

THE ARCHIVIST'S ADVISORY COMMITTEE ON THE
PRESIDENTIAL LIBRARY PARTNERSHIPS
JUNE 9, 2011
HAY ADAMS ROOM, HAY ADAMS HOTEL

MINUTES

I. Welcome/Introductions: Bruce Lindsey and Fred Ryan

FRED RYAN: Welcome to the meeting. Thank you to the Archivist and staff for organizing meeting, which have proven very valuable over time. December 2 is the next meeting, which will be at the Reagan Library.

BRUCE LINDSEY: Also thank you to everyone. The plan is to discuss the budget a bit during the meeting.

DAVID FERRIERO: Discussed the budget. We are dealing with minimal level cuts. We are in better shape than some other agencies. Only NHPRC is majorly affected. NARA has been doing a good job of educating people on the Hill about what we do. We are developing a good relationship and they are developing a better understanding of what we do. We are now looking at 2012/13 and expecting serious cuts. NARA is also looking at ways we can anticipate the kinds of cuts that are coming.

II. Update on Agency Transformation and Human Capital Initiatives

FERRIERO: Part of the goal of the transformation was to remove repetitive functions so that we can use resources more efficiently. The rationale came from his first six months on staff as he traveled around and got opinions and concerns regarding what it is like to work here. There is a reason we are tied for bottom in the Employee Viewpoint Survey. Over the past year, we have created a new agency with new values and culture. It has been exciting and anxiety-provoking for staff. The goal is to change the culture—in the past it has been pretty insular. We are behind in our use of technology and ability to be nimble. It has been hard for the staff in the field to get information. We have used technology and communication to give staff everywhere a chance to communicate and engage on how we can make this the best agency in the government. We have been successful in getting message across that we want to listen.

A few staff hires/changes have occurred since the Transformation started:

- New Chief Human Capital Officer—Analisa Archer
- Chief Operating Officer—Tom Mills
- Head of Agency Services—William Bosanko
- Head of Business Support Services—Charles Piercy
- Chief Information Officer—Mike Wash
- Interviewing for Strategy and Communications Office
- Recruiting for Research Services

- Interviewing for Legislative Archives, Presidential Libraries, and Museum Services office executive

Part of this Transformation is to aim toward a new set of values- how we treat each other, how we communicate, and how we work together. Transformation is not flipping a switch; it is a 3-5 year project. We are going to make mistakes, but we will correct these mistakes and not let them linger. He concluded by stating that he is here (at NARA) for the long-term.

TOM MILLS: We have an Implementation Plan for the restructuring part. It began in March and the target completion date is July 31. Part of the driver for the plan is the recruitment process for new executives. NARA is working on the three remaining areas. We just posted action to backfill Sharon Fawcett's position as the Director of Presidential Libraries. The new office Legislative Archives, Presidential Libraries, and Museum Services office (LPM) allows us to leverage our museum and education offerings with more collaboration and coordination. NARA has also recently established the Business Support Services office. The re-structuring will help us change the overall feel of the agency.

ANALISA ARCHER: As Chief Human Capital Officer, her job is to create best practices and encourage communication between offices to better serve NARA employees. Her office took a lot of the feedback from the Employee Viewpoint Survey results to identify areas in which to focus their efforts. The most important elements were: staff feeling that there was little/no possibility for advancement or growth- not only up the ladder, but across as well. Staff feel that they have talent that is not being utilized and want training and more opportunities for communication and collaboration. Another area of focus will be management development training. Some initiatives will include: working with experts across NARA to create competency models for individual positions. We need to identify the talents we need to meet our needs today and plan for tomorrow. Staff have also said that they don't know what they need to do/know if they want to move up in the agency (e.g. from an Archives Tech to an Archivist). If we have competency modeling, we can create a path for people to move up. Human Capital is using their own office as a test case for things like 360 degree evaluations. In this new budget landscape, we also need to create ways to engage staff in the absence of traditional rewards (money).

DAVID FERRIERO: In 18 months, he has had nine Congressional hearings. The most recent was a hearing on Presidential Libraries led by Darrell Issa, and included the White House Chief Information Officer. He saw it as a very positive session, and reported that Congressman Issa is very interested in records- this is good for NARA, because we need someone in Congress who understands the need for legislation for Federal records in the electronic age.

III. Report on Social Media Initiatives

JILL JAMES: The NARA social media office has outlined a strategy. Core values include collaboration, leadership, initiative, diversity, community, and openness. There

are multiple target audiences for NARA's social media initiatives: government customers (records management/lifecycle management people who work on these areas in their agencies and throughout the government) and members of the public (citizens and researchers- this allows us to interact with the public and to further extend our brand to their friends). Citizen engagement is also an important aspect of our social media strategy- allowing customers and the public to provide feedback and to interact with the agency.

JEANNIE CHEN: Presidential Libraries are using a number of social media platforms including facebook, twitter, and foursquare. We want to engage with the public on a personal level, and social media allows us to interact with our customers, and get feedback about how they are impacted by the Libraries and events. Also, when people engage with our pages, it shows up on their friends' pages, further spreading the brand. One very successful example of this was the First Ladies' Conference, in March 2011. Jeannie used NARA's main Facebook and Twitter accounts to post photos, solicit feedback, and tweet facts. Her role in NL's central office is to connect the dots with the Libraries and draw larger pictures that show the common stories and how the administrations connect. She is going to be launching a Tumblr Blog, "Our Presidents."

LYNN BASSANESE: The Roosevelt Library had an early adoption of social media, which began on YouTube, and now includes a blog, Facebook, Flickr, and Twitter. Bassanese herself updates the Twitter account with behind-the-scenes information about what's going on at the Library. The Library's social media committee is made up of staff from various areas of the Library, from archives, to public programs, to the museum store. They try to use social media to share their holdings with a wider audience, and in an accessible way. Their next project will be the Roosevelt Wiki, which will initially consist of articles and pages written by staff to cover a variety of information. The wiki will then be opened to the public.

GLENN BAKER: The Ronald Reagan Presidential Foundation created an audio tour for the Reagan Library and Museum using iPod touches (Guide Cam). Innovation was a big focus of the renovation. Guide Cam combines a typical audio tour with a picture/video-taking device that allows for two-way communication about the exhibits. The visitor can take photos that the Library posts online, allowing the user to create photo and video albums of their visit(s). This drives traffic to the website, allows the Library/Foundation to get people's names and email addresses, and to track average time spent in the museum and where they spend their time when they're inside. As of June 9, 2011, they have had 11,000 uses, at a cost of \$7 per rental (the visitors get to keep the ear buds, or, if they don't want them, the Library donates them to local schools). This accounts for a 10% take rate, which is consistent with traditional audio tours- the price point might be an issue for some visitors. There are three patents pending on the GuideCams. They are pursuing a license model, and have won a bronze muse award.

FRED RYAN: The Guidecams provide an opportunity for sponsorship- AT&T or Verizon could provide the devices, which puts them into users' hands- especially young users who might be in the market for a smartphone.

IV. Digitization strategies

REBECCA WARLOW: Discussed NARA's digitization strategy. Under the fourth goal in our Strategic Plan, we say we will provide prompt access to our holdings at any time. We also say we will establish partnerships. We have over 10 billion paper records. Archives.gov gets 37 million hits a year. She discussed NARA's approaches to digitization. In 2007, the office went across NARA and gathered everything that had been digitized. NARA then established partnerships with organizations from across sectors (public, private, educational, etc), to create 70 million digital records. There are holdings in our collection in which we cannot work with partners (e.g. the 1940 Census, which has restrictions on who has access). We also pursue digitization of archival materials as part of NARA's overall preservation approach, particularly for sensitive or often-used material. We want to ensure all digital content will be available in NARA's online catalog. We are also using citizen archivists, who bring their own cameras and flatbed scanners to create digital images that we can use.

MARY KNILL: When we begin a digitization project, we have to plan for how the material will be presented. How do we make the information/material available and accessible? We start projects, but don't understand what interface the public will use to access the material. NARA has a number of options for platforms: social media, online catalogues, online digital archives, or other mediums that provide content in a curated fashion. This last option is good for the common question of "I need to see everything, but I want to find it quickly."

One way we have approached this problem is with the Presidential Timeline (www.presidentialtimeline.org). The Presidential Timeline was started by Betty Sue Flowers, former LBJ Library director. The base of the website is an interactive timeline along with online exhibits, educational activities, and a traditional search function so all visitors can find what they need. The timeline allows us to create topics that cross multiple administrations, and provide primary sources that support narratives instead of just facts. Each Library has a lot of primary sources on the site (1,700 primary sources total, including over 140 related to George W. Bush).

Another important use of the Presidential Timeline is as a resource for teachers. In conjunction with the Presidential Timeline website, there are three sessions of Summer Institutes for teachers. The Summer Institutes are intensive four-day workshops on finding primary source material online and using technology in the classroom to engage students in developing critical thinking skills using these primary sources. She also discussed future plans for the Timeline, which include comparative timelines - comparing presidents, matching up approval ratings with events on the Timeline, as well as a "Create Your Own Timeline" project, which will engage students, including ESL students, allowing them to contextualize American historical events with events in their own lives.

TOM PUTNAM: The Kennedy Library has embarked on some new digitization projects in recent months. The Library wanted the new digital archive search engine to be

accessible to everyone- researchers, students, the general public, and young people. Putnam then showed a video that included a step-by-step walkthrough of the new website. In the first four months, the new website got 4.5 million page views. They won't be able to digitize and feature all 48 million pages in their holdings, but there are plenty of interesting things that still can be digitized. The Library and Foundation work together on this project, with the Foundation providing the support, and the Library providing the direction.

TOM MCNAUGHT: Ed Schlossberg is very into technology- he was involved in the Ellis Island digitization project. The Kennedy Library website project has many sponsors: AT&T, Iron Mountain, EMC, Raytheon, totaling in \$10 million. The public does not understand the difference between the Library and the Foundation, so they have come under the understanding that everything they (the Foundation) is under the auspices of the Kennedy Library and the National Archives.

V. Bush 43 Library Progress Report

MARK LANGDALE: Groundbreaking for the Library was in November 2010 with 3,000 people in attendance. In conjunction with the ceremony, a temporary exhibit was launched in the Meadows Museum at SMU. Over 8,000 visitors attended the exhibit. The foundation for the building has been laid, and www.bushcenter.com has an updated webcam of the construction progress. The topping out of the building is expected to occur in September, and staff should be able to move in by the end of 2012, with an official opening in 2013. Representatives from the Bush (43) Library visited the Reagan Library, and want to incorporate the mobile technology that they are using in their own facility. They are also working with Miller Center to conduct 20 Oral Histories. It is unknown how many total oral histories they will have, but SMU is in talks to conduct some on-site. He also updated the group on the Bush Center. The center is now open, and focusing on human freedom, global health, education reform, economic advancement, and honoring the service of veterans. They sponsored a bike ride, called the W100 (<http://www.w100k.com/media/the-w100-starts-tomorrow>).

ALAN LOWE: The archives department now has 31 people on board. Almost half are archivists. The next hires will be more archivists, trust fund staff, and museum workers. The staff is currently working in a temporary facility in Lewisville, where they have approximately 70 million pages of documents, 80TB of digital material (which includes 200 million emails), 4 million photographs, and 4,200 artifacts. Staff is currently working on arrangement, description, responding to requests, museum layout, and are working with Nancy Smith and President Bush to define "confidential advice," etc. With the understandings that have come from those meetings, they have a letter of guidance from President Bush. They may process between 600-800 thousand pages/year the first year with the letter, hoping to one day get that number close to a million pages a year (or more).

An education specialist is on board, and is hoping to start rolling out educational programs in the fall. A key partner in their education programs is SMU. Alan Lowe has

been named to the executive board of SMU Libraries, and the Library is working with local schools to explain who we are and what we can do in the community. They got lots of feedback on what the schools want from us and how we can be helpful to them.

Next summer, a report must be submitted to and approved by Congress to move into the new building. There is lots of excitement in the Dallas Metro Center over the new building, and they are dedicated to staying involved in the community.

VI. Report on Processing Initiatives

NANCY SMITH: Archivists are ‘jugglers’—they must respond to FOIA cues and backlogs, as well as demands to open up collections systematically, etc. One key initiative pursued in the past year is that all three Libraries with large tape collections (Kennedy, Johnson, and Nixon Libraries) have made significant progress in processing them. For example, the Kennedy Library declassified/made available a conversation between Kennedy and NASA administrator James Webb, while the Johnson Library began a processing initiative on Cabinet Room meetings room from 1968. The Nixon Library released 256 hours of conversation, focusing on the peace settlement ending our involvement in Vietnam. Since Nixon, there has been no taping in the White House, but the tapes we do have give us an extra layer of knowledge. Hearing the voices of the people involved in a conversation adds richness to the record.

The Hoover and Carter Library holdings are either donated historical materials or PRMPA, and are all exempt from FOIA. Only the PRA Libraries receive and respond to FOIA requests (Reagan, Bush (41), and Clinton). In the past year, with new archival hires, the Reagan Library increased its processing rate 49% , with Bush at 62%, and Clinton at 178%. They all also decreased queues: 31% (Reagan), 86% (Bush41), and 34% (Clinton)

On June 13, the Pentagon Papers will be opened at NARA as a result of a collaboration between the Libraries and the National Declassification Center’s AJ Daverede. This opening falls on the 40 year anniversary of the Papers, and includes 2,300 pages (34%) that have not been leaked or previously published. Included in this 34% are chapters on “evolution of the war” and the entire volume of “Justification of the war.”

Responding to special access requests (from incumbents, former presidents, Congress, courts) has been particularly heavy for the newer libraries. The George W. Bush Library has received an unprecedented amount of these requests- approximately 923.

The Clinton Library responded to the single largest special access request (for Elena Kagan material). This was accomplished in four weeks, including digitization and web publication. A similar project was completed at the Reagan Library for John Roberts material.

New, exciting records are being opened even at the older Libraries:

- The Hoover Library opened Lou Henry's diary from age 16-18, highlighting her love of geology.
- The Roosevelt Library opened the Grace Tully collection.
- The Truman Library opened the Bess Truman papers (11,000 pages).
- The Eisenhower Library opened Richard Bissel's papers.
- The Kennedy Library opened material of an assistant director of public information at the Department of Justice, including RFK's daily schedule and his handwritten notes on the Freedom Riders.
- The Johnson Library released transcripts of 44 oral histories with Lady Bird Johnson, and is in the process of digitizing and reviewing the White House diary. They are also working on the Mildred Stegall files (liaison with J. Edgar Hoover).
- The Nixon Library opened 240,000 pages of material, mainly on the Vietnam War from 1968-1973.
- The Ford Library opened intelligence collections, as well as the briefing book for Kissinger and Scowcroft, transcribed (with Ford Foundation) James Cannon's oral history.
- The Carter Library continues on declassification, including declassifying items via the Remote Archives Capture Project (RAC).
- The Reagan Library is working to reduce backlog of FOIA requests. They have processed over 800,000 pages of requests this year, and have been receiving pages returned from RAC.

We are opening material quicker than any other country in the world.

VII. Announcement of next Presidential Sites Conference

STEPHANIE STREETT: The next conference will be at the Clinton Library in 2014. The first planning meeting will be here in D.C. at the end of this year.

VIII. Opportunity for Public Comment

No public comments.

Thank you and standing ovation to Sharon Fawcett.

IX. Invitation to next meeting – Friday, December 2, 2011 at the Reagan Library

Participants were reminded of the next meeting, which will be Friday, December 2, 2011 at the Reagan Library.

Archivist adjourns.