recognized, celebrated, and discussed.

**John W. Kluge Center** - The John W. Kluge Center facilitates access to the Library's remarkable collection of the world's knowledge, and engages Kluge Center chair holders and scholars in conversation with public policy leaders. The Kluge Center enables profound intellectual exploration and collaboration for the creation and illumination of knowledge.

**Mandatory Deposit** - Provision in the copyright law (17 USC 407 "Deposit of copies or phonorecords with the Library of Congress") that requires the copyright owner or publisher of a work published in the United States to deposit two copies of the best edition with the Copyright Office. These works are then made available to the Library of Congress for its collections or





for exchange with other libraries. Deposit must be made within three months of publication. There are two kinds of mandatory deposit: (1) voluntary deposit - copies voluntarily sent to the Copyright Office in accordance with this provision; (2) demand deposit - copies sent to the Copyright Office in response to a written request made under this provision.

**National Digital Information Infrastructure and Preservation Program** – The National Digital Information Infrastructure and Preservation Program (NDIIPP) is a collaborative initiative, mandated by Congress and led by the Library of Congress, to develop a network of partnerships committed to collecting, preserving and making accessible critical digital content. The Library of Congress, through NDIIPP, is building a strategic reserve of critical digital information to ensure that knowledge critical to spurring American imagination and creativity does not disappear.

**New Visitors Experience** – The New Visitors Experience (NVE) will provide Library visitors with unprecedented access to the world’s largest and most diverse collection of knowledge. The NVE will highlight the role of the Congress in creating and sustaining the World’s largest library and the creativity of the American people. It will engage individuals in activities that pique their intellectual curiosity, involve them in the creative process, invite them to share their insights with others and encourage them to explore their own creative potential.

**Packard Campus for Audio-Visual Conservation** – The Packard Campus for Audio-Visual Conservation is the largest and most sophisticated preservation and storage facility for moving images and recorded sound in the world, as well as a center of excellence where scholars, visiting archive professionals, and students from graduate courses in moving image and recorded sound archiving can meet to consider the curatorial, technical, and ethical issues associated with audio-visual preservation and access. The Packard Campus will also offer services that will assist in the preservation of audio-visual media held in other libraries and archives throughout the country.

**Performance indicator** – A characteristic of performance to be measured that expresses progress being made on a program, initiative, or process as compared to its intended purpose.

**Preservation** – Preventative and responsive actions taken to assure long-term, uninterrupted access to the Library’s collections, whether in original or reformatted form.

**Representative measure** – Examples of quantitative or qualitative characterizations of performance, expressed in terms of volume (number of), ratio, percentage, or qualitative assessment. The representative measures shown in this plan are neither a complete list nor stated with specific numerical or qualitative values. Using the representative measures as the foundation, the Library’s Service and Support Units will develop unit-specific measures in their annual plans.

**Service interaction** – The reciprocal relationship between the service provider and its customer, where the form and substance of the service request or service rendered may be altered in the interchange to ensure that customer needs are met.

**Stakeholder** – A group or organization that has an interest or stake in the success or failure of the Library’s programs (e.g., the copyright community, staff).

**Sustainable** – In terms of the collections, an item is sustainable if it has already been preserved or is in a condition that is receptive to the application of preservation methods, and the item can be reasonably used and stored without loss of accessibility or artifactual value.

**Stewardship** - Within this plan it is the responsible care and management of the collections, resources, and legacy entrusted to the Library.

**Transfer** – There are three categories of “transfer” materials:

- Material received directly from federal government agencies or from the Government Printing Office complying with US Code, Title 44, Chapter 17, Section 1718.
- Non-purchase material received from state, local, and tribal governments which are neither copyright deposit receipts nor material submitted to the Cataloging in Publications Division.
- Other non-purchase material received from federal government agencies resulting from that agency no longer wishing to maintain this material. This may be from the closing of agency libraries or other administrative decisions.

**Unified** – In context of the Library’s collections, “unified” refers to individual items having both value in themselves and in relation to other items in the Library’s collections.

**World Digital Library** – The World Digital Library is a collaborative project led by the Library of Congress with the support of the United Nations Educational, and Scientific and Cultural Organization (UNESCO) to digitize and provide access to primary cultural resources from around the world, including the major Asian, Islamic, and non-Western cultures. The World Digital Library encourages intellectual exploration and cross-cultural understanding, and will spark a creative dialogue across the nation and the world.

