

The Archivist's Advisory Committee on the Presidential Library-Foundation Partnerships

June 1, 2012

Welcome (David Ferriero)

Mr. Ferriero (Archivist of the United States) welcomed the group to another meeting of the Advisory Committee. He asked the Committee Members, Presidential Library Directors, and representatives of the respective Presidential Library Foundations to introduce themselves.

Congressional Relations with NARA (John Hamilton)

Mr. Hamilton (NARA's Director of Congressional Affairs) introduced himself to the group and said he looked forward to a conversation on how the committee members could continue to be advocates to educate and inform Congress. He distributed handouts to the committee identifying relevant Congressional committee members, members who have NARA facilities in their districts, and the National Archives Caucus in the House of Representatives (chaired by Don Manzullo (R-IL)). He then described the work of NARA's Congressional Affairs office.

He and his staff work with the legislative branch and the Office of Management and Budget (OMB) on obtaining clearance for proposals, gaining approval of testimony, and to communicate official policy. His office also works with Congressional case workers, especially on requests for military personnel records received by Congressional staff. Congressional Affairs maintains a busy schedule of tours for Congressional VIPs (Members of Congress, their spouses, and their chiefs of staff). Mr. Hamilton remarked that the growing interest in tours of the National Archives can be attributed to the interest of the Congressional freshmen class.

Mr. Hamilton said he and his staff keep in close contact with the subcommittees and committees with jurisdiction over NARA. He noted that at the present time NARA is fortunate to have very fair chairmen and ranking members. NARA's interactions with its committees in previous years could be unpleasant as a result of a number of controversies and issues, but now NARA is able to take the initiative in communicating rather than remain on the defensive. He added that he works hard to keep the staff of Darrell Issa (R-CA), Chairman of the House Committee on Oversight and Government Reform, abreast of developments. The goal of Congressional Affairs is to have the committee staff members hear from NARA on an issue before the staff read about the issue in the press.

In his description of the National Archives Caucus Mr. Hamilton noted that Representative Manzullo was so moved by his experience in the National Archives that he thought all members should know about the agency. As a result, Representative Manzullo formed a social caucus to celebrate the mission and accomplishments of the National Archives. NARA has used the caucus to publicize major accomplishments, like the opening of the 1940 Census. Mr. Hamilton added that later in June NARA (via the National Historical Publications and Records Commission (NHPRC)) will publish papers of the Founding Fathers online and will advertise it through caucus letterhead. He concluded by saying Congressional Affairs seeks to educate and inform, because NARA is easily taken for granted and/or mistaken for the Smithsonian or the Library of Congress. He added that Members of Congress need constant reminders that Presidential Libraries are part of NARA. Because NARA can't assume Members of Congress know what the agency does, the agency always needs more champions and advocates. He then invited the committee to ask questions.

Tom McNaught (of the John F. Kennedy Library Foundation) asked what committee is Representative Issa the chair of? Mr. Hamilton replied that Issa is Chairman of the House Oversight and Government Reform Committee. Mr. McNaught asked if the Advisory Committee could receive a list of all the members of the committee? Mr. Hamilton said he would be happy to provide it.

ACTION ITEM 1: Congressional Affairs will provide a complete list of the members of the House Oversight and Government Reform Committee.

NARA's FY 2012 and FY 2013 Budgets (Micah Cheatham)

Mr. Cheatham (NARA's Chief Financial Officer) began with a short presentation on the trends in NARA's appropriated funding since FY 2009 and recent guidance issued by OMB on funding reduction. He continued with a description of the significant impact on NARA's budget if the sequestration mandated by the Budget Control Act of 2011 is enacted in January 2013. The reduction in funding would be enforced on all of NARA's funding accounts - Electronic Records Archives (ERA), National Historical Publications and Records Commission (NHPRC), Repairs and Restoration (R&R), Office of Inspector General (OIG), and Operating Expenses (OE). As some of these accounts provide funding for Presidential Libraries the reduction in these funds would have a corresponding impact on the Libraries.

Mr. McNaught asked what NARA is doing to prepare for this. Mr. Cheatham replied that one major response to this has been the hiring freeze. Personnel is the largest part of NARA's budget, and when you hire someone you agree to twenty to thirty years of payments and benefits. Beyond the hiring freeze NARA is also looking at facility costs and IT budgets. Mr. Cheatham added this situation makes clear the need for the agency to focus on its core mission and derive savings from that.

Mack Teasley (of the Dwight D. Eisenhower Foundation) asked about the impact of sequestration on NARA's Trust Fund. Mr. Cheatham replied sequestration has no impact on the Trust Fund because it is a mandatory account. He added that while Congress is looking at mandatory accounts, so far all cuts are in discretionary accounts. He noted that the Trust Fund is currently not on a sustainable path and that NARA is looking at a number of options to correct that. Mr. Teasley asked if Trust Fund positions were part of the hiring freeze, Mr. Cheatham replied that they were.

Duke Blackwood (Director of the Ronald Reagan Library) asked what the thinking in Congress seems to be on the possibility of the enactment of sequestration. Mr. Hamilton replied that the thinking in Congress seems to be all over the place. Congress is struggling with the issue because it contains defense spending. In years past defense spending was exempted from issues like this, but the White House says war funding is part of sequestration. Some members of Congress don't think sequestration will happen, but at this point there is no clear sign that a resolution to this will be found. Mr. Blackwood asked if sequestration happens, what would the process be at NARA? Mr. Cheatham responded that the President's budget request includes spending cuts and tax increases. Bruce Lindsey (of the William J. Clinton Foundation) asked what are NARA's plans in event of sequestration? Mr. Cheatham replied that he can't make public statements beyond the administration's position on the issue. Mr. Ferriero added NARA has no plans in place. Mr. Lindsey noted that as of now (June) NARA has seven months to prepare. Fred Ryan (of the Ronald Reagan Presidential Foundation) asked what do those who want sequestration expect will happen if it occurs? Mr. Cheatham said he believes most people really hope it does not happen, but if he had to speculate he would expect reductions in force (RIFs) across the Federal government. Mr. Ferriero asked how would the cuts be applied across NARA's funding accounts? Mr. Cheatham replied that the cuts would be applied equally to each account. While what NARA would do to enact the cut within an account is at NARA's discretion, the agency would be obligated to make equal reductions in every account.

Larry Temple (of the Lyndon Baines Johnson Foundation) asked if NARA faced a 9% cut, would each Library have a 9% cut? Mr. Ferriero responded that if you look at accounts (OE and R&R) that affect Libraries, both would lose 9% each, so you could expect an impact on Library budgets.

Lynn Bassanese (Director of the Franklin D. Roosevelt Library) asked for confirmation that NARA's hiring freeze has not yet resulted in significant savings. Mr. Cheatham confirmed that, adding that while NARA has shed 111 positions most have been low grades, so the resultant savings have only been approximately \$3.5 million.

Mr. Lindsey asked if defense and war spending become exempt would that not mean more cuts for NARA and other discretionary funds? Mr. Cheatham replied that recently House members began looking at offsetting defense cuts with mandatory spending cuts.

Tom Putnam (Director of the John F. Kennedy Library) asked if the budget is passed, would there still be cuts for NARA and other agencies? Mr. Cheatham said the proposed budget, if passed, would cut NARA across all accounts by \$5 million.

Mr. Hamilton noted that a lot of the budget situation relies on what happens in the November election, adding that no one will take significant action until after everyone knows who will be President. With no clarity on the FY 13 budget until after the election, we are certain to have a continuing resolution in October. When the budget gets resolved depends on the outcome of the election.

Joseph Calvaruso (of the Gerald R. Ford Presidential Foundation) asked if NARA is prepared to work from the proposed \$387 million budget. Mr. Cheatham replied that NARA is prepared to operate with that budget.

Mr. Ferriero said NARA will keep the members of the Advisory Committee informed of all developments.

Strategic Planning at NARA (Donna Garland)

Ms. Garland (NARA's Chief Strategy and Communications Officer) began her presentation by noting that strategic planning is critical in this budget environment. Strategic planning is mandated by law, but NARA needs to continue to grow and change as an agency. A key outcome of this process is to codify NARA's goals, initiatives and objectives in order to drive transformational outcomes. Ms. Garland added that NARA needs to become adaptive and improve its ability to change in new environments. She said the new strategic planning process features continuous implementation and management; that NARA is about to start a process that doesn't just end with a document on the shelf.

Ms. Garland described how the unified strategic planning approach focuses on a number of pieces, for example, incorporating strategic human resources planning into a larger planning framework. She mentioned that Mr. Cheatham was leading a group examining how all planning works together, including information technology planning. She noted that the new strategic planning would focus resources and actions, with a result that the next Strategic Plan would be more narrow than many staff have become accustomed to.

One of the first products of this process, Ms. Garland continued, is the development of a business landscape. Among the questions this landscape will help answer are: what should we be doing in this world, what is our business, what's happening in future and how will we prepare for the future? With a better understanding of the business landscape NARA will develop its vision, mission and goals. From there the agency will develop performance measures and targets. Ms. Garland mentioned that NARA needs to deliver its draft strategic plan to OMB by February 2014. She noted that NARA's objective is to do more than develop a plan; NARA wants to develop a continuous process to keep moving forward.

Ms. Garland added that NARA will develop a series of "what if" scenarios, because in trying to look at a number of scenarios NARA should be in a better position to take full advantage of positive developments and be better able to avoid negative scenarios. She noted the agency is at the first step of what will be a cyclical process. The strategic planning group is working internally with the agency's leadership, then will engage with employees, and finally will engage with stakeholders and partners.

Mr. Ferriero asked if Ms. Garland could say more about the conversation around lines of business. She admitted the group is struggling with identifying the lines of business for NARA. The key is to understand the differences between a line of business and the functions associated with that business. One example she gave is that keeping

artifacts and records is a business, while preservation is a function of that business. Among the questions the strategic planning group has to answer is what is the work of our organization with electronic data? Another is how do we manage our work in bricks and mortar with so much data?

Alan Lowe (Director of the George W. Bush Presidential Library) asked where do our museums and programs fit in NARA's business? Ms. Garland replied that they are critically tied to the agency's delivery of access to materials. She added that managing records and artifacts is a clear place where the libraries fit in, but other business questions include where do you fit in cyberspace - how does it affect you and how do you affect it?

Nancy Smith (Director of the Presidential Materials Division) asked how does the world of special access requests fit in this discussion? Ms. Garland responded that special access request really are at the highest level of the agency's core function. While this will not be developed as a separate line of business, responding to access requests will continue as the "bread and butter" of the agency. Mr. Ferriero noted that responding to special access requests is part of delivering information. Ms. Garland added that if the agency's primary job is delivering public access to material, then these access requests are clearly part of that.

Mr. Ferriero asked if education is a line of business. Ms. Garland replied that education is a function on the way to a line of business (access), noting that Docs Teach is an example of that function.

Felicia Wong (of the Roosevelt Institute) said she assumed budget cuts were a driver for this. She asked if cuts were the primary driver or were there others? Ms. Garland answered that environmental changes, like the increase in electronic data in NARA's custody when the agency already works hard to maintain traditional holdings, were the primary driver. How to ensure the agency is viable in providing electronic access to holdings is a key question NARA must answer. Ms. Wong asked if NARA was looking for costs savings or increased revenue? Ms. Garland replied yes to both, and added that NARA was looking for relevance and efficiency. Mr. Cheatham added that the purpose of strategic planning isn't savings per se, but to define what NARA does. Once this definition is set, the agency will use it to narrow its focus and be forward looking instead of being all over the map.

Jim Gardner (Executive for Legislative Archives, Presidential Libraries, and Museum Services (LPM)) observed that some of what Ms. Garland and Mr. Cheatham are talking about could lead in different directions. Mr. Gardner said his office wants to make better use of education resources – look for linkages across Presidential Libraries, the regions, and Washington DC. We need to think differently about how we deliver content to teachers, students, etc. Some of this is not about retrenchment, but is about focus.

Mr. Ferriero noted the strategic planning process was not triggered by the agency's financial situation. As the new Archivist he inherited a strategic plan that was too long and was crafted so everyone could see themselves in it. The current strategic plan is not forward looking. In addition, NARA needs a better look at what we do, how we operate, and who are our competitors are. He added that we may well need to turn some of our business over to competitors as we learn what we can from them. Ms. Garland agreed, noting that NARA should see what its competitors are doing in areas like records storage. Our analysis can help us learn how should we improve in these areas or support a decision to realign our resources and go in a different direction.

Mr. Calvaruso asked if the budget situation and the ongoing strategic planning would hasten the process of developing temporary exhibits collaboratively. Mr. Gardner replied that his office is looking to develop a national exhibition program that would engage in different ways across NARA and other institutions. There are a number of possible ways to go about this. One way to proceed would be to have NARA exhibits in NARA facilities everywhere; another way would be to get NARA exhibits in more non-NARA spaces. His office is currently developing a plan and will share it later. The exhibition plan fits within the larger discussion of where NARA wants to go as an agency. Ms. Garland added that the strategic plan may not result in more exhibits. The outcome may be fewer traveling exhibits that get better bang for buck. She said the agency should ask why are we doing this and

what are we getting out of this – increase traffic, increase revenue, change the way people think about us? Mr. Gardner said one thing being factored into the plan is the variety among regions, libraries, and the rest of NARA. The outcome may not be a simple plan, but it should result in a national presence without homogenizing. He reiterated there are a number of options for how this could be done.

Mr. Ferriero asked how people can remain informed on the progress of the strategic planning process. Ms. Garland replied that her office will start the engagement process in the coming weeks and months. The plan is to start with NARA staff in the coming days and weeks then work on stakeholders at a later time. She invited the group to contact her, Jim Gardner, or Susan Donius (Director of the Office of Presidential Libraries) if they have any questions about the strategic planning process. Mr. Ferriero added that he would especially like to engage the foundations in environmental scanning – identify competitors (people in our business who we need to talk to) for benchmarking. He said the strategic planning process is not an event at NARA, it is an attempt to create a culture of planning. His goal is to develop capacity within the agency's staff to think strategically at all times.

ACTION ITEM 2: NARA will seek input from the Advisory Committee on competitors who could be subject to benchmarking and involve the Committee in NARA's strategic planning on an on-going basis.

New Exhibit in the National Archives Building

Mr. Ferriero called the group's attention to the new exhibit "Attachments: Faces and Stories from America's Gates." The exhibit, on display from June through September 2012, uses immigration records to tell wonderful and horrible stories from our history. He noted the exhibit has a special section on Asian immigration.

Transformation Update (Ferriero)

Mr. Ferriero reminded the Advisory Committee that NARA has gone through a process to identify future directions and the organizational values to which the agency aspires. He noted that NARA is not transformed yet, it is in the process of transformation. He recalled that the staff group presented its preliminary report on transformation in October 2010, that the implementation plan was set in January 2011, the implementation of the new organization began in March 2011, and that the transformation was mostly in place by August 2011. The intent of the new organization is to organize along NARA's services rather than around geography and to build new areas of competence and focus in the agency. The transformation gave the agency an opportunity to create new leadership positions and identify new talent in and out of NARA. Mr. Ferriero listed the new executives in NARA – Strategy and Communications (Ms. Garland), Human Capital (Analisa Archer), Agency Service (Jay Bosanko), Research Services (Bill Mayer), LPM (Mr. Gardner), Information Services (Mike Wash), Chief Financial Officer (Mr. Cheatham), Business Support (Chuck Piercy), Chief Records Office (Paul Wester). He noted the new executives are putting new organizations in place, and that the agency is fine-tuning some decisions in an indication of the commitment to correct when needed.

He continued with the progress made in addressing cultural issues in NARA. A key area of emphasis is to improve communication within agency. Mr. Ferriero reported the agency now holds all hands meetings once a quarter, and managers/supervisors forums every month. While the meetings are works in progress they give employees an opportunity to learn from one another. He reported the rollout of the Internal Collaboration Network (ICN) to approximately 1,100 of NARA's employees (including all Presidential Library Directors), with negotiations underway with the union to add the remaining staff. Mr. Ferriero observed that he's been very impressed with the creativity displayed on the ICN as staff create affinity groups to improve the way work is done in the agency. The ICN helps address the challenge of getting people to talk to each other. Doesn't take place of face to face but helps.

Other issue mentioned by Mr. Ferriero is NARA's insufficient technology infrastructure – how bad and disruptive it is to people doing their work. He announced an effort is underway to change the agency's email system soon. He noted an issue evident in the 2011 Employee Viewpoint Survey (EVS) results was that people throughout NARA want more opportunities for advancement. Mr. Ferriero added that Human Capital is developing a strategy to address this issue.

Mr. Ferriero stated that NARA is fortunate that the administration recognizes the importance of records management. He gave an overview of the Presidential Memorandum on Managing Government Records (from November 2011), which mandated every agency appoint a senior officer responsible for records and deliver to the Archivist and OMB a set of issues and challenges around electronic records. He reported receiving approximately 700 recommendations from the agencies. Mr. Ferriero mentioned a forthcoming joint directive from NARA and OMB on improvements for Federal records management, noting that White House attention on the issue and the use of an open government environment ensured the necessary support from the agencies. He concluded that he is optimistic about the future of electronic records, NARA's biggest challenge.

Mr. Gardner began his discussion of the transformation from the perspective of LPM by observing that LPM has real challenges as a new office. The development of cohesion and communication is a priority for this office, but the challenge is finding technology that supports effective communication among the twenty four facilities of LPM. He described his efforts to develop office-wide initiatives, including rethinking the exhibition program to link LPM's many sites and ensuring that education and public programs across the country have more impact. Mr. Gardner added that budget constraints are a significant factor in that LPM, like the rest of NARA, must leverage resources in place to do more. He posed the question what is the goal of the national program – to strengthen the NARA brand internally or take NARA brand more broadly externally? He added that LPM is actively involved in NARA's strategic planning.

In updating the Advisory Committee on LPM leadership hires Mr. Gardner announced that Susan Donius had been named Director of Presidential Libraries. He admitted having a sense of relief when she took the position, as her knowledge of the system is vitally important in moving the office forward. He announced the hiring of Maria Marable-Bunch as the Director of Education and Public Programs, noting that she comes to NARA with a wide range of experience from her work in the Capital Visitors Center, the Smithsonian, and numerous other prominent institutions. Mr. Gardner also announced that with the departure of Marvin Pinkert, LPM is looking for a new Director of the Exhibits Division. Once the new Exhibits Director is in place LPM will have its complete leadership team and can move forward. He noted that Presidential Libraries are a big part of LPM, and that he depends on both the Libraries and the Advisory Committee to keep LPM moving forward.

Mr. Temple said that while the members of the Advisory Committee care about NARA as a whole, they are most interested in Presidential Libraries. As the Advisory Committee looks at the transformation, he continued, some members wonder about the role and significance of Presidential Libraries in the transformation. If you were to show an outsider the pre- and post-transformation organization charts of NARA and ask them if Presidential Libraries are just as important, you might get an answer of maybe not. He stressed this was not a comment about Mr. Gardner or Ms. Donius, but he admitted some members wonder if the importance of Presidential Libraries has been diminished. Mr. Ferriero asked what led to this feeling. Mr. Temple replied the organizational structure itself contributed to the sense of paranoia. Mr. Temple stressed his question was not intended as accusatory, but he repeated that member of the Committee do wonder about this issue. Mr. Ferriero replied he had no intention to denigrate Presidential Libraries, so if that was the feeling of the group he needed their help in changing it. Debra Wall (Deputy Archivist of the United States) noted that she was on the original transformation team. She said the group, perhaps naively, looked at organization charts as not hierarchical. She admitted the organization chart, if viewed hierarchically, gives the appearance that Presidential Libraries were diminished, but that was not the intent. The intent in grouping Presidential Libraries with NARA's other museum and education programs was to create synergy.

Mr. Gardner added that in his nearly nine months at NARA it looks like the synergies are developing. As he reflects on what he's learned, he has noted that the components of LPM do history, not just archives. This shared mission gives opportunities for synergy in interpretation, education, and outreach. The organization chart is less important than collaboration opportunities, less important than the chance to link together and build from strengths. Ms. Garland added that her office is working with Jim Gardner and Susan Donius on how to create effective communication between the foundations and NARA. She observed that the communication staff is small, so the key is finding ways to best use our best skills is in our best interest. Mr. Ferriero said he is very sensitive to perception, so if that's the perception NARA needs to work on it.

Mr. Lindsey said hopefully everyone would see the benefits of synergy soon, because that would greatly help with the issue of perception. Mark Updegrave (Director of the Lyndon B. Johnson Presidential Library) asked if anyone has seen benefits of synergy so far. Mr. Gardner replied that education has seen the most benefit so far. With the upcoming opening of the New York facility in the Custom House NARA is working with other occupants, including the National Museum of the American Indian. Work is underway to bring the most relevant curatorial and education expertise together to develop the programs for the new facility. The potential for synergy is in the setting of goals for LPM. He did not want separate goals for Presidential Libraries, Legislative Archives, Education, and Exhibits, so he worked with his LPM leadership on goals that cut across programs in all components. Mr. Gardner said Lee Ann Potter (from Education), Marlon Guinn (from Presidential Libraries), and Charlie Flanagan (from Legislative Archives) are developing a goal statement for national education program. He reiterated that the goal is not to homogenize, but rather to reinforce strengths and share great ideas across the organization.

Mr. Temple responded that part of issue from his standpoint is that the Advisory Committee only learned about the organizational changes when they were finalized, and that no conversation was held beforehand about the thinking to develop synergies. Mr. Ferriero answered that he needs to work to ensure the Advisory Committee members are more involved in ongoing discussions that could affect them.

Mr. Putnam mentioned the inaugural meeting of the Presidential Library Directors Council (PLDC) meeting held the day before. He observed the new organizational structure requires effort to ensure that communication reaches all the relevant people, but he said the Directors meetings, including the recent PLDC meeting, have all had honest and frank discussions. Mr. Ferriero said he is making an effort to get to all the Presidential Libraries and Mr. Gardner said he is trying to do so as well.

Mr. Calvaruso asked what transformation will his foundation need to do in order to take on the activities NARA may no longer do. In other words, how should his foundation change to match the changes of the agency? Mr. Ferriero replied that one of the best opportunities to discuss how to meet mutual goals is in the strategic planning process. He said NARA will figure out a way to include the foundations and not replicate what was done in the transformation process.

Alex Burden (of the Harry S. Truman Library Institute) asked how the transformation and strategic planning will affect the foundations and did Mr. Ferriero foresee the partnership between NARA and the foundations changing with budget cuts? Mr. Ferriero responded that it is difficult for him to predict what will happen. He added he would be very surprised if sequestration occurs due to its impact on the economy, but NARA is taking the possibility seriously. Mr. Putnam asked if there are plans to change the Presidential Libraries? Mr. Ferriero replied he wasn't aware of any plans.

Mr. McNaught described the challenge of hiring and maintaining a diverse staff with Federal hiring practices. He noted that the employees of the Kennedy Library are mostly white women. Tom Putnam tries to recruit diverse candidates, but the Federal selection rules make it hard to add the diverse candidates to the workforce. He observed the Kennedy Library Foundation has little turnover, so it's difficult to add new diverse staff there. He asked if NARA had a new diversity office. Mr. Ferriero responded that NARA had formed a Diversity and Inclusion Office

within its Human Capital Office. He added that the office had just delivered a report to the Office of Personnel Management (OPM) and he would share that report with the Advisory Committee. Mr. Ferriero asked if the Kennedy Library and Foundation met its diversity goals. Mr. McNaught replied that they make progress, but with staff turnover that progress is lost. He added that they target Simmons College for new hires but acknowledged they need to broaden their approach to a broader range of schools and other places. With fewer opportunities to hire in the current environment the ability to get people of color on hiring registers is lessened. The EVS scores for the Kennedy Library reflect diversity issues. Warren Finch (Director of the George Bush Presidential Library) added that his library has the same problem. To comply with Federal hiring standards you have to hire the person on register. He recounted a time when one of his temporary hires could not qualify for the same position when it was posted, which had a significant impact on his staff's morale. The new person hired in that position is also good, but the inability to hire the person already doing the job had a bad effect on the other staff. He added that all of his new hires are veterans. While the hiring of veterans is a good thing to do it is also discouraging to not be able to hire people already doing the jobs. Jay Hakes (Director of the Jimmy Carter Presidential Library) added that he does not always see a correlation between graduate degrees in the field and good archival work. Mr. Ferriero responded that the challenges of diversity in today's hiring environment is a good topic for the Diversity and Inclusion Office to work with the Library Directors on.

ACTION ITEM 3: NARA will provide a copy of the report written by its Diversity and Inclusion Office to the members of the Advisory Committee.

Public Comment

None

Next Meeting

Mr. Ferriero thanked the Advisory Committee for its participation and announced the next meeting will be scheduled for December in Washington DC.

Action Items

ACTION ITEM 1: Congressional Affairs will provide a complete list of the members of the House Oversight and Government Reform Committee.

STATUS: The most up-to-date list can be found at: <http://oversight.house.gov/committee-members/>

ACTION ITEM 2: NARA will seek input from the Advisory Committee on competitors who could be subject to benchmarking and involve the Committee in NARA's strategic planning on an on-going basis.

STATUS: This topic will be on the agenda for the November 29, 2012 meeting.

ACTION ITEM 3: NARA will provide a copy of the report written by its Diversity and Inclusion Office to the members of the Advisory Committee.

STATUS: The report can be found at: <http://www.archives.gov/about/plans-reports/strategic-plan/diversity-inclusion/index.html>