

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	For the President re: Archivist [candidates] (11 pages)	07/21/1994	b(6)
002. report	Re: candidates (19 pages)	07/01/1993	b(6)
003a. letter	To Phil Lader from candidat (1 page)	08/09/1994	b(6)
003b. letter	To Bob and Tom from candidate (1 page)	08/08/1994	b(6)
004. memo	For the President from Phil Lader re: Appointment of Archivist of the U.S. (5 pages)	04/22/1994	b(6)
005a. report	Re: candidate (1 page)	05/10/1994	b(6)
005b. letter	To Bruce Lindsey from Michael J. Dugan re: candidate (2 pages)	09/28/1993	b(6)
005c. letter	To John Emerson from Geoffrey Cowan re: candidate (2 pages)	08/26/1993	b(6)
006. letter	To Melanne Verveer from Jamil S. Zainaldin re: candidate (1 page)	05/18/1994	b(6)
007. letter	To William Jefferson Clinton from Peter Hayes re: candidate (1 page)	05/10/1994	b(6)
008. report	Re: candidates (13 pages)	07/16/1994	b(6)
009. resume	Re: candidates (17 pages)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S

ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

PRE-HEARING QUESTIONS FOR JOHN W. CARLIN

I. Nomination Process and Potential Conflicts

1. Why do you believe you were selected to serve as Archivist of the United States?

I believe I was selected because my management and administrative skill, together with my experience and commitment to the mission of the Archives', fits the needs of the institution.

2. Were any conditions, express or implied, attached to your nomination?

There were no conditions, expressed or implied, attached to my nomination.

3. Have you made any specific commitments with respect to the basic policies and programs you will seek to implement as Archivist? If so, please describe these commitments and to whom they were made.

I have made no specific commitments. I have gained much knowledge about key issues but would want more time and input before making firm decisions.

4. Why do you feel that you are particularly well qualified to serve in this position?

I feel I am well qualified for this position for several reasons. First, I have lived the experience of records selection, preservation, use, etc. from my experience as Governor of Kansas. My support from many professionals stems from my solid record working with the state archives during and following my tenure. More importantly, I believe I have the leadership, administrative, and management skills to handle the responsibilities of the National Archivist. I have a proven record of successfully working in a bi-partisan environment, of working constructively with all three branches of government, and of effectively communicating with diverse constituents. I understand the role and have the talents to do it.

5. Why did you take this appointment to be Archivist?

I accepted the appointment to be National Archivist because it is both an immense challenge and a great opportunity and because I believe I am uniquely qualified to provide the leadership necessary for the National Archives. I am excited by the challenge of leading this institution into the next century. The Archives needs to adapt to changing

technologies and to reach out to new consumers of the information superhighway. To be effective, the Archives also must survive in an era of reduced government spending. Having served on the Foundation for the National Archives, I am well equipped to work with the private sector and to increase support for the Archives.

6. Is there any issue currently under consideration by the National Archives from which you may have to disqualify yourself? If so, please explain.

To my knowledge, there are no issues currently under consideration by the National Archives from which I would have to disqualify myself.

II. Role and Responsibilities

1. What do you believe is the primary mission of the National Archives and Records Administration (NARA)?

Under the law the primary mission of the National Archives is to identify, preserve, and make available the permanently valuable records of the federal government and related donated historical material. Beyond that is the obligation to function as a central management agency for the Federal Government. This is accomplished in part by fostering the effective and efficient management of the Nation's records, and in managing a network of Records Centers for Federal agencies. Part of NARA's management role is also to issue the Federal Register and the Code of Federal Regulations.

The National Archives is also one of the nation's richest cultural resources. Through its network of Washington area and regional archives and its Presidential Libraries, NARA has the opportunity to meet the research and educational needs of millions of researchers and museum visitors each year. Whether providing valuable documentation for veterans needing to obtain benefits, making available materials for scholarly research, or disseminating educational programs to the general public, the Archives is one of the Nation's most valuable cultural assets.

2. What do you believe to be the role, responsibilities, and most important functions of the position to which you have been nominated?

I believe that the chief responsibility of the Archivist is to more fully realize the mission outlined above in an environment of diminishing resources. To do this we must open up new avenues of communication with the public, government agencies, and the private sector, and must make more effective use of technology to accomplish our mission. Above all the Archivist must provide leadership and effective management to the National Archives.

3. What, in your view, are the most pressing problems facing NARA?

Like other agencies, NARA must effectively carry out its mission and programs in an era of reduced resources. This problem is further complicated by the fact that as government agencies are downsized and their records are retired to the archives, the burden on the Archives grows. Similarly, the demands placed on the Archives by constituencies grow, rather than diminish, despite the pressure of diminishing resources.

Other problems relate to the new technologies which present great promise in improving public access to records, but which also pose major challenges in terms their technical complexity, and the resources required to address them.

Given the challenges facing NARA, and given the current fiscal environment, it will be necessary to plan carefully and set priorities.

4. The deputy Archivist of the United States, by law "shall perform such functions as the Archivist shall designate." 44U.S.C. 103(c). Please describe your plans for the responsibilities of, and the relationship between the archivist and the Deputy Archivist.

The relationship between a director or head of an agency and his or her deputy is a special one. It will vary depending on the special skills each brings to the job, their personalities, and their working relationship. My decision on how I will work with the deputy would depend on the particular balance of skills the two of us bring to the job.

My management style is to identify a major issue, bring in relevant information from a variety of knowledgeable sources, including the deputy, and make the decision. Ultimately, I'm accountable for the program I administer.

5. During the 102nd Congress, the Committee on Governmental Affairs, in the course of its investigation of serious mismanagement problems at NARA, found that the NARA Inspector General (IG) had engaged in inappropriate activity. Please describe your plans for the relationship between the Archivist and the IG Office, including your plans for assuring that the IG would not engage in inappropriate activity.

First and foremost, I both understand and intend to execute the responsibilities of the Archivist towards the Inspector General in the non-delegable manner prescribed by the Inspector General Act, and as emphasized in the 1992 report of the Committee. The sole and exclusive responsibility of the Archivist with regard to the Inspector General applies to the independent operations and performance of the duties of the Office of Inspector General, and with regard to the need for the selection of a new Inspector General, if

necessary, in the future. Furthermore, in the event of the selection of a new Inspector General, I would ensure, through consultation with the appropriate offices at the Office of Management and Budget and the President's Council on Integrity and Efficiency, that a selection process was consistent with practices recommended for agency Inspectors General who do not require the nomination by the President and confirmation by the United States Senate.

Furthermore, I believe in the independence of the Inspector General, both the spirit and the letter of that independence. Any I.G. engaging in inappropriate activity would lose the trust and confidence of the Congress and of the agency the I.G. & office serves. Should inappropriate behavior occur, I would take steps to rectify the situation. I would, of course, consult with Congress in such cases.

6. During the past couple of years, press accounts from time to time have revealed disruptive policy disputes among NARA senior staff. What are your plans for promoting a more harmonious work environment at NARA?

You are addressing the important question of how you manage people. I want to surround myself with the best people. I want people to be candid and honest with me, and I am honest with them. I will be reaching out and working with the staff. I see managing the Archives as a real team effort to carry out the agency mission.

7. What do you believe to be the relationship and responsibilities of NARA to (a) the President; (b) the Congress; and (c) the executive agencies, especially with respect to OMB, the Department of Justice, and GSA?

The Archives serves all three branches of government. The Archives is an agency within the executive branch. For matters, such as budget preparation and personnel management NARA is just like other executive agencies.

With regard to the Presidency, we have a special role in advising in matters relating to records management and in providing guidance on the disposal of presidential records under the Presidential Records Act.

There is a special relationship between NARA and the Congress, because the National Archives is the keeper of the records of Congress.

We share records management responsibility with OMB and GSA in implementing the Paperwork Reduction Act and other records management responsibilities. With regard to Justice, it serves as the attorney for the federal government, including the National Archives.

III. RECORDS MANAGEMENT

1. In your view, who has the right to determine what constitutes a "federal record"? What sorts of documents do you believe should and should not be defined as "federal records"? Do you believe any changes are needed in the Records Management Act? If so, please describe.

It is my understanding that under current law, the agency head makes the determination as to what constitutes a federal record. The National Archives is responsible to provide guidelines, manuals, and training for agencies to use in making that determination.

In the framework of the current system, individual judgments made can be questioned. However, I would not recommend changes in the law at this time. Rather, I would recommend that we enhance our program of guidelines, training, etc. Of course, I will want to further study the matter, and consider carefully any proposed changes that the Congress or others deem desirable.

2. Do you believe any changes in the Freedom of Information Act are warranted? How, as Archivist of the United States, would you act to reduce the costs and increase the benefits of FOIA with respect to federal records?

The Freedom of Information Act is necessary to insure the accountability of government and to provide access to the records of our government. I have no specific recommendations for changes.

3. In a time of restricted budgets and expanded demands on NARA, do you believe user fees for locating records and helping researchers and other executive branch agencies are a valid way of off-setting costs?

Not for the present, and not if it can be avoided in the future. I would be willing to undertake an in-house review of the subject if the Congress desires, however, some of the following considerations come to mind immediately. With regard to the public, first, the Freedom of Information Act already provides sufficient capacity for the National Archives to distinguish between commercial and non-commercial users of the Act, and as a result in those cases can recoup search costs. Second, such a proposal may conflict with the fact that access to government information is already funded by the taxpayers of our nation, and we would now be charging them again. Third, in other federal agencies, even those where the customers were financially able, the proposals for user fees have fostered very divisive battles. The National Archives needs stability and public support at this time. With regard to fees for executive branch requests, there are numerous issues which would have to be examined. First, there may be statutory prohibitions with regard to the use of one agency's

appropriated funds to support the statutory responsibilities of another agency. Second, it would be important to determine whether or not such a proposal would deter or interfere with the National Archives fundamental role as a federal information agency, whose responsibilities are to ensure the flow of information back and forth between decision-makers and the records management staff of the National Archives. Third, it would be necessary to identify what costs are actually incurred, in which areas, and by what agencies.

4. What steps would you take to assure that the decision-making process of the Archivist with respect to screening and appraisal of records is free of external influence by the creating agency, by other executive branch agencies, by Congress, or by any other person?

I am not aware of any problems in the current decision-making process. But if any such problems come to my attention, I will deal with them.

5. The Archivist may establish standards and procedures, in addition to those prescribed by law "to assure efficient and effective records management." 44 U.S.C. 2902. In view of the President's efforts at creating a government that works better and costs less, what plans or ideas do you have to improve records management policy and practices to encourage other executive branch agencies to create and maintain records which will facilitate their ultimate screening, preservation, and disposal?

I will work closely with NARA's Office of Records Administration, the Office that is responsible for encouraging improved records management techniques and practices in the Federal government. I will take steps to further cooperation with the agencies in dealing with records management responsibilities. I have a great deal of experience in working with a diverse group of agencies in state government, and will take a personal interest in working with agency heads on these matters.

6. The Paperwork Reduction Act prescribes cooperative efforts between the Archivist and the Director of the Office of Management and Budget regarding records management activities (e.g., 44U.S.C.3504(e)). Please describe your plans for making effective use of the assistance of the OMB Director in fostering better records management practices.

I intend to work closely with OMB to help improve records management activities in the Federal Government. In particular, I will work with OMB in developing agency guidance and training, and in developing standards and regulations that support improved records management practices. In addition, as we carry on our evaluation program, I would like to see agencies that are particularly effective in their records management programs receive

the praise they deserve. I believe OMB would also be interested in such a positive rewards approach to encouraging improvement in this area.

IV. RECORDS PRESERVATION AND ACCESS

1. In 1992, Congress legislated special arrangements for the expeditious disclosure of records relevant to the assassination of President John F. Kennedy, and the National Archives has played an important role in the effort. In your view, are there other cases where similar special arrangements might be established, statutorily or by NARA initiative, for the expeditious disclosure of government records having permanent historical value?

It is premature for me to respond fully to the question. I am aware that there are important areas of records disclosure which have been controversial, as were the files related to the assassination of the late President Kennedy, which remain a subject of public and congressional concern. These range from the papers of the presidency of Richard Nixon, to the breadth of materials involving prisoners of war in Southeast Asia. If confirmed, I will undertake to identify what areas of the greatest interest and need for such attention.

2. On April 17, 1995, the President issued E.O. 12958 establishing a policy and procedure for the security classification of government information. One section of the directive prescribes that, over the next five years, "all classified information contained in records that (1) are more than 25 years old, and (2) have been determined to have permanent historical value...shall automatically be declassified whether or not the records have been reviewed." What plans do you have regarding the implementation of this requirement?

As you know, this Executive Order was only signed recently. My understanding is that NARA is now working with agencies to formulate an implementation plan, but that the plan is not yet finalized. I will review NARA's planning and will certainly keep the Congress and others informed of NARA's progress.

V. ELECTRONIC RECORDS

1. How do you see the growth of government records in electronic formats affecting NARA's responsibility and operation?

There are some similarities between the challenges faced by NARA and those faced by other agencies in the information age. Of critical importance is the development and

continuous updating of the skills staff must have to deal with records in electronic format. For NARA this means that professional archivists and other staff working with these records must become knowledgeable not only in traditional archival skills, but also in computer skills.

As more of NARA's permanent records come in electronic format, I see an impact on the archives preservation responsibilities -- in that maintaining electronic records is more costly and time consuming. I would also see a dramatic impact on how NARA makes its records available to the public. On the other hand there is a potential for savings in the long run in facility costs as records are increasingly miniaturized.

As with most agencies in the information age, there will be many blessings associated with the growth of electronic formats, perhaps foremost in the NARA's ability to provide increased access to a greater range of information-- but this will not come without costs, and challenges.

2. What priority would you give to making NARA's holdings available electronically via network access to the public?

I would give a very high priority to making NARA holdings available electronically. Not only is there great potential for increased access, but in the long run there is potential for savings in providing such information. I think the difficulty is not the decision to move ahead in this area, but making the associated determinations as to the priorities within the archives holdings i.e., which records first.

3. With regard to the preservation of historically valuable government records in electronic format, what improvements in Federal policy and practice do you think are needed?

I understand that the Archives has received a number of recent reports on needed improvements in policies and practices related to electronic records. I would want to first review these recommendations to ascertain their status. I understand that NARA also has an ongoing effort to develop a strategic plan for electronic records. I would want to review this plan and support these continuing efforts. I would also want to review the resources now devoted to this important activity, and this review may suggest where improvements are needed.

The recent court decisions and responses by the agency are the beginnings of a larger undertaking requiring immediate attention and leadership. I intend to make this a priority.

4. What plans do you have concerning the assistance NARA should provide to Federal agencies regarding the management of information in electronic formats and the preservation of such historically valuable information.

In my visits and discussions with archives personnel and others I have become aware of a wide range of assistance now provided to agencies, including training, guidelines, and practical handbooks. My plans for such assistance would be to continually insure that by working with NARA's professional staff and the agencies, NARA's assistance is comprehensive, up to date, useful to the agencies, and results in the desired end product--the preservation of historically valuable information that agencies create in electronic format. I also understand that NARA has an inspection program that can help provide agency feedback on the helpfulness and quality of NARA's guidance.

5. What long-term implications for records management, preservation, and access do you see, given the rapid development of the digital information revolution?

As discussed above, I see the need for continuous development of the staff's skills. Also, there is a need to continuously upgrade and update the assistance NARA gives to agencies in dealing with the historically valuable records they create in electronic format.

There will be increased costs and challenges associated with insuring the preservation of electronic records and great opportunities, as well as challenges, for meeting the ever increasing demands for easy and efficient access to these records.

VI. PRESIDENTIAL LIBRARIES

1. Individual libraries now exist for each of our former Presidents, beginning with President Hoover. With the exception of the Nixon library in Yorba Linda, California, each of these presidential libraries is maintained at public expense, and there is no limitation on the continued establishment of such facilities for succeeding Presidents. What plans or ideas do you have concerning the future of the presidential libraries program, particularly the addition of new facilities and increased costs?

The Presidential Libraries need to build on the private/public partnership which already exists.

Despite the importance of the presidential libraries system, there has been little in the way of comprehensive review of the implementation of the law and the system in general. I plan to undertake such a review.

2. The suggestion has been made that, as an economy reform, the operation of the presidential libraries might be privatized. What thoughts do you have regarding this idea?

As indicated above, there already is a history of public/private partnership.

The cost and capital support of the presidential libraries will be part of the review I plan to conduct. The private-public partnerships involved in the establishment and operations of the presidential libraries ensure that the individual libraries will be as accessible and as plentiful a cultural resource as they are.

VII. PUBLICATIONS

1. Do you have any plans to upgrade the Federal Register or Code of Federal Regulations regarding content, format, or cost? If so, what changes would you make?

Both the Federal Register and the CFR are valuable tools for the government and the citizens. I have no specific recommendations for changes at this time. I do, however, intend to consult with federal agency representatives and interested members of the public, as well as staff of the Office of the Federal Register, to see if current processes can be reengineered and further streamlined.

2. What plans or ideas do you have regarding the publications program of the National Historical Publications and Records commission?

It will be necessary to explore the costs and benefits of the program as currently configured. I will work with the editorial community, customers, and the NHPRC staff to see if the program can be made more cost effective. I would be particularly interested in exploring with these groups the possibilities of electronic publication.

VIII. RELATIONS WITH CONGRESS

1. Do you agree without reservation to respond to any reasonable summons to appear and testify before any duly constituted committee of the Congress if you are confirmed?

Yes.

2. Do you agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress if you are confirmed?

Yes.

Good afternoon Chairman Roth, Senator Glenn, and members of the Committee on Governmental Affairs. I am pleased and honored to appear before you today as the nominee to become Archivist of the United States.

The Archivist of the United States is a multifaceted position requiring the greatest degree of political independence and personal integrity, experience in government, a commitment to, and an understanding of, information policy and management, together with leadership abilities I would equate with being a university president. I possess these qualities and abilities, and I am eager to put them to use in directing the National Archives and Records Administration.

Openness in government is the symbol of democracy. In our society, it is the unfettered access to government information which stands as the ideal and object of government accountability. For more than two hundred years, it is the foundation upon which our nation has laid the bricks of checks and balances. Such openness strengthens the continuity of government, helps to prevent the repetition of failed policies, provides the information which enables historical understanding and self-examination, and engenders pride in our nation.

The Committee is widely recognized for its serious bipartisan oversight of the position of Archivist of the United States and the National Archives and Records Administration. I have read the Committee's 1991 report, "Serious Management Problems at the National Archives and Records Administration." I

responsibility with the understanding that it would be short term. It was not. She has maintained the highest levels of professionalism and commitment possible. It is a very tough job, and if confirmed, I look forward to the assistance of Ms. Peterson and the entire agency staff.

I also look forward to working with the Congress. I pledge to be responsive to the Committee on Governmental Affairs and its counterpart Committee on Government Reform, which have, historically, played an important role in overseeing the National Archives and Records Administration. I welcome dialogue, suggestions, oversight, and your encouragement to do the best job possible.

Finally, for anyone who did not provide testimony today, or who felt they have more to say, my door will be open. I hope today is the first day of a new dialogue with many people.

Thank you.

have also met extensively with majority and minority members of this Committee, and representatives from the historical and archival communities. I understand the concerns over past patterns of mismanagement, compromises of political independence, and conflicts of interest. Such events in government, and in the Office of the Archivist of the United States in particular, are intolerable and unacceptable. I commend the Committee for its tough stance. As a citizen I am glad to know that our Congress has demonstrated its resistance to such practices.

My views on these matters are clear, unambiguous, and should be set forth in the public record. The political independence of the Archivist is paramount. It is a requirement which is nonnegotiable at all times during the tenure as Archivist. In light of both the statutorily mandated political appointment mechanism for the nomination and confirmation of an Archivist, and in light of my own political record, I must emphasize my complete understanding of this fact, and give you my solemn oath to uphold this principle. Furthermore, although I am not prevented from engaging in political activity under the Hatch Act, I would follow Attorney General Reno's self-imposition of the Hatch Act. Furthermore, allow me to state categorically that no one associated with the President or the Senate Majority Leader, both who have supported by nomination, has ever suggested that my nomination involves a *quid pro quo*. Furthermore, if I was ever approached in such a manner, either with regard to the handling of government records, or with regard

to a future employment opportunity, I would decline personal discussion and refer appropriate parties to agency professionals. I will be accountable to the Committee for these and other concerns.

As Archivist I will provide hands on leadership. If confirmed, I will apply myself to the job of running the agency, not having others run it for me. I will restrict my travel to ensure that my own management and leadership is a constant. That leadership will be defined by follow through. I will focus on the financial, administrative, and personnel issues. I will assess the role, functions, and accountability of the presidential library system. I will address short and long term archival demands, which include such matters as the security and physical condition of holdings, including film, as well as compliance with the President's new executive order requiring declassification. I will assess each of the thirty-five agency facilities, including a review of presidential libraries, and I will engage the agency in regular involvement with outside professional organizations. I will call upon every agency head and work to coordinate, mediate, and negotiate with agencies to satisfy information and records management responsibilities. I will stress the life cycle management responsibilities of the National Archives and Records Administration, and help change the image of the agency from depository to that of a partner and resource in information management.

As the Committee and professionals here today know,

fulfilling such ideals and objectives is an ongoing responsibility of a democracy, and one for which the National Archives and Records Administration has as its mission. In recent years, this mission has been crucially shaped by the rapid advances in the electronic information technology and its application in the work place. No matter how you may characterize the response to these developments by our government, and of the National Archives and Records Administration, I wish to assure you that, my tenure will be characterized by a response that is positive, energetic, and serious. This will extend to the information management responsibilities of our government in all formats and at all levels. The National Archives and Records Administration is first and foremost an essential information agency of the federal government. I will seek to strengthen the presence and managerial effectiveness of the agency. If the agency needs greater authorities or resources to perform its job, I will seek it.

Internally, I will assess and respond to the needs of the agency. I ask first that the Congress and the public acknowledge the fine work of the more than 3,000 employees of the National Archives and Records Administration. These are professionals, who, if you care about the mission and importance of such an agency in a democracy, you must encourage them to do more and meet the challenges which are ahead. In particular, the Congress, professional organizations, and the public owes a debt to Acting Archivist Trudy Peterson. Ms. Peterson accepted the

AGENDA FOR ARCHIVES WORKING GROUP MEETING

Tuesday, May 16, 1995

I. LEGISLATIVE AFFAIRS UPDATE

- * Committee questions – answers due tomorrow
- * Timetable: dates and times for staff interview, hearing and committee vote
- * Preparation for hearings, other witnesses, hearing rules.
- * Support\opposition from other Senators

II. PRESS UPDATE

- * Roundtable
- * Coordination of placement of State Archivists op-eds and letters to the Editor
- * On-going press initiatives – mailings
- * Up-coming stories – NYT

III. PUBLIC LIAISON UPDATE

- * Additional support\opposition
- * Former Presidents, Presidential Scholars, others
- * Letters received
- * Meetings with groups – NAGARA

IV. CARLIN SCHEDULE (PROPOSED)

- * See attached

PROPOSED SCHEDULE

for

Governor John W. Carlin

Saturday, May 20, 1995

- 9:00 a.m. - 11:00 a.m. **Steve Katz, Bob Nash and Peg Clark**
- 12:00 NOON - 1:30 p.m. Working LUNCH with **Bob Nash, Peg Clark Paul Carey and Beth Hanley**
- 2:00 p.m. - 4:00 p.m. MOCK Hearing (To be invited - **John Podesta, Bob Nash, Peg Clark, Paul Carey, Marvin Krislov, Ginny Terzano, Todd Stern and Steve Cohen**

Sunday, May 21, 1995

- 10:00 a.m. - 12:00 NOON Working Session re: Opening Statement and Critique of MOCK Hearing
Bob Nash, Paul Carey, Peg Clark, Marvin Krislov and Beth Hanley
- 1:00 p.m. - 2:00 p.m. Meeting with Representatives of NAGARA Board
Bob Nash and Peg Clark

Monday, May 22, 1995

- 8:00 a.m. - 9:30 a.m. Visit ARCHIVES II Facility
- 10:30 a.m. - 12:30 p.m. Archives staff availabilities with Governor Carlin re: Questions on Briefing Book
Peg Clark, Richard Socarides
- 12:30 p.m. - 2:00 p.m. Working LUNCH
Bob Nash, Peg Clark, Richard Socarides and Beth Hanley
- 2:00 p.m. - 4:00 p.m. Preparation time for MOCK Hearing
- 4:00 p.m. - 6:00 p.m. MOCK Hearing II
John Podesta, Bob Nash, Peg Clark, Paul Carey, Marvin Krislov, Ginny Terzano, Todd Stern and Steve Cohen

THE WHITE HOUSE
WASHINGTON

Confidential

22 July 94

Mr. President ~

The Archivist continues to be one of the most contentious personnel matters.

I've worked through the concerns you've expressed in the past . . . and herein present the four most viable candidates.

If you want, Melanne (who has worked closely with me on this) and I can discuss with you our "between-the-lines" observations.

Phil

Melanne—
Hope this moves it forward—
I've also sent HRC a copy—
Phil

THE WHITE HOUSE
WASHINGTON

July 21, 1994

MEMORANDUM FOR THE PRESIDENT

FROM: Philip Lader *PL*
RE: **Archivist of the U.S.**

I. Background

The National Archives and Records Administration's mission is to preserve and make available the federal government's historically valuable records, as a means of accountability and a resource for historians. Its annual budget exceeds \$200 million; its staff numbers 3,000, spread over more than 30 facilities nationwide, including a new Maryland headquarters; and its massive backlog of records is subject to Congressional and judicial mandates (e.g., Kennedy Assassination, Iran Contra, Nazi, and Nixon records).

The new Archivist must

- * Restore confidence in the Archives' integrity, as well as correct years of purported agency mismanagement, isolation, and fierce internal politics;
- * Update the Archives' outdated technology, initiate selective declassification, and impact extensive litigation concerning new technologies' consequences for archival practices;
- * Create and implement a vision for what the Archives can contribute to the nation's interest in, and understanding of, its history;
- * Streamline, harmonize and decentralize the administration of the records system (9 Presidential Libraries, 14 Federal records centers, and 12 regional archives); and
- * Build effective relationships with the White House,

Withdrawal/Redaction Marker

Clinton Library

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RR. Document will be reviewed upon request.

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. report	Re: candidates (19 pages)	07/01/1993	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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Freedom of Information Act - [5 U.S.C. 552(b)]

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George D. Langdon, Jr.
25 Central Park West, Apt. 23-O
New York, NY 10023
(212) 956-0905 (Home)
(212) 697-3232 (Office)

EDUCATION

1957-1961 **Yale University**
Ph.D. in History and American Studies
Coe Fellow 1957-1959

1957 **Amherst College. M.A.**

1954 **Harvard College. A.B. cum laude in History**

EMPLOYMENT

October 1993- **United Nations Association of the United States of America**
Present **Executive Chairman**

The United Nations Association of the United States of America is a national organization dedicated to strengthening the U.N. system and to enhancing U.S. participation in that system. UNA-USA is a leading center of policy research on the United Nations and global issues, such as the environment, security, narcotics, development, and human rights. Through a series of programs, UNA-USA brings together leaders of business, Congress, and the U.N. community for discussions of pressing problems on the international agenda. With a growing nationwide network of Chapters, Divisions, and affiliated organizations, UNA-USA provides information and educational services on the work of the U.N. and on other global issues for students, scholars, Congress, business leaders, and the media.

July 1988- **The American Museum of Natural History**
October 1993 **President, Chief Executive Officer**

The American Museum of Natural History is one the three largest natural history museums in the world and is the largest private natural history museum.

Scientific research at the Museum in taxonomy and systematics, including use of molecular technology, is recognized internationally as setting a standard for excellence. Increasingly this research is focusing on a study of the loss of biodiversity and extinction not only in what happened in the past but what is happening in the present.

George D. Langdon, Jr.

Page 2

In its public education mission, the American Museum of Natural History has the largest number of exhibition halls of any natural history museum in the world. The number of visitors to the Museum exceeds 3 million annually including 400,000 New York City school children.

January 1978- June 1988	Colgate University President
----------------------------	---------------------------------

Colgate is a liberal arts college with a strong academic program. More than half the faculty are known for their research nationally, and Colgate has attracted record numbers of student applications in the 1980's and has strong support from its alumni.

Colgate University, which was not ranked among the best liberal arts colleges in the country in 1979, was selected as the fifteenth ranked such college in 1987.

November 1968- December 1977	Yale University Successively Assistant, Associate, and Deputy Provost of the University and Lecturer in History.
---------------------------------	--

July 1964- June 1968	Vassar College Assistant and Associate (1967) Professor of History with tenure.
-------------------------	--

January 1968- October 1968	Vassar College Special Assistant to the President (At the President's request, I continued to work as his assistant for four months after I resigned from my academic position to accept an appointment at Yale).
-------------------------------	--

July 1962- June 1964	California Institute of Technology Assistant Professor of History
-------------------------	--

September 1959- June 1962	Yale University Instructor in History and American Studies
------------------------------	---

1954- 1956	United States Army Artillery Officer
---------------	---

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003a. letter	To Phil Lader from candidat (1 page)	08/09/1994	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003b. letter	To Bob and Tom from candidate (1 page)	08/08/1994	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
004. memo	For the President from Phil Lader re: Appointment of Archivist of the U.S. (5 pages)	04/22/1994	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

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What is your understanding of the role of the National Archives and Records Administration as a federal information agency, as a national research and resource center, and as a cultural institution?
How will you contribute to the mission of the agency in each of these areas?

Do you view the NARA as principally an agency to which people and things come, or one which must move towards people and responsibilities?

What is your understanding of the role of the NARA in governing information policy in the federal government?

At what point should the Archivist be involved in the development of federal information policy programs (i.e. information classification, electronic information policy, information dissemination and publications, records management? [preferable answer is that the Archivist should sit at the table with the development of all such policies and programs, as well as piggybacking with the Vice President on his information policy initiatives].

What experience do you have in federal management?
How would you describe your management style?

Are there any management issues that you simply would prefer to let someone else handle?

What are examples of your past experience, and ideas for the future, addressing constituencies? setting up outside task forces? advisory committees?

Would you describe yourself as someone who avoids conflict and confrontation whenever possible?

What experience do you have in dealing with or working with the United States Congress?

What experience do you have in working with federal agency heads?

When you look at other federal agencies, and consider the information and records management policies within the domain of the NARA, do you believe it is necessary to establish a relationship with the agency head, or work with information resource management officials?

Given the streamlining requirements of the President and the Vice-President, in particular the staff (FTE full time equivalent) reductions, where do you believe the cuts will do the most harm at the NARA?
Another important objective of the National Performance Review is to delay management and reduce the number of management officials where possible. What are the necessary management positions at the NARA and which ones could be eliminated?

Despite the emphasis on reinventing management, what existing rules and regulations must be observed in executing the changes?

Reinvention of management is one goal which has been discussed, another is something referred to as reinventing open government. What steps do you believe are necessary to ensure that the NARA in particular is a force for the stronger government accountability, and the constitutional checks and balances in our democracy?

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
005a. report	Re: candidate (1 page)	05/10/1994	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

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RR. Document will be reviewed upon request.

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
005b, letter	To Bruce Lindsey from Michael J. Dugan re: candidate (2 pages)	09/28/1993	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

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PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
005c. letter	To John Emerson from Geoffrey Cowan re: candidate (2 pages)	08/26/1993	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

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Freedom of Information Act - [5 U.S.C. 552(b)]

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FEDERATION OF
STATE HUMANITIES
COUNCILS

1600 Wilson Boulevard
Suite 202
Arlington, Virginia 22209
703-908-9700 telephone
703-908-9706 fax

FACSIMILE TRANSMITTAL COVER SHEET

Date 5/19
Time 4 PM
Number Called 202/456-6244

To Melanne Kerveer
Company Name The White House / Office of The
First Lady
From Jamil Zainaldin

Notes _____

We are sending a total of 2 page(s),
including this transmittal cover sheet. If you do not
receive all the pages, please let us know immediately
at the above number.

Thank you.

mv -

Phil Lader asks
that you review
and forward comments
to him ASAP. x62404

— WP

DRAFT

THE WHITE HOUSE
WASHINGTON

July 16, 1994

MEMORANDUM FOR THE PRESIDENT

FROM: Philip Lader

RE: **Archivist of the U.S.**

I. Background

The National Archives and Records Administration's mission is to preserve and make available the federal government's historically valuable records, as a means of accountability and a resource for historians. Its annual budget exceeds \$200 million; its staff numbers 3,000, spread over more than 30 facilities nationwide, including a new Maryland headquarters; and its massive backlog of records is subject to Congressional and judicial mandates (e.g., Kennedy Assassination, Iran Contra, Nazi, and Nixon records).

The new Archivist must

- * Restore confidence in the Archives' integrity, as well as correct years of purported agency mismanagement, isolation, and fierce internal politics;
- * Update the Archives' outdated technology, initiate selective declassification, and impact extensive litigation concerning new technologies' consequences for archival practices;
- * Create and implement a vision for what the Archives can contribute to the nation's interest in, and understanding of, its history;
- * Streamline, harmonize and decentralize the administration of the records system (9 Presidential Libraries, 14 Federal records centers, and 12 regional archives); and
- * Build effective relationships with the White House,

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
006. letter	To Melanne Verveer from Jamil S. Zainaldin re: candidate (1 page)	05/18/1994	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
007. letter	To William Jefferson Clinton from Peter Hayes re: candidate (1 page)	05/10/1994	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
008. report	Re: candidates (13 pages)	07/16/1994	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20019

FOLDER TITLE:

Archives [1]

2013-0534-S
ry1542

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

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9/5

c. 1/20/33

George D. Langdon, Jr.
25 Central Park West, Apt. 23-0
New York, NY 10023
(212) 956-0905 (Home)
(212) 697-3232 (Office) 907.1313 direct line Lisa

EDUCATION

1957-1961 **Yale University**
Ph.D. in History and American Studies
Coe Fellow 1957-1959

1957 **Amherst College. M.A.**

1954 **Harvard College. A.B. cum laude in History**

wechof 7/18

(401)
635.2274

EMPLOYMENT

October 1993- **United Nations Association of the United States of America**
Present Executive Chairman

The United Nations Association of the United States of America is a national organization dedicated to strengthening the U.N. system and to enhancing U.S. participation in that system. UNA-USA is a leading center of policy research on the United Nations and global issues, such as the environment, security, narcotics, development, and human rights. Through a series of programs, UNA-USA brings together leaders of business, Congress, and the U.N. community for discussions of pressing problems on the international agenda. With a growing nationwide network of Chapters, Divisions, and affiliated organizations, UNA-USA provides information and educational services on the work of the U.N. and on other global issues for students, scholars, Congress, business leaders, and the media.

July 1988- **The American Museum of Natural History**
October 1993 President, Chief Executive Officer

The American Museum of Natural History is one the three largest natural history museums in the world and is the largest private natural history museum.

Scientific research at the Museum in taxonomy and systematics, including use of molecular technology, is recognized internationally as setting a standard for excellence. Increasingly this research is focusing on a study of the loss of biodiversity and extinction not only in what happened in the past but what is happening in the present.

In its public education mission, the American Museum of Natural History has the largest number of exhibition halls of any natural history museum in the world. The number of visitors to the Museum exceeds 3 million annually including 400,000 New York City school children.

January 1978- **Colgate University**
June 1988 President

Colgate is a liberal arts college with a strong academic program. More than half the faculty are known for their research nationally, and Colgate has attracted record numbers of student applications in the 1980's and has strong support from its alumni.

Colgate University, which was not ranked among the best liberal arts colleges in the country in 1979, was selected as the fifteenth ranked such college in 1987.

November 1968- **Yale University**
December 1977 Successively Assistant, Associate, and Deputy Provost of the University
and Lecturer in History.

July 1964- **Vassar College**
June 1968 Assistant and Associate (1967) Professor of History with tenure.

January 1968- **Vassar College**
October 1968 Special Assistant to the President (At the President's request, I continued to work as his assistant for four months after I resigned from my academic position to accept an appointment at Yale).

July 1962- **California Institute of Technology**
June 1964 Assistant Professor of History

September 1959- **Yale University**
June 1962 Instructor in History and American Studies

1954- **United States Army**
1956 Artillery Officer

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