

**National Technical Information Service (NTIS)
Advisory Board (AB) Meeting Minutes
November 1, 2023**

Location

The (AB) meeting was held as a virtual meeting on November 1, 2023. The NTIS address is 5301 Shawnee Road, Alexandria VA.

Attendance

The following Board members participated in the meeting: Mr. Aaron D. Burciaga, Ms. Diana M. Zavala, Dr. Kitty Chan, and Dr. Stoney Trent. Mr. Burciaga was not able to attend the full meeting. Dr. Ajit Gaddam, Advisory Board (AB) Chair, was not able to attend this meeting.

NTIS senior staff participants included Mr. Wayne Strickland, formally detailed to the position of the NTIS Director; Ms. Elizabeth Shaw, Associate Director, Office of Program Development (OPD); Dr. Chakib Chraibi, Acting Associate Director, Office of Data Services (ODS); Ms. Leigh Anne Levesque, Office of the Chief Information Officer (OCIO); Mr. Bilal Baisa, Chief Information Security Officer, Office of the Chief Information Officer (OCIO); Mr. George Jenkins, Chief Financial Officer for NIST and NTIS, Ms. Andrea Patterson, Deputy Financial Officer, Financial Officer, Office of the Chief Financial Officer (OCFO); and Mr. Jeremiah Jones, Director NTIS. Other participants from NTIS included Steven Holland, Simone Gills, Patricia Gresham, and Bobby Khondker from the Office of Program Development. Daniel Ramsey and Timothy Stanback from the Office of Program Management were also in attendance.

Welcome/Opening Remarks

Ms. Shaw, in the capacity of the Designated Federal Officer (DFO), opened the meeting with introductions and an overview of the establishment and purpose of the AB, sharing the presence of the Alternate DFO, Steven Holland. The slide presentation was advanced by Mr. Holland throughout the meeting. Ms. Shaw provided that this meeting would be in a different format from past meetings, based on guidance from Mr. Strickland. This meeting focused on ideas and strategies for improving the NTIS brand recognition.

Ms. Shaw then shared that up to one-half hour of the meeting will be reserved for public oral comments, with speakers selected on a first-come, first-serve basis. Each speaker would be limited to 5 minutes. Each AB member shared some of their observations within the data science realm, and how NTIS might address this field going forward. Ms. Shaw called the meeting to order, turning it over to Mr. Strickland and the AB members.

Then Mr. Shaw briefly reviewed the agenda items:

NTIS ADVISORY BOARD (Virtual)

National Technical Information Service

WebEx Link: [Click here to join the meeting](#)

Phone: +1 804-215-3233,791006389#

November 1, 2023 from 12:30 PM to 4:30 PM

AGENDA

I. NTIS Mission and Operational Update

12:30
PM

Call to Order and Introductions of Board Members

- Elizabeth Shaw, Designated Federal Officer
- Jeremiah “JJ” Jones, NTIS Director
- Dr. Ajit Gaddam, Advisory Board Chair

12:40
PM

Operations of the Service and Lines of Business Overview

- Jeremiah “JJ” Jones, NTIS Director
- Elizabeth Shaw, Associate Director, Office of Program Development
- Wayne Strickland, Associate Director Office of Program Management
- Dr. Chakib Chraibi, Acting Associate Director, Office of Data Services
- Leigh Anne Levesque & Bilal Baisa Chief Information Security Officer, Office of the Chief Information Officer
- Andrea Patterson, Deputy Chief Financial Officer

1:00PM

NTIS Update outstanding due outs

- Updates by Assignment

1:35 PM

10-minute break

II. Discussion with Board Members

1:45 PM
3:30 PM

Advisory Board Branding Discussion with NTIS

- Overview / Questions on Branding efforts – based on artifacts shared
- Guidance/recommendations exchange on the Branding

3:30 PM

10-minute break

III. Summary and Close

3:40 PM

Review Feedback and Action Items

4:15 PM

Members wrap up discussion and public comment

IV. Meeting Adjourns 4:30 PM

Director’s Overview

Mr. Strickland was previously detailed to the Director’s position. As such, he was the lead point of contact for this Federal Advisory Committee Act (FACA) meeting. In determining the agenda, he felt NTIS should focus the discussion on the topic of NTIS branding.

Mr. Strickland welcomed everyone to the meeting sharing his appreciation of the Board members, acknowledging them as a tremendous resource for NTIS. He proceeded with introductions to each of the NTIS’s offices as well as recognizing the new NTIS Director, Mr. Jeremiah “JJ” Jones. Mr. Strickland shared an overview of the FY 23 revenue information stating NTIS grew in the right direction. FY 23 ended with revenue at \$70.3M and costs of \$69.2M, for a positive net of \$1.1M. Next, Mr. Strickland provided an overview of the NTIS hiring efforts.

Mr. Strickland discussed the hiring updates, sharing some of the actions that were in process prior to him acting in the director position. He noted both the Associate Director positions for OCIO and ODS were placed on hold until an evaluation could take place considering NTIS’ new direction. The other positions include 2 IT Project Managers that were in the process of onboarding with a new person joining this coming week. He further discussed the desk audit positions for the 2 positions sharing they were withdrawn, electing to post the positions on USAJOBS. Selections have been made from the posting with the offers accepted. Mr. Strickland discussed the total number of NTIS full-time employee (FTE) positions is 43, with 32 filled positions. The following synopsis was provided:

The following positions are in consideration:

- Associate Director for Data Services,
- Chief Information Officer,
- IT PMs,
- Desk Audits, and
- Data Scientist positions

NTIS Team Update	
Total FTE	43
Filled Positions	32
Vacancies	11

Mr. Strickland reviewed the top challenges and accomplishments at NTIS. NTIS has been in a period of transition and continues to expand portfolio projects, while improving federal services to the public. He acknowledged the resource concern with future challenges and opportunities, sharing that it will continue to be a top priority for NTIS.

Operations of the Service and Lines of Business Overview

Mr. Strickland continued with a quick overview of NTIS’s organizational structure, noting the change of hiring a new NTIS Director. He reiterated ending the year with positive revenue and shared further insights into the hiring actions.

Ms. Shaw, Associate Director, Office of Program Development (OPD), described the organization’s structure. She shared it has remained unchanged since the last meeting in May 2023. Information on outreach and some of the metrics was provided:

	September 2023	September 2022	September 2021
Outreach	934	803	514
Meetings	106	97	78
Events	33	50+	51

Ms. Shaw shared an overview of the top accomplishments and challenges for the OPD team. Most of the team’s accomplishments were focused on outreach to agencies and specific work; however, she revealed the development of a crosswalk document for internal discussion that aligned the NTIS solutions with Executive Orders (EO) and Congressional Briefings. Ms. Shaw felt the top challenges included “enterprise-wide” resources; finances and risks; and effective application of available tools to include Other Transaction Authority (OTA), Joint Venture Partners (JVP) cooperative agreements, internal resources, etc.

The Office of Program Management (OPM) overview began with a summary of the Data Transformation & Access (DTA) and Program Control offices. Mr. Strickland discussed the top accomplishments including hiring of the IT Program Managers, National Technical Reports Library (NTRL) internship program, and renewal of current DTA projects. Mr. Strickland disclosed all PMs have received their Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) certification – and this was a first for NTIS. As part of highlighting the NTRL internship, Mr. Strickland emphasized the importance and value of having a library science perspective of the NTRL to keeping abreast of automation and future transformative efforts. The top OPM challenges include focusing on improving the Project Management Lifecycle Efficiency, expansion of technology for the NTRL, and modernizing data options for the DTA work.

Dr. Chraibi presented a brief snapshot of the Office of Data Service’s (ODS) role to foster data innovation and support federal data strategy mandates. ODS’ work is supported by leveraging resources across NTIS and the Federal government. As part of the accomplishments of ODS, Dr. Chraibi highlighted a couple of projects with the Health and Human Services (HHS) and Department of Transportation (DOT). He highlighted updates from his involvement in DOC working groups and NTIS Data Maturity Assessment, the ongoing outreach to agencies and participation in 14 events.

Engaging with the agencies using a team approach with OPD and OPM is a tactic used. For Dr. Chraibi, imparted the challenges for the ODS that includes resources, uncertainty about funding and legislative initiatives, and JVP outreach, management, and expanded outreach.

Representing the OCIO were Leigh Anne Levesque and Bilal Baisa. Ms. Levesque began with the acknowledgement that NTIS follows the DOC’s mandate of the CIO Technology Statement of Direction. She presented several initiatives including Cloud Infrastructure and Networking, Agile Development, Security, Policy and Governance, Improved Service Delivery, and IT Workforce. Accomplishments comprised of a government furnished equipment refresh that included laptops and mobile phones; Cloud migration of 3 systems and multiple efforts aligned with security to include Zero Trust, Continuous Diagnostics and Mitigation (CDM), and cyber-security directives. Top concerns include NTIS is not fully migrated to the Cloud; Operation and Maintenance (O&M) prioritization; and internal resources.

Mr. Baisa shared that all security requirements must be followed regardless of the size of the agency, to include but not limited to the Federal Information Security Management Act (FISMA), and Executive Order 14028. He provided status updates into the deployment of an EDR solution at NTIS and the planning surrounding and Identity and Access Management Solution. He also provided insight into his involvement with the Department’s cyber security task force and the position of co-chair within the zero trust architecture working groups.

The OCFO team was represented by Ms. Patterson, who disclosed the financial results of NTIS ended with \$1.1 M for FY 23. She provided an in-depth financial status by internal business lines for Data Science Innovation Services; Data Accessibility Services; Data Subscription Services; Legacy Business and NTRL. Ms. Patterson further communicated the OCFO top accomplishments included the successful implementation of G-Invoicing, completion of year end reporting and 19 new agreements processed with a value of \$73M. The top challenges for the OCFO were IT-based, and identified as contractor database rewrite, ELAN upgrade and transition to the Business Application Solutions (BAS) system.

Ms. Shaw noted the ongoing and new recommendations would be updated at the next meeting allowing the new director time to review and consider AB’s recommendations. The 18 items published and assigned from the May meeting are below segmented by “NTRL” and “New.”

Item #	Recommendations
1.	Mr. Capella shared there may be another metric that includes how many JVPs bid on a project. He will verify with legal who the data can be shared with or if it can be published.
2.	Dr. Gaddam asked if there is a way to tap into capabilities from a shared service model. This would resolve a level of complexity for the users of the DMF data. Mr. Capella shared this would take a legislative action. NTIS suggested this type of model to SSA as a value add. Mr. Strickland stated he would provide this as feedback to SSA
3.	Dr. Chan asked if others could contribute or charge a fee toward the effort of forums. Mr. Capella said he would need to discuss options further with legal
4.	Mr. Burciaga suggested the SBA and the registry of the hub zone certified could be valuable for the JVP program
5.	Mr. Burciaga was willing to share thoughts on additional organizations for promoting the JVP program. This effort was part of the discussion at the MAY 22 meeting: “It was suggested that rather than the JVP role, the academic focus could develop as a complementary/ sister program to help NTIS find JVP partners.”
6.	The Board is aware of companies that may be willing to help with digitization. Mr. Burciaga shared the Board could assist by asking for Mr. Strickland to follow up.
7.	Mr. Burciaga suggested step 2 adding digitalizing to the initial FCPS work performed within OPM team
Item #	Recommendations
8.	NTRL: Mr. Burciaga brought forth an earlier idea of Analytics Maturity Model Certification for consideration with the NTRL. Further asked for consideration in the NTRL plan to include NTRL features, functions, or capabilities that could be shared as future releases over the next 3-years.
9.	NTRL: Mr. Burciaga thought the idea may have some merit as a clearing house that could eventually be added to the NTRL supporting NTIS status in data brokerage.
10.	NTRL: Mr. Burciaga recommended the OPM team meet to whiteboard actions toward the direction of quantified results for NTIS. He reviewed Nov 2022 Slides 22 and 23 recommending what happened as an outcome but shared we did not quantify as “man-hours”, “lives saved” or “dollars and cents.” He offered to participate. NTIS will schedule the meeting to include the Board members.
11.	NEW: Mr. Burciaga suggested a revised business plan with a focus on the vision to support the changing landscape in AI. “What is NTIS mission in the age of AI?” He also shared that NTIS should leverage the AB and their networks to create awareness of leadership positions
12.	NEW: Develop collateral support pieces to include update on Fraud paper, competitive analysis and short impactful case studies. Adding to the competitive analysis white paper the comparison to Commercial Solutions Offerings (CSO) and Partnership Intermediary Agreements (PIA) stating these were more of a competitor than OTA

Item 12 was updated to reflect the additional collateral support materials; however, the tasks to update the competitive analysis white paper would be furthered reviewed.

Item #	Recommendation	Status
13.	NEW: Develop additional metrics/data points to track : a. for the JVP the likelihood the partner would get business; b. the outcomes such as the overall percentage that ended up as studies, pilots, minimum viable projects (MVP), and those that converted into operational assets; c. inventory of outcomes and repeatable processes that could share with other agencies.	There have been discussions about how to formalize the JVP process and establish the corresponding workflows and tasks. This is still in progress. Data should be collected to establish data driven evaluation.
14.	NEW: Reassess the business model to include separate process for lower project funding threshold and incorporating colleges (Wayne): a. Threshold reduction - a different model with boiler plates to reduce the cost of entry. (Wayne) b. A future role to take a lead role by monitoring the programs and offer to other agencies evaluation on the impact of AI on people, technology and data. NTIS could provide the as-is scenario then a roadmap for improvement as a 3rd party evaluator. (Wayne/Chakib) c. Expand focus from AI building on the data aspect. Agencies would benefit from data management and data readiness strategies. There are cloud data management assessment programs that could be explored. Edge AI is another option that NTIS should explore. (Chakib) d. Mr. Burciaga asked NTIS to follow-up with him for contacts within the AI programs he helped set up (Wayne)	A. Awaiting new Director B. Coordination to collect the data. ODS can do the analysis when presented with the data. C. Cloud data management in included in several projects that NTIS is supporting. Edge AI is an emerging field. We can reach out to all JVP and ask them to share their capabilities in Edge AI and assess where we stand. D. Awaiting new Director
15.	NEW: Outreach and research to include expansion to Chief Experience Officer	Completed – limited responses

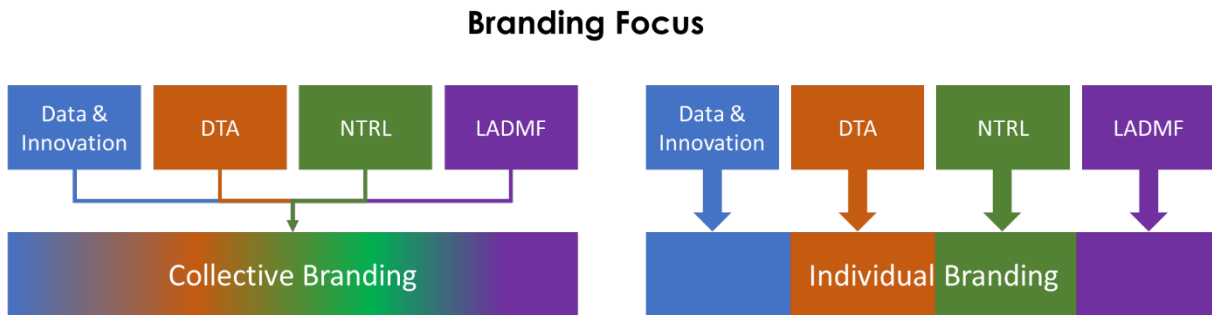
Dr. Chraibi provided further updates on items 13 and 14. He stated that we need to further streamline the JVP processes to insure better alignment to the mission. Further discussion on expanding the role may occur as we have conversations with the new director on engagements with the JVP, as well as developing metrics. Dr. Chraibi emphasized that he felt the use of metrics to make data driven decisions must be incorporated in any changes. He was focused on exploring the data science innovation tracks to understand why there were only 4 out of 45 JVP engaged in projects.

Item #	Recommendations	Status
16.	NEW: Expansion of resources through colleges and discussion with the AB	Awaiting new Director
17.	NEW: DTA strategy to incorporate future market needs and update on FRN	Awaiting new Director. OPD provided research on some of the capability advances for the visually impaired
18.	NEW: JVP program refresher (Wayne): a. Incorporate Historical Black Colleges and Universities (HBCU) and graduate programs should be part of the JVP strategy. (Wayne) b. JVP has to deliver a case study at the end of the project. Ms. Shaw shared she will check with legal if this is an option moving forward. (Liz) c. Dr. Gaddam asked for the plan to align to strategic direction and focused domains to evolve the JVP capabilities. (Wayne)	A. HCBU – awaiting new Director B. This is covered in the current agreements: NTIS shall propose and JVP may participate in a broad, non-project specific outreach program, as mutually agreed upon by the parties and permitted by Federal law, which includes but is not limited to the following: c. Contributing to the preparation of generic and specialized outreach materials for use and distribution via web, social media, and other channels; C. JVP – Awaiting new Director

Then the Advisory Board (AB) and NTIS team took a ten-minute break.

After the break, Ms. Shaw reiterated that this meeting was not in the same format as past FACA meetings. For this meeting, we are focused on the “Branding” opportunity instead of a functional area focus. In support of this new format an overview of NTIS’ past branding and marketing efforts and goals was sent to the AB prior to the meeting. The branding focused slides were discussed at the meeting starting with sharing the overall sentiment that: *The brand must uphold the fundamental mission while also emphasizing that NTIS enables federal agencies to innovate through collaboration and bring data projects to fruition.*

The goals included and are not limited to stronger presence, increased conversion rates, collateral materials, placement, access, outreach, events, awards, and collaboration. She asked that the AB consider collective and individual branding focus as shown in the graphic below:



There was a specific emphasis on the collection of website metrics and tracking. Ms. Shaw provided insight into past efforts that included site stickiness, unique visitors, and NTRL users.

The communication and outreach efforts have focused on outreach, agencies, JVP and academia. It was shared that the JVP could be further leveraged for their insights on outreach and understanding the future data landscape.

After the branding overview, Aaron Burciaga, Dianna Zavala, Kitty Chan and Stoney Trent provided their thoughts and insights as part of an ongoing discussion / recommendation for NTIS. Ms. Zavala began by thanking the NTIS presenters for the view of past efforts and alignment. She felt the outreach covered the gambit on the types of things for outreach that should be considered. In her discussion, she recognized the increase in data science revenue stating that the repeat customers were a sign that they found the NTIS services valuable to them.

Ms. Zavala noted a potential concern with the direction of the Federal Data Strategy and now the EO on AI. These documents support AI growth with each agency’s adoption of Chief AI Officer and CDO while additionally supporting the AI task force. However, as the agencies create their own data capabilities, she asked if there is a risk that the agencies will be drawing less expertise from NTIS? She thought there may be an opportunity with DOC and NIST as they move forward with AI initiatives.

With the experience of the team, one initiative to consider is to apply NTIS’ knowledge and train other agencies on how to deliver excellence for AI projects. This would include scoping to delivery to managing AI projects on time, within the goals and parameters that have been laid out.

Dr. Chan echoed the congratulations to the team on the revenue and the enterprise-wide application of data analytics. She stressed the importance of collaboration across agencies. NTIS could have a role in breaking the silos, sharing information and facilitating conversations and expertise across the government.

Dr. Trent commented on not seeing metrics for presenting project success stories. He shared presenting can spur meaningful discussions during and after the presentations. He posed a question on the venues asking, “where do your customers go?” Further, he asked “who are your customers” stating they cannot be an organization – ideally, they are identified as roles within the organization. A decision on who you

want to declare as your target customers determines the venues based on the target customer decisions. Once this is determined, we should use this as the basis for presentation placement.

Mr. Burciaga shared the importance of targeting limited resources at the right conference. He felt that a prioritization matrix may be a good tool for NTIS in determining the conference targets. Mr. Burciaga and Ms. Zavala offered their assistance if additional help was needed in prioritizing and the sequencing of potential events. They shared additional venues that may yield awareness included newsletters and regular byline with another agency. Dr. Chan shared that current customer agencies where we have supported work could be another area for consideration. For example, the success with HHS OIG seems to be a natural fit for additional fraud solution for the federal government.

Mr. Jones thanked the Board for their feedback and ideas. Then followed with a question within the branding concept. He reinforced his message to the NTIS staff that we must have good products and services to promote. The LADMF was shared as a potential missed opportunity that could “pay dividends” to any organization concerned about fraud prevention. Dr. Trent suggested reviewing thumbnail sketches/initial descriptions of the capabilities of the products. He felt that ideation could happen in collaboration with JVP. Since the LADMF is limited for specific purposes, Ms. Zavala shared that it would be interesting to look at the current customers for potential others who may benefit from the service making it a much more targeted marketing effort. Mr. Burciaga reinforced this idea sharing we should start with the current customers for suggestions on features and functionality that would increase the current offerings. Asking the users “What makes it especially valuable to them?”

Dr. Trent focused on the data points shared earlier regarding the 934 cold calls. He felt the calls represents the work of 1 FTE. Ms. Shaw provided some additional background sharing the team researches the market through IG reports, new articles, and panel discussions. The outreach is not really cold calls as there is a front-end research component. She shared tools such as Leadership Connect help booster any research along with looking at vacancies and new hires in conjunction with talking with past and current customers.

Dr. Trent thought a nice complement to a listening strategy is a more deliberate approach to use surveys and organization charts for specific roles and responsibilities to gain insights. The specific roles were successful when we look at targeted approach to fraud and reached out to the IGs. Dr. Trent liked the idea of using venues that describe challenges and doing own analysis of how NTIS capabilities can assist with the opportunity. He compared this process to shareholder briefings stating it is an approach we should try to replicate. Dr. Chraibi shared some of his efforts to include presenting at the CIO council in addition to presentations at data innovations working group. He gave 14 presentations over the past year to include AFCEA, ATARC and ACT-IAC.

Dr. Chan thought we may want to look at the relationship with the JVPs, specifically working on a plan to move forward. Her discussion included the capabilities of the JVP in addition to their customer base and focus. She felt there is a real opportunity to better understand the customer through the JVP.

Dr. Trent asked for data points to understand where we are succeeding and where we are failing. He noted that these points are very time-consuming but important to the outreach effort. He observed that the NTIS team is working harder, and he wants to help us work smarter. Ms. Shaw shared we track many of the data points noting conferences typically have higher conversion rates.

It was shared that the JVP is a brand-extension, so it is important to understand if they are not succeeding. Mr. Burciaga asked for background into the throughput for each of the JVP. If the JVP is not succeeding, the brand could be undermined. He shared an example of an OTA that has been labeled in some circles as not worth it. In this example, the “don’t bother” label that will spread faster than any conference effort. Mr. Burciaga stated he would share a process that uses a scoring methodology to determine priorities.

Dr. Chraibi had discussed the JVP metrics. Mr. Burciaga asked for insight into the metrics stating it should be focused on real growth such as production, output and retention not the number of JVPs or calls. Dr. Chraibi acknowledged the comments and his concern on retention rate that was discussed at the last meeting. Mr. Burciaga and Dr. Trent provided they were willing to assist with the Data Service Associate Director Position Description (PD). Mr. Stickland said that PDs are traditional and welcomed the Board’s input.

Mr. Jones shared part of the assessment he was doing is looking at the model of “can we do it using in-house capabilities?” He wanted the new employees to be looked at through the lens of the new model that encourages doing the work in-house. In addition to an in-house focus, he shared that working with other government agencies is an option as well as looking at other existing authorities to include the JVPs. NTIS needs to look at the prospective work so all positions will go through a hefty review so that we are giving equal consideration to current and future needs.

He stated that internally, we need to look at our model more intentionally. The NTIS team needs to know our requirements and capabilities in and out. We need a full complement of expertise in all of our positions and study of all positions through that lens.

Dr. Trent reinforced that the 11 vacant positions are opportunities to reinforce the improved NTIS brand. Based on his experience, a compelling feature of the NTIS’ authority was the ability to bring in resources into the client agency. Employees are critical to the innovation process.

Mr. Jones pointed out that each office’s top 3 challenges included resources. Then disclosed that he had asked NIST to review alternative hiring flexibilities that NTIS could leverage. Mr. Jones wants to test the theory of in-house and partnerships with another federal government agency. Dr. Trent discussed academic involvement in formulating solutions. Ms. Shaw updated the AB with past efforts and thoughts on how to effectively reach out to the universities and colleges. Dr. Trent provided insights into some efforts with academia engagement in the government citing the VA Tech and DOD cybercommand work. He reinforced Mr. Jones’ comments regarding leveraging universities to both generate future employment and the ability for universities to ideate on problems. Dr. Chan supported the ideas surrounding academia.

Podcasts were discussed as a method to share ideas, best practices, and innovations. Some examples include professional organization podcasts, JVP podcasts, and academia podcasts. The AB felt Linked-In is the most viable option for social media efforts.

Another opportunity was the ability for NTIS to support development opportunities within the government. In doing so, individuals are indoctrinated into data science and innovations government wide. This could be a future strategy that is committed to individuals.

Finally, the AB ended in discussion of metrics stating the strategy should consider next year and 2-years goals based on objectives. Some examples were provided as potential metrics to include new capabilities around large language models, search, and summarization. NTIS would benefit from exploration of these new capabilities that may increase the usage of NTRL.

Mr. Burciaga felt we should focus on industry forums and panels to showcase NTIS. This would provide insight into certification and policy discussions. The Data Coalition is another organization NTIS should investigate and potentially target. AI scientist's venues include the Association for Advancement of Artificial Intelligence (AAAI) symposium and the Military Operation Research Society (MORS). Dr. Chan shared Association of Inspectors General (AIG) conferences as another opportunity to explore. The AB reiterated hosted events should be considered; however, the market has shifted to virtual formats.

Mr. Jones thanked the AB for their participation. Then shared his appreciation for their advising NTIS on sound policy and program decisions. He expressed that he was looking forward to the next meeting.

Ms. Shaw stated she will be looking to send out potential dates for the next meeting in May 2024.

Member Wrap up Discussion and Public Comments

Ms. Shaw opened the floor to the public, asking if anyone from the public had any comments. After hearing none, Ms. Shaw closed the meeting.

Board Governance/Administration

The minutes will be shared and coordinated internally, and then with the Board. Absent no additional comments the meeting was closed.

Adjournment

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.



Ajit Gaddam
Chairman
National Technical Information Service Advisory Board

ARNETT STRICKLAND Digitally signed by ARNETT STRICKLAND
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Mr. Wayne Strickland
Director (A)

These minutes will be formally considered by the Council at its next meeting, and any corrections or notations will be incorporated in the minutes of that meeting.