

ADVISORY COMMITTEE ON THE RECORDS OF CONGRESS  
MEETING # 53  
WEDNESDAY, DECEMBER 6, 2017  
THE NATIONAL ARCHIVES  
ARCHIVIST'S RECEPTION ROOM: 105

Members of the Committee Present: Karen L. Haas, Chair, Clerk, U.S. House of Representatives; Julie E. Adams, Co-Chair, Secretary, U.S. Senate; David S. Ferriero, Archivist of the United States; Betty K. Koed, Historian, U.S. Senate; Matthew Wasniewski, Historian, U.S. House of Representatives; John A. Lawrence, Visiting Professor, University of California, Washington, D.C., Campus; Sharon M. Leon, Associate Professor, Department of History, Critical Diversity in a Digital Age Initiative, Michigan State University; Carol Mandel, Dean, Division of Libraries, New York University; Lori Schwartz, Hagel Archivist, Archives and Special Collections, University of Nebraska; Deborah Skaggs Speth, Archivist, U.S. Senator Mitch McConnell and Elaine L. Chao Archives, University of Louisville McConnell Center; and Sheryl B. Vogt, Director, Richard B. Russell Library for Political Research and Studies, University of Georgia Libraries.

Also Present: Richard Hunt, Director, Center for Legislative Archives, National Archives and Records Administration; Karen Paul, Archivist, U.S. Senate; and Robin Reeder, Archivist, U.S. House of Representatives.

HAAS: Good morning. This meeting of the Advisory Committee on the Records of Congress will now come to order. First let me take the opportunity to welcome the returning committee members, Deborah Skaggs, Sheryl Vogt, Sharon Leon, and John Lawrence. Thank you for your continued service and contributions to this committee. We will ask for updates from all of the members later in this meeting.

We're pleased that the two vacancies we had on the committee have been filled and that our committee is now complete. First let me welcome the Speaker's new appointee, Lori Schwartz. Lori is the archivist for former Senator Chuck Hagel's papers at the University of Nebraska, where she has worked since 2015. She had previously worked at the South Carolina Political Collections at the University of South Carolina.

Next, let me welcome the Senate Minority Leader's appointee Carol Mandel. Carol is the Dean of the New York University Division of Libraries, which includes NYU's libraries

in New York, Abu Dhabi, and Shanghai, along with campus media service, university archives, and the NYU Press. She came to NYU in 1999 from Columbia University. Thank you both for agreeing to serve on our advisory committee.

We welcome and thank the Secretary of the Senate, Julie Adams, for her continued collaboration on this committee. Julie and I have the opportunity to work together on many other projects outside of this committee.

And last but certainly not least, I'd like to acknowledge David Ferriero, our host for today. I want to thank him for hosting, along with his staff, as well as mention the new exhibit that you all are going to have an opportunity to see after this meeting entitled *Remembering Vietnam*. David has gotten a lot of wonderful press on that exhibit so far.

We're nearly halfway through the hundred and fifteenth Congress. We are managing two vacant offices and are expecting to manage another early in the new year. This number is down from a total of seven offices earlier. We are also monitoring the list of House Members that have announced they are leaving at the end of the Congress. Thus far, there are 44 House members who've already left, announced they are retiring, or running for other offices. We have conducted some level of outreach to each of these offices.

Also, the Office of the Clerk is working on a new website which will feature a refresh of the current site as well as new content. One highlight is the addition of roll call voting information. The new website will be launched early next year.

At this time I'd like to recognize the distinguished Secretary of the Senate and Co-Chair of the Advisory Committee, Julie Adams.

ADAMS: Thank you Karen, and thank you to the Archivist for hosting today's meeting in this beautiful space. It's always nice to get a chance to leave Capitol Hill and come to the Archives. So thanks so much. I'm also delighted to welcome the new committee

members, especially Carol Mandel, the Advisory Committee's appointee by the Senate Democratic Leader, Senator Schumer.

Dean Mandel's work has focused on the transformation of infrastructure, services, and partnerships to serve the Research Libraries' core mission at NYU in a digital environment, as well as exploring changing modes of research and teaching, preservation of digital content -- which I know is something we are all very interested in -- new models in scholarly communication and access to primary resources. Most recently she has focused on infrastructure and service design to provide seamless services to students and faculty throughout NYU's global system. Welcome, Carol. We look forward to learning from you and collaborating with you.

I'm pleased to report that in the Secretary's Office we have published the fifth edition of our *Records Management Handbook for United States Senate Committees* and an accompanying brochure, copies of which are at your places today. The *Handbook* was last published in 2005. So needless to say this marks a substantial update. In particular the new edition provides guidance to Senate committee staff on preserving electronic records, and a special thanks to Karen Paul, Betty Koed and the Senate archiving staff for their tireless efforts in getting this accomplished. It was a big deal to get that across the finish line. It was nice to sign the letters to the committee staff and clerks this week to get that out the door. So thanks so much to you and your teams.

Our archivists and historians continue to reach out to senators, staff, scholars, the media, and the public with tours, brown-bag lunch talks, and training sessions, as well as Web features, Twitter, and oral history interviews. All three Senate archivists have been busy with talks, training, and presentations. Karen Paul will have more about that in her report.

*The Women of the Senate Oral History Project* is in full swing. Historians have interviewed former Senators Barbara Mikulski, Kay Bailey Hutchison, Carol Moseley Braun, Blanche Lincoln, Mary Landrieu, and Nancy Kassebaum Baker, as well as a

number of former female staff. More interviews are planned in the weeks and months ahead.

Betty Koed and her deputy, Kate Scott, recently completed extensive oral histories with Senators John Warner and Carl Levin, who have a combined Senate service of 66 years and led the Armed Services Committee as Chairman or Ranking Member for more than two decades.

The Senate historians are making rapid progress on the latest volume of the minutes of the Senate Committee on Foreign Relations. Since 1978, the Senate historians have prepared and annotated transcripts of the executive session hearings of the Senate Foreign Relations Committee for declassification and publication. Twenty volumes have been published to date, taking the series through 1968. The historians, with Deputy Historian Kate Scott in the lead, are currently working on the twenty-first and twenty-second volumes which will include the committee's executive sessions hearings of 1969 and 1970.

Assistant Historian Dan Holt drew a standing room only crowd for his lunchtime talk "Revisiting the Gilded Age Senate" for which he did extensive research in congressional archives. This represents just one chapter in a much larger project to revisit important eras in Senate history, and revising and reinterpreting that history in light of new evidence, scholarship, and methodology.

On September 15, 2017 Constitution Day was celebrated with the special presentation "Out of Necessity: The Senate, the States, and the Great Compromise of 1787" which examined the debate culminating in the Great Compromise of 1787 and discussion of how that decision still shapes the Senate today. The presentation, which drew a very large audience that included local high school teachers and students, also included five mini archival exhibits documenting the debate. We also have a Constitution Cake each year, which I think is a big draw for a number of the high school students.

So needless to say, we've been quite busy, and I look forward to receiving an update on the renovation of the space at GPO, and our discussion of the draft *Sixth Report to Congress* on the Advisory Committee.

HAAS: Thank you, Julie. I would now like to recognize David Ferriero, the Archivist of the United States.

FERRIERO: Good morning, and welcome to my house. It's nice to have you here with us this morning. A special welcome to Lori Schwartz and Carol Mandel. Carol and I go back about 100 years in the wonderful world of research libraries.

I thought I would bring you up to date on what's going on with our strategic planning process. In April of this year, the Office of Management and Budget (OMB) gave every one of the executive branch agencies the opportunity to submit a new strategic plan, a reform plan, a budget, and a work plan for the coming year. We've been hard at work on those activities. We submitted our plan in August. I'm going to report to you on what we've submitted to OMB, but we won't know until February 2018 exactly what will be approved as we continue negotiations with OMB.

The goals of the strategic plan remain the same four. They are "Making Access Happen," "Connecting with Our Customers," "Maximizing Our Value to the Nation," and "Building Our Future Through Our Staff." While those four goals remain the same, there are some new sub-goals, particularly in response to this administration's messages around digital government, and information infrastructure refresh and update. We are paying particular attention to those messages.

Within our "Connecting with Customers Goal," we have a promise to create policies and put processes in place to support federal agencies' transition to fully electronic record keeping. Just to remind you, we are implementing a "Managing Electronic Records" directive which was issued to all federal agencies by OMB and the National Archives which mandates that all Email be managed electronically; no more printing to paper, and

that by 2019 all permanent electronic records will be managed electronically to the fullest extent possible for eventual transfer and accessioning by NARA in electronic format.

I'm pleased to report that federal agencies have been reporting their progress toward meeting this target. Records managers complete self-assessments and senior agency officials for records management submit annual reports. From those reports we know that 98% of the agencies are optimistic about meeting this goal, which is really good news.

Strategic goal three is "Maximizing Our Value to the Nation." By 2019 we will conduct inspections of records management practices at 10% of federal agencies. Congress gave us funding for this function, so we're going to start that process next year. By the end of 2022, NARA will to the fullest extent possible no longer accept transfers of permanent or temporary records in paper or analog form, and will accept records in electronic format with appropriate metadata. This is a huge goal. This is what we have been talking with the agencies about and with the community to bring them up to speed on what that means for them.

That doesn't mean that we won't take paper in the near future, just not after 2022. So you have until 2022 to get your paper in. In fact, 85% of the agencies have let us know that they're already digitizing records, which is the preferable delivery in the electronic format. We'll see how that plays out. And as I said, this is a strategic plan initiative yet to be approved by OMB, but this is the direction we're heading in.

I would like to say a few words about this new exhibit that you have an opportunity to see either now or later. It will be up until January 2019, so there is plenty of time to see it. It is a media-rich exploration of the Vietnam War. It's a fascinating collection of newly discovered and iconic documents, images, film footage, and artifacts which tells the story in 12 critical episodes of the war that divided people here in the United States and Vietnam.

Viet Thanh Nguyen's book *Nothing Ever Dies* was very instrumental in coming up with the title of this exhibit, because in it he describes wars as being fought twice, once on the battlefield and once in memory. This exhibit shares memories of veterans as well as others affected by the war in video interviews. We were delighted last week to read Senator Leahy's appreciation for the exhibit, which was read into the *Congressional Record* and was really a very nice tribute.

HAAS: Thank you, David. At this time we need to move to the approval of the minutes from the last meeting. Is there an objection for dispensing with the reading of the minutes? Hearing none. Are there any corrections to the minutes? OK. At this time then I'd entertain a motion and second.

FERRIERO: So moved.

HAAS: Minutes are approved. I'd like to invite the new committee members to introduce themselves and have all the members update us on any news that you may have. Why don't we start with Sheryl, if you don't mind, Sheryl? And we'll go around the table.

VOGT: I guess I'm one of the older members on the committee, older in both ways. Anyway, I would like to share just a few things that we've been doing at the Russell Library since we last met. We have in the last seven months acquired three new congressional collections. The first two are those of former Congressman Tom Price, and the late Congressman Paul Brown. For those of you who aren't familiar with Georgia history, that's B-R-O-W-N not B-R-O-U-N. We have had two Paul Browns from Georgia. This one served from 1933 to 1960. This is one of those collections you get really excited about because it was lost, and now it's been found. It came to us from a third party person though, so we had to acquire it by purchase. The third collection is represented by a firm commitment from Congressman Buddy Carter.

We have increased our overall instruction with classes at the university. We've gone from something like 48 classes a year to 112 sessions this past year. That's a 233%

increase. And we're reaching approximately 1,400 students at the university. We think that will only increase in the years to come.

We have a Special Collections Faculty Fellows program. We've just started our third cohort of those faculty fellows. Usually there are around a dozen fellows per year. They meet with our staff and look at materials that would be apropos to their courses. The following fall they will institute these primary sources into the classroom and assign projects to the students. This has become a very popular program. Each year we've gotten more applicants and we're actually having to turn people down.

I would also like to share one of our public programs with you that we had just this November, "A Rush to Judgment: The Warren Commission and the Dissent of Richard Russell." Many people don't know that Richard Russell was the primary person dissenting to the final report. We have a copy of his dissent in the Russell Library. It's about three or four pages long typed. He presented it at the last executive committee session.

From what we understand, there was no court reporter at that session. About four years later Russell discovered that his dissent was not part of the official record at the National Archives. With some materials that we have in his collection we can track the early meetings of the Warren Commission, Russell's dislike for the way the commission was run such as not getting information about meetings so he could be there on time, and things of that nature. He actually wrote a letter of resignation as early as February of 1964 and then decided not to turn it in.

Russell subsequently hired a young woman who was a young lawyer who later became a judge to go to the meetings for him and report back to him. Three of our Russell trustees, who were also members of Senator Russell's staff, participated in this panel. His administrative assistant at that time, who became a trial lawyer, presented the evidence in the way a trial lawyer would. It was really interesting to hear the information presented



that way. We had a wonderful crowd, over 100 people. I imagine we had some conspiracy theorists in the group.

Russell's dissent hinged around not believing that Oswald acted alone. He felt that Oswald was not really capable of doing that. He believe Oswald had to have had some sort of oversight. Russell also had concerns about the single bullet theory. Very interesting. Thank you.

HAAS: Thank you. Deborah.

SKAGGS: Good morning. I don't have a special projects report this six months. However, the processing, arrangement, and description of the Senate Majority Leader McConnell's archives continues. We've only been open for 9 years, so we're playing catch-up for 30 years' worth or more of records. We are continuing the work on Senator McConnell's archives including his personal records, his records from the Senate, as well as Jefferson County judge/executive records, and his campaign records that do go back to county judge/executive days. Many of those are audiovisual records.

We are looking forward to the Senator's annual oral history interview at the end of December. It should be an interesting interview this year. Also, the McConnell Center conducts a distinguished speaker series, held in the fall and spring. This fall we had the honor of hosting Justice Gorsuch. The Senator wanted him to see the exhibit, and he came down and took him through the exhibit. Gorsuch also came into the archives and was very interested in the archives and even began thinking about where his papers would go. We had a very good visit with him. That's pretty much what we've been doing in the last six months.

HAAS: Thank you. Lori.

SCHWARTZ: Hi, I'm pleased to be here. So as you heard I've been at the University of Nebraska at Omaha for three years now as the Charles Hagel Archivist. It's a branch campus of

15,000 students of the University of Nebraska system. The previous 13 and a half years, I was in South Carolina at South Carolina Political Collections under the direction of Herb Hartsook, who many of you know. He's retiring in a couple weeks. I wanted to announce that here at this meeting. And Sheryl, I loved the blog post you put up about Herb. That brought tears to my eyes. He taught me quite a lot.

While I was at South Carolina Political Collections, I got to work on the collections of longtime Senator Fritz Hollings and longtime Congressman John Spratt. I left that job right in the middle of getting a handle on John Spratt's budget materials. One of the wonderful things about being a congressional archivist is you get to dig into the specific records and gain new knowledge.

The Hagel Archives is a large collection. It's the only modern political collection right now at UNO. Hagel graduated from UNO and is probably the most, or one of the most, prominent alums--which is why his papers are there. He visits frequently and adds to the collection, which is quite a treat for my team.

I have three students and two staff members working with me. We are in the midst of processing the records and opening the records as we go. We opened records in January of 2016, the year after I got there. We opened up some more last year, and we'll be opening up some more next month. And I'm actually curious to see if this archival method is a trend or if this is rather unique. I'm thinking about doing some research into it. I visited Drake University where the Harkin papers are a couple of weeks ago and spoke with Hope Bibens. They're doing the same thing there. I find that interesting.

We have received private money to help us support this collection. Karen asked me about this back in May and I forgot to get back to her. Sorry, Karen. But I use that money for digitization of the audio and videocassettes in the collection. We have many of them. And for hiring a postgraduate Hagel fellow, who's been able to contribute a lot to the processing of the papers. The current fellow is an Iraq veteran. She's been very helpful in processing the Hagel records as he is a veteran of the Vietnam War. I'm really

looking forward to seeing the Vietnam War exhibit downstairs. A book just came out in part about Chuck Hagel and his brother's service in the same unit in Vietnam.

FERRIERO: They were here with the book, it was really nice.

SCHWARTZ: Yes. And I think that's all I'll say for now but I'm sure I'll have more to say in future meetings.

HAAS: Thank you, and welcome. John.

LAWRENCE: Hi. I'm John Lawrence, for the newer members of the committee. I came to this Advisory Committee after having spent almost 40 years on the Hill. So I have deep appreciation for the work that this group is doing and the importance of it.

I'll give you an update. At the last meeting someone spoke first and mentioned a book they were writing, which compels me to mention my own. It is coming out on March 1, and it is a history of the Class of 1974 in the House of Representatives, the post-Watergate class, and the roots of partisanship in congressional politics and congressional operations.

First, I'd like to thank Matt and Robin and many of the people, Richard and others, who've been a help in this project which has consumed a lot of my time since I left Mrs. Pelosi's office.

I think one of the things that's been very gratifying about this work is that a great deal of the book was based on oral histories and interviews that I did with over 40 Members of the Class of '74. These Members served varying lengths of time in the Congress, many of whom have not talked about their service for decades and have never contextualized it in terms of what it meant to have been part of that reform effort and to deal with some of those issues, including the rise of partisanship that affected the House of Representatives over the course of the past 40 years.

As a result of those conversations, a number of them started writing books. The Members I know who are working on books are Les AuCoin, who's from Oregon, Don Bonker, and particularly John Jenrette, who has become a frequent correspondent. There is a book that's just come out in which he was involved. It's a very colorful book, as we might imagine. I told him I thought it might outsell mine, given some of the subject matter.

It's interesting to see that former Members are beginning to think in terms of that kind of personal activity, and I think it's hugely valuable because so many go through a pretty unique process of serving in the Congress and never think in terms of, particularly in the House, writing down what they experienced, what their motivations were, and their experiences. So we're left with official records, which are useful to some extent, but they don't cover the full context of what it meant to serve in the institution.

I'm off on a new project dealing with my years in leadership offices, but I'm really looking forward to the publication of the book. I'm going to be traveling around a little, talking about it. And I appreciate the opportunity to mention my book today.

HAAS: Thank you. Carol.

MANDEL: I don't know that I have any updates directly relevant to the work of this committee since I'm not engaged directly in this kind of congressional records management. I'm in learning mode. I'm in awe of what you are all doing.

I am spending a lot of my time currently in the realm of digital preservation and chairing a board committee of the Digital Preservation Network, in which we're looking at a variety of models for large-scale digital storage, which clearly will be increasingly relevant to everyone here, and perhaps you have some solutions and standards we need to be looking at. What's really coming to light is that massive preservation of audiovisual

material creates huge files, and huge files that need to be managed in different ways. I'm sure you've got experts on your staff we'd love to share ideas with.

Actually listening and learning about the work that you are doing increases my frustration that too many research libraries have their heads in the sand about the needs of preserving born-digital content. So a lot of the work that I'm doing is with a core group of maybe 40 or 50 libraries that kind of get it but are still not where you would imagine they should be. NARA of course leaves them in the dust in terms of the necessary skills.

I'm curious -- if we ever have time to talk about it -- how you're addressing manpower issues. Every day new skill sets are needed to be able to keep up with technology. You talked about that, David, as one of your goals -- having staff participation as part of your strategic plan. And I think the profession at-large is doing a pretty good job at keeping up, but maybe not good enough for the skill levels that continue to increase. So while you're all doing brilliant work at the Archives, there are larger issues in the field of how training is going to be sustained, and how others will work with you.

Beyond working on the Digital Preservation Network, as NYU was one of the creators first of Archivists' Toolkit, and then ArchivesSpace, I chair the board of ArchivesSpace and have that continuing connection with the archival community, which is truly a wonderful community. Again, I think the university realm and the government records management realm need to come together a little bit more. Mostly the university folks need to learn from the government folks from what I'm seeing here today.

NYU is very involved with audiovisual material, and because of that, we've had a long series of grant projects paving the way for standards and practices and extending capacities in digital reformatting and born-digital AV preservation. I've done some work with the Internet Archive to be able to do a better job of Web archiving multimedia sites. So there is a lot of cross-fertilization that I can see here. Maybe we can find ways to be helpful to each other.

HAAS: Thank you. Sharon.

LEON: Well I want to say thank you to Sharon Shaver for printing my new title on my name card, because I can never remember the name of the initiative that I'm on my way to work on. I am in a year of transition after spending 13 years at the Rosenzweig Center for History and New Media. I have taken a job at Michigan State University in conjunction with the research initiative that they're calling Critical Diversity in a Digital Age, which is kind of a mouthful. Not unlike the Roy Rosenzweig Center for History and New Media, the marker of my career may be that I cannot find a place with an acronym that you can actually pronounce.

I am moving on from 13 years of running the public projects division at the Rosenzweig Center, and sadly leaving my beloved Omeka team behind. But they are in good hands with Sheila Brennan, who is the new director of the Omeka family of projects, and has been with the software team since the beginning. So there'll be no concerns about the sustainability of your Web publishing. Omeka will be fine.

For the year ahead, I have the great luxury of having an NEH-Mellon digital publication fellowship. I'm spending the year doing research in the archives and special collections at Georgetown. Those of you who are readers of the *Washington Post* and the *New York Times* probably read a number of stories about the Jesuits exacting a sale of close to 300 enslaved folks in 1838 to provide enough funds to support the life of the university going forward. The press records made it seem as if that was a story that had been kept under wraps, which is actually not an accurate portrayal of it at all.

Those materials/records came to Georgetown from the Maryland Province Jesuits in 1977. The first article on the sale and the situation was published in 1982 so there's been actually a lot of scholarship about the Jesuits and why they made the decision that they did.

There's an army of folks working on the mission to find the descendants of that sale in New Orleans and in southern Maryland. But there isn't actually anyone working on what the enslaved communities looked like in southern Maryland between about 1717 and 1838. That's what I'm working on. I have not had the luxury of spending every day in the archives for three months since I was a graduate student, so it's been a glorious time.

And I wanted to mention our friend Charlie Flanagan, who runs educational outreach for the Center for Legislative Archives. He wrote a spectacular dissertation on the *James Carroll Daybook, 1714-21*, which is this amazing ledger of one of the major merchants in southern Maryland covering every transaction that he enacted in his cluster of plantations. It's a huge insight into what eighteenth century slavery in Maryland looked like. When you see Charlie ask him about his dissertation; it's wonderful. I'm looking forward to building a digital product about it.

As I was telling Karen earlier today, I'm madly processing spreadsheets of enslaved people, their relationships to each other, provisions, work, labor, sales, all of those sorts of things. I'll have to have something to show for my work at the end of the academic year. Thank you, NEH and Mellon.

Then I'm on my way to East Lansing to participate in this wonderful interdisciplinary initiative. Any of you who work on digital publishing and digital scholarship know Kathleen Fitzpatrick has come to Michigan State to coordinate digital humanities there. My position there is part of a seven-or-eight-person cluster hire to bring people together to think about issues of diversity, digital projects, digital skills, and what it means in the life of our scholarship and university. So I will have to catch a plane to visit you all next December, but until then I will be here until the next meeting.

HAAS: Great. Thank you all for the updates. And again welcome to Lori and Carol. Robin, at this time would you update us on House activities?

REEDER: Absolutely. Thank you. To begin with here are some of our statistics since the last Advisory Committee meeting.

In the Office of Art and Archives we've had six Member consultations, cataloged 319 photographs, and had 139,000 pages of records transferred to us. Loans to committees totaled 37,000 pages, and loans returned from committees totaled 138,750 pages. The committees were holding on to some records that they returned.

I'd also like to highlight some of the projects our staff members have been working on. Heather Bourk continues her work on inventorying the House Photography Office collection to prepare for their transfer to National Archives Still Picture Branch. We'll have a portion of the photos and negatives ready for transfer to the National Archives in January.

Michelle Strizever continues her review of the images and information for the House Historian Office's forthcoming book titled *Asian and Pacific Islander Americans in Congress*.

Alison Trulock continues overseeing adding documents into our Web site for Record Search. Since the June meeting, 12 new documents have been added, and another 19 will be added by the end of this year. At that point, Record Search will have at least one document from all 50 states and current territories, as well as each standing committee with open records.

Also, Alison is coordinating the upcoming transfer of the hundred and thirteenth Congress records to the National Archives, which will happen in January. We are estimating there will be 1,700 boxes of records from the hundred and thirteenth Congress and 250 boxes of records from previous Congresses that we've received since the last transfer to the National Archives.

I'll be talking about the sixth report later in the meeting.



HAAS: Thanks, Robin. Karen, would you update us on Senate activities?

PAUL: We are working with the Members' offices that will be closing and as part of that process have updated a form for describing their electronic records. You have a copy in your handouts and I would like to bring this to your attention, particularly the reverse side of the form. I want to point out that we have upgraded the technological and system information that we are requiring to have offices report when they gather their electronic records and prepare them for transfer to a repository. This specifically has been integrated from the recommendations that our National Digital Stewardship Resident Fellow recommended to us a year ago. You'll see that we're asking offices to use a file copying utility, to run a fixity check, and to do file format identification so that when these records are transferred to the receiving repositories they will be getting more metadata and more information about what they're receiving than ever before. We've had problems along these lines and we think this will go a long way to help solve those.

And secondly, I wanted to mention that at a Member's request, we developed a template of questions that the Member may use to keep a personal record of experiences while serving in the Senate. We're really excited about this request. We're in the process of distributing it. You have a copy of this form. It's designed for individual use or with or without an interviewer. The questions help a Member identify and record the significant, moving, or surprising issues, experiences, and events that occurred over the course of a day, week, or month, depending on how frequently the Member chooses to record his or her thoughts.

This is incorporated into our office archives toolkit. I invite you to take a look at the questions and the information on the form. For those of you who do oral histories, we're happy to make any edits or corrections to improve this. I think this, if adopted even by a small percentage of members, would be a really welcome addition to historical collections.

John, this form may be helpful in solving one of the issues you raised a couple of meetings ago I think. This is how can we record that aha moment, that moment that isn't recorded otherwise. If we can persuade Members to use this form, I think it will help record important history.

From June to December, Deputy Archivist Elisabeth Butler accessioned and transferred to the Center for Legislative Archives seven-and-a-half terabytes of electronic records in 27 accessions from nine different committees. She also accessioned 461 cubic feet of textual records in 220 accessions from 19 committees. I'm not sure if we're going to be transitioning fully to electronic records by 2022. It doesn't seem to be changing that quickly.

FERRIERO: We'll see how it goes.

PAUL: Yes, we shall see. I am particularly pleased to announce publication of the fifth edition of the *Records Management Handbook for United States Senate Committees*, which you have at your place, and the corresponding pamphlet. The handbook was first published in 1981 when the Senate collection consisted of 15,000 cubic feet of textual records. The guidance in that handbook described record keeping of a bygone era.

Now, documents listed for permanent retention, such as a copy of the bill as introduced, and a copy of the bill as passed by the Senate, reside in sophisticated databases. Photocopies of press clippings of the committees' work have been replaced by Twitter, Facebook, and YouTube. My favorite bit of advice from that era is to retain quote "substantive staff communiques dated to assure refiling in the correct order," which now consists of e-mail or text messages.

Currently, the Senate collection consists of 89,000 cubic feet of textual records and 45 terabytes of electronic holdings which are growing exponentially. The fifth edition of the handbook looks very different from that first edition and contains very different advice aimed at managing and securing digital records. It also updates our traditional working

definition of committee records by incorporating language from the 2014 Presidential and Federal Records Act Amendments, Public Law 113-187. An updated opinion from the Office of the Senate Legal Counsel addresses ownership of committee staff records and records obtained from agencies. This memo, first issued in the 1987 edition of the handbook and updated periodically, has been particularly instrumental in preserving staff records that illuminate the deliberative process.

We continue to process records of the Republican Conference. Deputy Archivist Alison White is working with the Senate Sergeant at Arms' printing, graphics, and direct mail group on the conversion of over 200 VHS and Beta tapes. We thank the National Archives for reformatting 375 U-matic tape cassettes into preservation masters and MP4 reference copies.

Managing this project has included first of all dusting off the cassettes, organizing and inventorying the tapes, photographing cartridges and tapes, creating pdfs of content sheets when available, and creating descriptive metadata about each tape and its contents. We have approximately an additional 180 tapes to convert to complete this project. These materials date from the mid-1980s through the early 2000s.

The Secretary sponsors a series of brown-bag luncheons for newly hired staff. I used this occasion to develop a presentation on the history of the Senate's archives, which will become one of the modules in a new multi-module training program that we are beginning to work on. The talk inspired a follow-up visit to the Center's Treasure Vault where our host Congressional Relations Specialist Sharon Shaver's informed and personable tour certainly won more support for the Archives and archiving in the Senate. Thank you, Sharon.

Deputy Archivist Alison White and Photo Historian Heather Moore participated in the Sergeant at Arms' technology assessment working group on developing a digital asset management system for Senate offices to assist with photo and video management, and subsequently participated on the administrative working group advising on product

development. This group wrapped up its work at the beginning of November with a fully functional product. We are hoping that the Senate Historical Office will be able to participate as a pilot office to test the newly created -- with archival input--the Senate media manager. Thank you, Alison.

The Congressional Papers Section (CPS) of the Society of American Archivists continues to be an important resource and ally in preserving and making available the records of Members of Congress. Deputy Archivist White and I attended the annual meeting of the Society in July and participated in the CPS daylong forum. Alison moderated a discussion on data as an archival source and participated in a training session on born-digital processing. At the forum, I led a discussion on the strategic plan co-drafted with Leigh McWhite of the University of Mississippi. The resulting document was adopted by the CPS steering committee in July.

Alison served on a CPS task force on Constituent Services System (CSS) data. The task force just completed a white paper on CSS data including background information on the development of the system's use in congressional offices and how the data is offered and delivered to repositories. The white paper assesses potential use of this data by researchers and scholars and offers advice to repositories interested in accepting these materials. Both the strategic plan and the CSS white paper are available on the CPS site.

Alison participated on a panel titled "From the Hill to the Home State" at the National Digital Stewardship Alliance annual conference in Pittsburgh.

Deputy Archivist Elisabeth Butler serves on the CPS electronic records committee where she edits and posts case studies and best practices contributed by the congressional archivist community. Elisabeth volunteers also as Webmaster of the Northern Virginia Chapter of ARMA, which stands for American Records Management Association. In October ARMA recognized the web site and the chapter's outstanding annual seminars with its standing ovation award. Congratulations Elisabeth on the work you do there.

On the Senate's large committees, committee archivists perform a vital role in managing and preserving electronic records. Following the departure of Senate Judiciary Committee Democratic archivist Anu Kasarabada in September, who will head up a judiciary documentation and oral history project at the University of Kentucky, we are pleased to welcome Jennifer Wiley as Anu's successor on the committee. Jennifer received her Master of Library and Information Science from Syracuse University and was an archival intern for Senator Conrad. Upon graduation she held assignments at the National Security Agency and the Department of State. We are very pleased that she elected to return to the Senate. Jennifer, wave. Thank you.

HAAS: Thanks, Karen. I'd like to now recognize the director of the Center for Legislative Archives, Richard Hunt.

HUNT: Thank you, Karen. I thought I would start with the update on the Government Publishing Office Building A renovation. You'll recall at the June meeting we were waiting on submission of bids and GPO's award of the construction contract. In August, GPO awarded the contract to Desbuild, Incorporated. In September Desbuild submitted a construction schedule which included an estimated completion date of the renovation in June 2018. Construction began late in September on the unclassified record storage areas within that space, which consist of two separate stack areas on the third floor. One is an 8,000-cubic-foot area and the other is a 50,000-plus-cubic-foot storage area that occupies the vast majority of the space.

GPO and National Archives staff attend weekly update meetings with Desbuild. The most recent update shows considerable progress on the structural components of the work. Plexiglas shielding has been installed over all the exterior windows in the space. The framing of the exterior walls is nearly complete. It's about 90% finished. And insulation and sheetrock are being mounted on that framing. That's about 50% complete as of a week ago. We will have an update again tomorrow.

Work on the installation of conduit pipes and the HVAC trunk lines is under way and proceeding on schedule. The next steps of the construction will include work on roughing in the electrical system, the communication systems, and the installation of the fire protection system.

The remaining space in Building A is for a restricted storage area. GPO is currently in negotiations with the contractor Desbuild over its submitted proposal to complete this work. When these negotiations are concluded we'll know more about the cost of this part of the project and the completion date for this part of the work as well. Would you like me to take questions or move on to the rest of my report?

HAAS: Why don't we have the discussion now?

HUNT: OK.

HAAS: In regard to the negotiations, do you have any sense on the timing when those may wrap up?

HUNT: I know they were meeting today, or they met yesterday for their first meeting. But I don't know the outcome of that meeting. That meeting was between GPO and Desbuild with both the contracting offices and the project manager. We did not have representation at that meeting.

HAAS: I know when we met at the last Advisory Committee meeting -- and we've obviously had many conversations since then on the status -- one of the continued areas of concern is the timing with the end of the Congress and making sure that you're up and running and available to accept the records. Do you have any concerns at this point about that?

HUNT: NARA has been steadfast in its emphasis on completing the construction on schedule. GPO is following NARA's lead as well. With the addition of the restricted space, the question is will that extend the timeframe beyond the original scheduled

completion date of the original scope of work? We don't have a definitive answer to that question but we're exploring options that may allow us to bring some of that space online at an earlier date than when the restricted area space is done. We're as anxious as you are to have it available to us.

WASNIEWSKI: What can you do to get that space ready for the transition? Are you talking about bringing in shelving and doing other prep work?

HUNT: The construction is ahead of schedule on the 8,000-cubic-foot area. So there is a possibility that space could be completed if the contractor agrees that's feasible within their scope of work. It would give us a few years of storage space before the rest of that space is completed in a few months. It's on a separate air handling system and it has different entrances than the rest of the space. The restricted space abutting the larger storage space is hard to isolate and exclude contractors from penetrating that space so we don't want records there. These initial discussions have just begun.

KOED: We had conversations about this and one of the things we're concerned about too is as the SCIF work continues can other space be open and available? We asked this question just this week to Richard and his crew about could they give us a sense of what sort of work could move ahead even though the SCIF is not yet complete, and what records could come in for storage. They're working on an answer to that question right now so when that answer comes to me we'll share it. That will give us a good sense of what the capabilities will be from June 2018 to the end of the year.

HAAS: We appreciate the continued efforts to keep the timing on track. I think the concern about being able to be open and ready to receive records is consistent for all of us. You also have folks around the table who are ready to assist you if we can. Thank you, Richard.

HUNT: Thank you. This year for the Center has been a very successful and challenging one. I want to acknowledge the contributions of all of my staff for successfully shouldering

responsibilities in so many varied areas. As you can see from the annual report, our holdings both textual and electronic committee records and the Web harvest records from the Congress continue to increase significantly.

That increase in holdings in turn creates more demand for staff to provide reference services, review of records for access, and processing and description of records. The loan of records to support the current business of the Congress--as you've seen in the report--is at a near-all-time high for us this last year. So I want to applaud the work of the Center's loan team to provide this heightened level of service to our friends in the Congress.

I also wanted to mention a "time-flies fast" observation; our two new reference archivists, Dot Alexander and Sarah Waitz, have now been with us for almost a year now. There is a long learning curve required for our archivists who must field public requests on a vast array of topics, from questions about constitutional amendments to individual private claims, from the sphere of local regulations to the causes of the 2008 financial crisis, and my favorite, from John Adams to Johnny Cash. The position requires an in-depth knowledge of how the House and Senate work, the history of each chamber, House and Senate access rules, the voluminous House and Senate holdings in our care, and the familiarity with the larger universe of records that might relate to researchers' topics, whether they're other federal records in the National Archives or members' papers in congressional repositories.

Success also requires an intimate understanding of the great variety of published sources that supplement the original records as well as the indispensable subscription databases that provide critical information to support congressional research and access to congressional records. On all these fronts, I'm happy to report that Dot and Sarah are doing extremely well.

We also expect a high level of professionalism and service from our staff. A recent researcher coined a new term in commending the work of our archivists, noting that they



display quote, “gracious tenacity in their search for information and records to assist our researchers.” Or, as another experienced researcher observed quote, “I am extremely grateful for the obvious attention and time directed to my response. I have been conducting research for almost 20 years and have done work in most of the major federal and state repositories in the South and have never received such a detailed and thoughtful response to an inquiry. This was amazing work. If you like I would be happy to send a letter to your supervisor attesting to nice work.”

FERRIERO: Duly noted.

HUNT: I also want to express my thanks and appreciation for all the good work and credit that my staff brings to the National Archives.

On the outreach front we’ve had continued success and new opportunities to reach public audiences and educators on the exhibit front and new educational resources, and through existing and new partners sponsoring teacher workshops in critical states. All of these endeavors rest upon the extraordinary historical value of House and Senate records in our care and how important they are to advance a better understanding of, and appreciation for, Congress as the singular institution at the core of the nation’s civic life.

We’ve had two recent testimonials that testify to the value of this work. The social studies coordinator for Okaloosa County, Florida told us that the county’s test scores on state assessments in civics and history had improved and reflected a direct correlation between the areas where the scores improved and the topics we focused on in our workshops.

A colleague, the social studies coordinator for Bay County, Florida, expressed her appreciation for our efforts to target professional development workshops on specific curriculum benchmarks to be taught in the coming weeks. She noted that social studies instruction was improving in the areas where we had focused our energies.

These examples show why we have developed longstanding partnerships with school districts and institutions that promote civics education. It also explains why yet again Charlie Flanagan is not at today's meetings since he's in Miami conducting workshops with Miami-Dade County schools hosted by the Federal Reserve district bank in Miami. Thank you. And I'm happy to answer any questions you may have.

HAAS: Any questions? Betty?

KOED: I don't really have a question. I'd just like to take this chance to thank Richard and his crew for the things that they do. In particular, Richard has been absolutely wonderfully patient with me as I pestered him with questions in weeks and months past about the GPO project and other stuff. If he doesn't have the answer he finds the answer, and I really appreciate that effort.

Secondly, for some strange reason scholars have a lot of interest in the Senate right now. And we've been inundated with people who are writing books, articles, and other things about the Senate and its history. Our number of referrals of people to the Center for Legislative Archives has grown exponentially over the last year.

HUNT: Thank you.

KOED: And each and every time those people come back to us with good stories about their experiences at the Archives and how much help they've gotten there. When we send in our own reference requests to them as we try to help scholars, their prompt and very thorough answers are greatly appreciated. So thank you. We will continue to keep those messages flowing. Thanks, Richard.

HAAS: Any other comments? I'm going to add my thoughts, Richard. I'd like to echo the comments that you made about your staff and the wonderful job that they do. I think that's a testament to your work and to David and your leadership. And we really

appreciate the continued assistance that you provide and the expertise caring for our records.

HUNT: Thank you.

HAAS: Thank you. At this time we'd like to discuss the upcoming Sixth Report of the Advisory Committee on the Records of Congress. I'd like to turn it over to Robin Reeder to talk to us about the draft.

REEDER: Thank you. For those of you who haven't been a part of this in the past, we compile a report documenting the activities of the committee every six years. The first five reports are publicly available on the National Archives website. The Senate published the last report in 2012 so the House is taking the lead on the report covering the activities of this committee from January 2013 through December of 2018. Drafts of this report were sent out to the committee members last month. I'd just like to go over it briefly before asking you all for feedback.

Section one covers the management and preservation of the official records of Congress. Since Legislative Archives has reached capacity for storage of textual records, this section covers temporary storage of House and Senate records at the Washington National Records Center in Suitland, and in more detail the space required for future House and Senate records in the leased space at the Government Publishing Office (GPO).

There's also a section covering electronic records and social media, the expansion of the Congressional Records Instance at the National Archives for electronic records, including classified electronic records and offsite redundant storage, the transfer of committee hearing videos to the National Archives for long-term preservation, the continuation of the congressional Web harvest that is done at the end of each Congress and available at [www.webharvest.gov](http://www.webharvest.gov), the redesign of the Web site at the Center for Legislative Archives, and archival programs for researchers, including the expansion of the Legislative

Enhanced Archival Description project or LEAD to enhance archival description of congressional records in NARA's online catalog.

There is a section on archival programs for researchers at the Center for Legislative Archives, including research trends and regarding access to the Financial Crisis Inquiry Commission records, and outreach by the House and Senate archivists through classes, meetings, publications, records schedules, and Web and social media.

Section two is on preservation of and access to Members' records specifically, outreach by Senate and House archivists through publications, meetings, exhibitions, and training. Section three focuses on the collaborations with both the Association of Centers for the Study of Congress and the Congressional Papers Section of the Society of American Archivists.

Section four deals with educational and professional outreach at the Center for Legislative Archives, highlighting their teacher workshops, digital and social media resources, exhibits, and lectures.

Would anyone like to comment on the draft or suggest any changes at this time?

MANDEL: Could you just say a little bit more about the audience and goals of the report? It's this brilliant compendium of a lot of amazing work and it documents that. Everyone here is into documenting, especially the emphasis on space in the report, but there's also a message that you're trying to send. I'd be interested to know about the target audience because there's so much great work documented here. I don't know what kind of executive summary, or ways you could use this fantastic report more widely as a communication device. So having a sense of the audience or intent would be helpful.

REEDER: Sure, absolutely. Well, I think we certainly want our stakeholders to see the report. We provide copies of the report to our committees and also to Members' staff to show them what is going on with congressional records, and it is publicly available as well. We

provide the report to repositories that haven't had collections of congressional records before. Karen, would you like to add?

PAUL: I think you understand that the important section of this report will be the executive summary and its content. Once the other sections are done, Richard, Robin and myself will focus on the executive summary and pull from the sections the information to be emphasized as the challenges for the next six years. Then depending on what those turn out to be, we'll be able to use the report strategically to inform the audiences that need to hear what those challenges are.

MANDEL: That's very helpful because I think doing all the upfront work was the hard part of this story. Then the next hard part is the executive summary.

PAUL: Yes, pulling the information together is the hard part.

KOED: We keep copies of all these reports on the archival section of the Senate website as this one will be when it's available. We do refer people to them so that they can read the past reports and get a good sense of how things have changed over time.

PAUL: In the Fifth Report, the focus was on the years starting in 2009 when the Center opened their electronic record archive for us, and to use it to bring that to the attention of the committees. It was to show the need to start the process of transferring electronic records. We used that report to focus the committees on electronic record-keeping.

VOGT: Robin mentioned that this report goes to repositories that are getting collections perhaps for the first time. But for those who have had collections for quite some time, we always look forward to this report coming out so we can see the state of where we are now, and move forward with preserving and making records available.

MAZINA: I have a question about the Legislative Enhanced Archival Description section. Can you talk a little bit more about what descriptor requirements you're trying to get with the

records and whose responsibility it is, whether it's on our side, the congressional side, or rather the NARA side to enhance that description? I know for us on the Finance Committee that we have a ton of records that are supposed to be open, and are open, but don't really have any kind of helpful description at this level yet. It's hard for me, and I assume other archivists in my position, to tell what's going in, and trying to enhance the description for those records, when I have new records being created on a daily basis that are coming to my desk.

REEDER: Sure. Well, the LEAD project is both with the Center for Legislative Archives as well as the House and Senate providing description for catalog records. Did you want to talk some more about that, Richard?

HUNT: Sure. You're right. It's a two-headed issue. For us it was a challenge to face the retrospective holdings we held in mass and in great volume, and with limited resources, coming up with a strategy to better describe those records. Previously we tended to do description at a very large aggregations of series. The enhanced part in the National Archives system was a file-unit description where committees' records would be described per Congress. For a researcher, that gives them a date range that they're interested in and if we have any subject descriptors or name descriptors, they're a little more precise for a smaller body of records than the whole sea of records described previously.

Given what the House and Senate archivists have been able to do to improve description of records, capturing information from the moment the record is created and in the contemporary context, that information will help us. That's being transferred through the Archivists' Toolkit exchange and then that will be transferred into the catalog later. So I understand the demands and the challenges that you're up against, but again if there's something you know just by looking at the records and by the context of other records and you can convey that, now it the time to do so.

MAZINA: So essentially keep doing our jobs. Because we just grab anything on a file level. And should we be going back into those older records that are already in the archive system, pulling them back out, and trying to apply description?

HUNT: Karen?

PAUL: Some of the committee archivists have done that. It depends on the amount of time that you have. It would certainly be welcome if you can work that into your schedule.

MAZINA: While we're on that, I'd like to mention I have a successful experience. A friend of mine from graduate school is a professor now and one of his students come to me as an intern. She worked out of the reading room pulling back open records and enhancing their description. Tom Eisinger and I supervised her and we got a really good work product out of it and very minimal effort on our part in terms of supervision.

PAUL: That would be a good idea if you can get an intern that can help. Give that person some experience.

HAAS: Thank you. Robin, is there anything else additional on the process that you would need to cover for next steps?

REEDER: Well, I think next steps would be to identify any changes that you would like to see in the report, if you could email them to me by February 1.

FERRIERO: Can I suggest on section four that that section could be enhanced with some snapshot of the current state of civic literacy in this country? The reason that we're seeing this increase in demand is because of the failure at the K-12 level, and in some cases undergraduate programs, who have walked away from civic education. So the onus has fallen upon all other kinds of institutions and private associations. It's a big issue for the National Archives, and the Foundation for the National Archives is about to launch a campaign with a piece of that campaign going to be focused on civic literacy. Charlie is

doing terrific work, which we're very proud of, but there's a need to get a snapshot of just how bad the situation is. Annenberg and Pew have done great studies that document that.

LAWRENCE: I would reiterate that. And with the teaching that I do now and folks that I talk to at the academic level, it's not only the low levels of civic knowledge that the Archivist has mentioned and are documented well by Pew and Annenberg, but I also think that the contemporary atmosphere is one that enhances the need for more education. People are becoming somewhat exasperated and things are changing very rapidly and there's a lot of negativism. I think it's more than the partisanship issue. I think it's the political mood that really makes this vitally important; that people acquire the kind of dispassionate and scholarly understanding of the background and functioning of the government. I think there's a real urgency to rededicating efforts around civic education that we're well suited to address.

KOED: I agree with that and I would add one other thing. The ups and downs of the current political climate have people paying attention, and to a much greater extent in the office and in private life, I get questions from people who now want to understand what Congress does and how it works. Because of the nature of the debates and the nature of the politics we have today, it is forcing them to pay attention to something they've been able to ignore in the past. I think if that could be put into section four of the report to show and understand that there is this growing hunger for knowledge of our government, I think that would be really useful.

WASNIEWSKI: I completely agree that there's a need for it, but people are paying much more attention. Anecdotally, the heaviest traffic on our website is about the House and the Constitution and we get a lot of requests from people who are just interested in the constitutional role of the House more so than we've ever had.



KOED: We have people calling us on almost a daily basis now wanting to know what they can read. They just want to know more. It's an opportunity for us to take advantage of the time that people are paying attention to help promote civic education.

LAWRENCE: I would just supplement with one thing. I think this is all true. But I'm also painfully aware that when you're talking to a 17 or an 18-year-old student, virtually their entire period of intellectual awareness has been during a period of really divisive and contentious partisanship. And if they don't receive this educational training at some critical era, I think it's K-12, you can't rely on people doing this when they're in undergraduate schools. Their entire outlook is framed by a period in which they perceive the political system, and to some extent the underlying democratic institutions, in a very skeptical way because it's all they've ever known.

So I go back to the notion of urgency. I really think that if we're dealing with younger people, who are not necessarily the ones I'm teaching or you guys are reaching, we're trying to reach folks who don't have any frame of reference other than what they see as a largely dysfunctional, or believe to be or hear as a largely dysfunctional system, that becomes a malignant state for people's commitment to democracy and to participation in government. I think there's an urgency here that we are all focused on. We should enhance to the extent we can.

SKAGGS: At the McConnell Center, one of the component programming areas is civics education where we work with teachers in middle and high schools. Because of lack of funding this year we've cut some of that programming. We heard an outcry from the teachers how important it was to them to have this program. So we've tried to do as much as we can. It was very interesting that we had no idea how much the teachers would be concerned about this part of our educational outreach not being funded. We're educating them so they can teach. It was a big eye-opener about how important this is to them.

KOED: I also have a question about the process moving forward. I've gone through the report. I've made lots of comments and notations, which I'll pass on to Karen of course. But if

we get it to you by February will we see another draft of this before the next meeting?  
What's the plan moving ahead?

REEDER: Yes, after we've gone through everything we'll definitely have a draft ready before the June meeting. Then we'll start into the process for moving forward with the publication and working with the communications office.

SKAGGS: I also have some comments written.

HAAS: Perfect. Any other comments? Oh, Sheryl.

VOGT: Yes, I'd like to make one comment. Looking forward to the recommendations in the report, I think it's important that we stay abreast of technology and standards in the profession. Looking back at the fifth report, everything significant in there moving forward to where we are now came about, I think, largely because of the Center, the House, and the Senate each getting Archivists' Toolkit, the training to work with that to share information, to move forward technologically in what we're doing with records.

Now, I understand Archivists' Toolkit does not provide support to repositories and a lot of institutions are looking at ArchivesSpace. I was very happy to hear that you have involvement with that. I think that's something that really needs to be looked at as we move forward so we don't get behind again, that we keep building on what we have.

LEON: Yes, I want to echo what Sheryl just said. What the report demonstrates is the tremendous amount of ground gained by all three of these offices as a whole, and the progress that has happened in the last five years. And that it really needs to be a very clear message that we cannot stand still, period, at all, ever. It's like we've just barely gotten to competency, and it's going to change. This needs to be a really strong message, and that the resources need to accompany that challenge. I don't know whether you guys can say that. But I can say that. Because everything is a constant problem of retraining and retreading. And it's not going to change.

KOED: Particularly as we look towards 2022, the years beyond, we have to be ready for that reality.

HAAS: OK, thank you, Robin. Is there any new business that anybody would like to mention? Hearing none at this time if there's no other issues then I will ask for a motion to adjourn. OK. Thank you all.

FERRIERO: Let me introduce Alice Kamps, who is the curator of *Remembering Vietnam*. For those of you who are interested in a personal tour with the curator, Alice will lead you. Thank you.

Meeting adjourned