



# Introduction by the Register of Copyrights

This strategic plan covers fiscal years 2008–2013 and serves to document the Copyright Office’s goals in the coming years as well as to provide a roadmap for how those goals will be achieved and how success will be defined and measured along the way. At the same time, the Office’s goals and strategies as expressed in this plan support and are in alignment with the Library’s broader strategic plan.

While continuing to establish a high-level framework and guide for fulfilling the Copyright Office’s mission, this plan differs from its predecessor in two significant ways. First, the Copyright Office Human Capital Management Plan, previously a stand-alone document, is integrated into this strategic plan to provide for tighter linkage and alignment. Second, this plan covers the period during which the Office will fully implement wholesale changes to its operations following completion of a multiyear business process reengineering initiative.

Service to government remains the Office’s first strategic goal. The Office stands as the first line of support to the Congress, the executive branch, and the courts on issues related to copyright policy and regulations. Given the growing complexity of intellectual property issues and the challenges to copyright that an increasingly digital world presents, it is incumbent upon the Office to continually enhance and expand its expertise to ensure effective administration of the copyright law and all that it entails.

Public services form the Office’s second strategic goal. Reengineering to transform the Copyright Office from a paper-based to a web-based processing and services environment involved the development of online registration and records search systems, a redesign of the Office’s internal processes, and a reorganization of staff to align with the redesigned processes. These leading-edge information technology tools, process workflows, and organizational structures will fundamentally alter the way the Copyright Office has conducted business for decades and will dramatically improve the timeliness and quality of the Office’s core services to the public.

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Acquiring copyrighted works for deposit in Library of Congress collections is the Office's third strategic goal. Since 1870, copyright deposits have formed the bulk of the Library's unprecedented collections of books, sound recordings, photographs, motion pictures, and other creative works. Under this strategic plan, the Office will continue to strengthen its capacity to acquire copies of works in all formats, including digital works, and assist publishers and other copyright owners to understand their legal obligations under the copyright law.

Informing and educating the public on copyright issues serves as the Office's fourth strategic goal. Issues like peer-to-peer file sharing in the United States and piracy of intellectual property overseas underscore the vital need to educate people about the importance of a strong national and international copyright system and how such a system supports and sustains an important part of American economic and cultural life.

Human capital management encompasses a whole set of strategic goals within this plan. Succession planning and the effective recruitment and retention of high-quality employees are important activities for any organization. For the Copyright Office, which faces a large number of staff retirements in the coming years, these activities will assume critical importance. The Office will rely heavily on this strategic plan to manage human capital challenges effectively.

A strategic plan must lend itself to practical application in order to be useful. This strategic plan establishes direct links to the Office's annual performance plans, which in turn are tied to manager and supervisory plans and staff performance reviews. Thus, Office staff at all levels and in all occupations will find guidance for day-to-day decision making in this strategic plan.

This is both an exciting and a challenging time for the Copyright Office. As demands on creators, publishers, online service providers, and consumers of copyrighted works evolve at an unprecedented pace, the Copyright Office must be prepared to confront and adjust to new realities with ever-greater flexibility and resourcefulness. Looking forward, I recognize intelligent planning as one of two components that are critical to the achievement of the Office's mission. The second component is embodied in the tremendous dedication to public service that Copyright Office staff consistently demonstrate.

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