

Good morning and welcome everyone, particularly Council members. Nice to see you here, nice to be with you again. This is the second anniversary of my first appearance in front of this group. I knew I didn't know much, but I have been surprised in the last two years to find out how little I really did know. It's been a terrific experience. I want to talk a little bit about the last two years and then move on to the future. Before I do, though, I want to make some comments about one of my colleagues and friends, Judy Russell.

You know, I've known Judy, I guess, for more than 15 years. I first met her in San Francisco -- I met her at dinner in San Francisco arranged by a mutual friend -- and I was struck by her at that meeting, a person who grew up in the world of libraries and who had educated herself in technology and was a technologist. But most interestingly, I was really captivated by her dedication to the principals of the Federal Depository Library System. I think she probably laid them out for me that evening. Probably the first time I'd ever heard about it. And when it came time for me to select a Superintendent of Documents, I went back to my old friend -- Judy and I had many occasions to be together over the years -- and I asked her to sketch out for me what it was she thought we needed to do with the Superintendent of Documents Program and the Federal Depository Library Program. And she gave me a sketch of the future that I thought sounded like it just might work, so I asked her to join me. And, Judy, I want to publicly thank you for two great years. This country has no more dedicated public servant than Judy Russell. And I say that because you don't see it, and sometimes I don't, but Judy works night and day. And when I say, "night and day," if I send her an e-mail at 11:00 at night, she responds to it at 11:05, and has traveled and clocked more miles than I have probably by double in the last two years, and has just been selfless in her devotion to helping guide us through this period of interesting times.

Well, when I came in two years ago, I told you that I had a program, and the program consisted of spending my first year really understanding what the facts were and trying to get a handle on where we were. Not just from a Federal Depository Library standpoint, but where GPO was from a printing standpoint, where we were from a technology standpoint. And I wanted to understand the arena that we were working in, I

wanted to get a better understanding of where the world was going in terms of the use of computers and dealing with information. And I clocked a lot of miles, visited a lot of libraries, met with a lot of librarians, met with our printers throughout the United States, met with the heads of many Government agencies, met with the printing procurement people, agencies, had an opportunity to visit with probably 500 of our employees. And out of it – with all the help I had in doing this we came to some conclusion. And perhaps the most important conclusion was that we were facing one of the most disruptive technologies that man has ever seen in the introduction of the Internet. And I want you to think about that word "disruptive." It disrupted everything. It disrupted all of the patterns that we had always taken for granted. It opened up new business. And my guess is that in 100 more years from now, when people look back at this time, that they truly will equate it Gutenberg's development of movable type and modern printing press. Because if you think about it, that was a disruptive technology, too. It took out of the hands of a limited number of people who were literate and who kept the record, and all of a sudden it moved into the masses and created the greatest growth in literacy throughout Europe this world has ever seen. And it led to a change in the form of Government, because as people became knowledgeable about their governments and about the work of their governments, they decided they needed new systems, and those systems became the forerunner of this country.

And so I think it is no surprise that when our forefathers came together to form this nation that they believed sincerely in their hearts that the success of the enterprise depended upon an informed citizenry. And so they made provisions, and those of us in this room, both from the library side and the Government side, are the standard-bearers today, the partners in carrying out what our forefathers believed was so important to the preservation of our democracy. And I know that several of you in this room were at my swearing-in ceremony when Anthony Kennedy charged me with the protection of the democracy, not making our printing presses run faster. And it just took my breath away. And I understand the responsibility associated with this; and believe me, it is the most important part of my job at the GPO.

So after one year of coming to an understanding of this disruptive technology, we then had to do what I told you we would do, and that is put together a scheme, a strategic scheme, of how we would deal with it. I don't know how many meetings I was in in the second year I was on the job -- 100, 200 meetings, probably more -- with people that talked strategic direction based on this revolutionary change in technology. And out of it you have the strategic document that we issued in December of last year. And what I told our people when I issued this document was, this is not the operating plan. This is the music, not the words. And I want everybody to understand where we're going as an organization, and then for everyone to look at how this affects their part of the enterprise, and that goes for you, too. And to truly, truly understand how these parts fit together, and then to figure out how to put the words to the music.

And I will tell you as I stand here in front of you today, that the GPO does not have all the answers. We continue to listen; we continue to learn every day. We're committed to a direction, and we're committed to a direction not so much for today, but for tomorrow. I think it's very important that we all understand that. It isn't today that we're making these moves for; it's tomorrow. And it's the impact that computers will continue to make on information.

Now, I have, as you know, been out and visited with my colleagues throughout Government. I have spent a considerable amount of time with Dr. Billington, and with John Carlin the archivist; prior to the time the new archivist was sworn in. I also visited with him. My wife and I took him and his wife out to dinner, and we began to form a relationship because I think this relationship is important.

Another early relationship I formed was with Dr. Lindberg, who is, as you know, head of the National Library of Medicine. It is one of the nation's true treasures and great resources. And Congress in its wisdom commits about \$330 million a year to the National Medical Library. And, of course, this is the underpinning of the practice of medicine, not just in this country, but, frankly, throughout the world. They have just completed an enormous undertaking. They've moved almost everything into an electronic format, and it's retrievable through the Internet. And they, just last week, began the process of developing their next tenure plan.

I was delighted when Dr. Lindberg asked me to join the group in planning the future of the National Library of Medicine. We did this in Washington. There were 25 of the most prominent physicians in the country together with about 15 people representing various parts of the information industry. And while I thought I understood what I was going to hear going into it, I was actually, frankly, amazed at some of the things that I did hear. For instance, one of the directors of one of the largest schools of medicine in the country declared that 80 percent of the curriculum taught in medical schools is now obsolete. And they talked about how within five years there will be 1,000 times more information made available through the National Library of Medicine than is made available today. They talked about the fact that they're going to be moving healthcare down to the individual consumer level, that the greatest impact in the next ten years will be our receipt of this information to understand more about ourselves and to take more responsibility for our own health. It was pretty dramatic to hear this.

And when you think about all of that additional information, you think about, how on earth could they possibly manage it? How could they deliver it? And, of course, many of those questions came up. We heard from technologists and their views of what was going to happen. The preceding week I was in San Diego to do a number of different things, including delivering speeches to the printing industry I visited the National Arts – the Supercomputer Center in San Diego, met with the librarian there at University of California in San Diego, and I also attended a meeting of trustees of America's colleges and universities. Jack Valenti was one of the speakers.

I thought it was kind of amusing because Jack has been known to represent the movie industry forever, and he was there talking about the downloading of music and how trustees, by golly, better stop this. And I thought, you know, all listened, sort of amazed at all of this, as he charged us to move forward with getting the administration to understand that stealing music was not a good thing to be teaching kids -- Afterwards I visited with Jack for a few minutes, and I said, "Jack, why are you interested in music? I thought you were in the movie business." He said, "Bruce, last week I was in my office in Washington and a colleague from Spain sent me a two-hour, ten-minute movie over Internet2 in four seconds." He went on to say that Internet2, as we

all know, runs about 20,000 times the speed of today's Internet. But what he told me that really surprised me was that, within a year and a half, or two years, the Internet2 will be the new standard in homes in America. Now, that's pretty staggering, because it opens up a pipeline unlike we've ever seen before, and we can deliver a lot more information down these pipelines.

And so you could begin to see that, as information multiplies greatly -- and I don't think medicine's going to be the only field where information multiplies greatly -- you can begin to see that it will be impossible to deal with all of this information on paper. So we're going to have to develop the tools to make all of this information accessible to us in our personal lives, business lives, and our professional lives. And I think that's what we're about here, and it's certainly the charge I gave Mike Wash when I brought him into the Government Printing Office. I told Mike, "The next generation system -- what we're calling the Future Digital System -- had to be prepared to handle video and voice, as well as text". And you all have heard me talk about that in the past. Because I think we're facing, ladies and gentlemen, a revolution in the way information is created, the way it's processed, and the way it's delivered.

I think in my lifetime, your lifetime, our children's lifetime, and our grandchildren's lifetime, there will still be print, and there will still be a necessity to have some Government documents in print form. I can't imagine trying to use the statistical abstract of the United States only on computer. You know, I think there are dozens of publications that we're going to want to keep in print for the foreseeable future. And what I've said is, I think it is important that we, who together protect this, come to an agreement on what those titles are. What do we not want to lose? What are we not ready to lose at this point from the print inventory? And we just take those off the table because they're going to be there, and we can discuss other things other than those.

Now, I know we've had this 50 Essentials Titles list for some time. And at the very beginning, when I looked at that with Judy, I said, "Well, what's magic about 50?" And she said, "Nothing, to my knowledge. I mean, I think this is just what it added up to the last time we did this." And I said, "Well, let's not confuse 50 with Essential Titles." And I think that's important to understand; I do not want to confuse the two together. I

want to make an agreement on what we consider today, in 2005, to be the essential titles we want to keep in print.

I also had a meeting with Judy and with the directors of some of the largest private university libraries in the country -- a group of about 20 people altogether -- and to listen to what they had to say. This was part of the fact-finding that we went through, to listen to what they had to say, and basically, you know, obtain their vision of the future since so much of this will be electronic. We discussed the fact that we think it's probably important the Government go backwards, and recapture all the documents we've previously issued and put them into electronic form so that we have a fully functional electronic database. We talked about the importance of these print products. And what I said to them and what I say to you is this: That I think, at some point in the future, you may elect to stop using some of the print documents in your library. But I'd much prefer you to make that decision on the Essential Titles than have the Government make that decision. And so we want to create that flexibility as we move forward. Again, I think that we've got to keep our eye on the ball here, and that we're not working for the folks today. We're working for the folks tomorrow to make sure that, together; we have prepared ourselves to be able to answer the needs that the users of libraries tomorrow and the users of Government information tomorrow will feel that we did our job today in preparing for the future. That's what we're trying to do.

Now, I realize a lot of the conversations that we talk about at this meeting, and other meetings we do, is conversation about the development of the Future Digital System. It is extremely important that we develop this Future Digital System. And, as you know, one of the first moves I made when I came into the GPO was to set up an Office of Innovation and Technology, which I talked about two years ago, and I gave you my vision for it.

My vision was that it would be composed of people within the GPO, and people from outside the GPO, who had specialized technical knowledge that we needed at this time. And I envisioned having co-directors of that office. Again, a person from inside GPO and a technologist from outside. And, as you know, I selected Scott Stovall early in the game, a long-time 15-year GPO employee in his late 30s, and one of the true technologists that GPO has, and he did a marvelous job of getting that going. And I

charged him with getting out of the office and getting out and understanding what universities were doing with technology, what other Government agencies were doing with technology, and what was in the laboratories of big companies -- big technology companies in the country, and to also take a look at some of the smaller companies and understand what some of the amazing technology that was coming along our way. Scott put together a team of people, and they proceeded to do that.

Thank goodness I was on a number of visits -- you were, too, Judy -- as were all of our executives -- I think usually in groups of about eight or ten -- and we educated ourselves. And meanwhile, I was looking, and I looked for -- more than six months, almost nine months -- I looked for exactly the right person to come in from the outside. And it's -- you know, not just a matter of having somebody that has the brain power, but who also has the experience of building a large-scale digital system. Someone who would fit into the culture of GPO, and into the culture of our clients and of the libraries. And so we spent a long time looking for the right person, and I am particularly grateful that Mike Wash accepted this position. Mike was in a perfect position to do this. He's had a great and glorious career, and I think you've heard me say before that amongst the many accolades he's had, he was named U.S. Inventor of the Year in 1996. He holds patents himself; he's a technologist. And I don't hold it against him: He wasn't able to go to RIT for his undergraduate work. He went to Purdue, he's a Purdue engineer, and he has had the opportunity to build large-scale systems. He walked into the Government Printing Office not having answers -- but developing a methodology of going forward to find the answers and to develop the technology and the right way of doing things.

Early on we discussed the fact that we had to decouple the information from the delivery systems, and I think that's just absolutely fundamental. How we do that, how we go about doing that, I think we are still discovering-- -- we are still finding information as we go along. Now, we're pretty far down the road here. Much farther down the road that you might imagine, because we're going forward with a much disciplined process. And I asked Mike to join Judy and me this morning, to walk you through where we are at this point, and I think it's probably going to form the basis certainly for a good dialogue with Council.

And once again I say to you that while some decisions have been made – obviously we had to make some decisions -- there are still a lot of decisions to be made just around the road. I will tell you that there is still some fuzziness out there. I wish I could tell you we can see clearly 20 years down the road; we can't. We are going to have to make some assumptions. We want to make sure those assumptions are supported by you and by others and the Government as we move down the road. Before I turn this over to Mike, I'm just going to talk a little bit about this badge I'm wearing.

I think most of you have been at the GPO and you know there's a pretty serious group of people there; they take their work very, very seriously. And, you know, I take my work seriously, too. Maybe too seriously some days. Of course, we're well on our way into PKI. I think with authentication, we now have a pretty clear picture how we're going to get that done. It's very important to press forward. We've been discussing the watermark to go onto the page. And they come up with designs and shown them to me, and I've said, "Well, that looks like something that was created yesterday. You know, this has to go back; this has to reflect what would have been done 200 years ago, and it has to reflect what will be done 200 years from now. This can't be some tricky glossy logo. This has to be really solid. This has to be the Government. This has to be forever." And I'd keep sending their designs back, until finally they got it right. On April Fools' Day they presented me this badge with my picture on it with the words under it, "Trust me." So with that, I'd like to introduce the Chief Technical Officer (CTO) and the Co-Director of the Office of Innovation and New Technology of the Government Printing Office, Mike Wash.