



Executive Board Retreat

South Carolina Department of Archives and History
Columbia, SC
29 January 2020

Present: Jim Cross, President; Kathryn Slover, Vice President; Graham Duncan, Treasurer; Jessica Serrao, Secretary; Kimberly McClure, Past President (for a.m.); Evan Spencer, Membership Officer

Absent: Tracy Power, 2nd Year Director; Tabitha Samuel, 1st Year Director; Angela Flenner, Webmaster

1. Call to Order

10:08 a.m.

2. Minutes from 28 June 2019

Approved

3. Reports of Officers

- a. **President** – Jim Cross reported that the State Historical Records Advisory Board (SHRAB) is developing a survey as part of a planning grant to be sent out in March. Results will be used to develop a grant proposal by June and will be released to the public TBD. SHRAB will conduct focus groups before or after the annual meeting. SCAA needs to compile a list of annual attendees for this. SHRAB will report on grant progress at the SCAA annual meeting during a 1-hour non-concurrent session. They'll also provide check-in reports to post on the SCAA blog.
- b. **Treasurer** – Graham Duncan reported that total assets are \$34,771.52. Income for 2019 was \$2,552.50, expenses were \$1,620.37. So far, 2020 income is \$56.26, and expenses are \$1.40 (see Treasurer's Report). Graham received an invoice request from a member. SCAA provides these upon request, so he will mockup an invoice template on letterhead in Google Drive.
- c. **Membership Officer** – Evan Spencer reported that SCAA has 54 paid members, which is five more than at the annual conference (see Membership Report). A few came in during January, including one new institutional member. There are 33 memberships within the last calendar year that did not renew, even with email reminders. Evan is reevaluating this process and what communication is best to retain members. He may reach out a second time via email.

Evan would like to increase communication between Treasurer to verify that membership dues are paid for the ones he's received.

Evan is looking at improving the membership form, which may mean adopting Google Forms as it supports direct PayPal linking. Currently, the old Wufoo form doesn't require that members enter an email, which we need for communication purposes. The listserv opt-in doesn't sign the member up for the listserv, but they may believe it does. There is a section to identify interest in serving on committees, which is sent to Evan. He will forward this information to Jim and

Kathryn who will connect with them. There is also an option under the committee interest section to identify interest in a Board position. Evan will send this information to Kim and separate it into its own section on the form to draw more attention to it. Evan will discuss this form change with Angela, the webmaster, and will make a Google Form to run by the Board.

- d. **Webmaster** – Angela Flenner was not present to report. Jim reported that Angela updated contact information for Board members on the website.
- e. **Blog Editor** – Jim Cross reported that he posted announcements for the annual meeting and SHRAB meeting.

4. Old Business

- a. **Index of Archives Committee: Status change (President)** – Jim reported that SCAA no longer needs to complete the index. SHRAB will take care of it. SCAA may want to consider having a membership directory on the website (Evan and Angela) in a member only area. Need to discuss further. Kim suggested getting in touch with PALMCOP, because they did this for a while, to see what procedures they followed.
- b. **Endowment Committee (Burgin)** – Kathryn reported that during the last January meeting, a committee was established consisting of Evan, Kathryn, Beth Bilderback, and Christin Lampkowski, past treasurer. At the March meeting, Christin was named head of the committee but has since left SCAA, so no progress has been made. The Committee will now consist of Kathryn, Evan, and Graham as the Treasurer, which should be a standing member. The Committee needs to establish who will be on the Endowment Committee for Burgin as well as for Hart, and whether to merge responsibilities of the two committees into one. The Burgin Committee also needs to formalize the application process, decide how to administer it, define what is meant by prints and new professionals, and figure out how to fund it. There are currently no funds. One option is to put a donation section on the membership form or on the annual meeting registration.

Hart Committee – This is an ad-hoc committee and not a standing committee. Whenever an application is received, the chair appoints two to three others to review. Last year, Kim selected Kathryn, Tracy, and Christin to review the one application received.

The Vice President is chair of the Awards Committee, which went to Kim when the past VP left. Discussion followed on committee composition and the process for members getting involved. Currently, committees are solely composed of Board members. According to the Bylaws, the Board has power to appoint necessary committees, including who is on them. The Board should recruit more members at large to serve.

5. New Business

- a. **Nominating Committee** – Kim will be reaching out to two or three members to serve on this committee soon.
- b. **Spring Workshop** – Jim reported on the topic suggestions Tabitha submitted. These include grant writing; fundraising strategies for archives, conservation, and preservation; email archiving strategies and techniques; story mapping to create interactive exhibits; and archives marketing strategies with an emphasis on social media. The location for the workshop is not yet decided.

The Board discussed the topics and decided that social media may be a better conference session than a half day workshop or included in a workshop with different tracks for outreach, fundraising, and social media. SNCA did something similar a few years ago with three or four topics and hands-on experiences.

The Board agreed on the grant writing topic as it is most relevant to a large portion of members and is a great hands-on activity where participants could come away with a grant draft. The workshop should be structured around a specific grant that is practical for most organizations, such as the SC Humanities grants, and SCAA could partner with their office to lead the workshop. Theresa "T. J." Wallace is the main contact, tjwallace@schumanities.org. Jim will contact Directors to review the idea, format, who might do it, and where.

For future spring workshops, the Board discussed gauging member interest and collecting ideas at the fall annual meeting. The SHRAB survey may also provide information on members' educational needs, but SCAA may need to do their own survey if there are gaps in these results.

c. Underserved Constituencies

Graduate students – Jim received feedback from individuals that SCAA needs to appeal more to graduate students studying archives in South Carolina. He suggested holding a workshop or presentation with tips and techniques for applying to archives jobs. Jim's experience with search committees shows that applications vary in quality, and this could be a good practical offering to make the process less esoteric. The workshop could include a comparison between search committee expectations for academic archives (CV vs. resume), government archives, special and corporate archives, etc. It could also be an informal discussion with those who've been on hiring committees, what they're looking for, and frequently asked interview questions. This may also be of interest to archivists applying to a new position. The Board needs to decide whether to charge a fee for this or explore free options, such as a webinar, videoconference, the Spring workshop, or piggyback on existing student organization events (USC's LISSA student organization or SAA student chapters). An option is to pilot it with one student group and then branch out. SCAA could partner with other organizations like South Carolina Library Association's (SCLA) Archives and Special Collections Round Table to co-sponsor and plan the event. SCAA's main barrier is that students aren't aware of the organization. We first need to raise awareness before we create a workshop.

The 2011 strategic plan (see Strategic Plan for the South Carolina Archival Association, 2011-2016) recommended a grad student liaison to the Board who attends Board meetings. SAA student chapters and archives coordinators could help recruit for this position. Graham announced that there is no longer an archival program at USC, but there is an active LSM program. All archive classes are now taught by archives professionals. Edward Blessing is teaching intro to archives class. Evan needs to communicate with these point people.

Evan drafted an email form letter (see Student Outreach Email Draft) to send to students and those who can connect us with interested grads and undergrads. Evan also compiled a list of graduate and undergraduate programs to reach out to (see SCAA Membership Report) and asked for suggestions on other programs not listed. He will triage these emails with SCAA Board members who have institutional connections. Evan also composed a letter to students about benefits of the organization, such as the Hart Endowment and free conference attendance (see

Student membership outreach letter draft). He will add examples of past conference sessions to this letter to illustrate topics they could learn about and encourage student presentations.

Additional outreach and offerings were discussed that could make SCAA more appealing to students, such as conference and membership discounts, and marketing the Summer Social as a networking event. The Board explored the idea of a non-concurrent student poster or presentation session at the annual conference. Depending on the number of participants, this may only be 30 minutes to 1 hour. This could occur in the morning before the conference begins or after lunch before the Board meeting begins. It was decided these don't need to be judged, and that SCAA should waive conference registration fees for student presenters to encourage participation. Resources for designing a poster could be provided on the website, including how to effectively communicate with a poster and where to get it printed. Kathryn will investigate creating a list of resources. Jim will discuss this idea with the Directors.

Smaller institutions (1-2 person) – Jim reported that anecdotal information shows we aren't attracting folks from smaller institutions. SCAA needs to figure out why and improve outreach. Are the offerings not appealing, or is communication not reaching them? The Board decided to reach out to other organizations to market SCAA membership and events, such as SCLA Archives and Special Collections Round Table, South Carolina Federation of Museums, and Confederation of South Carolina Local Historical Societies. The Spring Workshop and other events could be posted to their blogs, websites, and listservs, and SCAA can reciprocate by promoting their events on our blog. As President and Blog Editor, Jim will take the lead on contacting them. Kathryn suggested tabling or hanging posters at other conferences' exhibitions and vendor spaces. To do this, a poster needs to be designed before fall annual meetings.

The Board discussed compiling past workshop and annual meeting attendees from the last few years to identify what organizations participate and where gaps in participation exist. This could be done again after advertising more broadly to see whether attendance changes. From this data, SCAA can identify institutions that haven't attended and send targeted promotions.

The SHRAB planning grant may identify gaps in training and SCAA could partner with them to fill these gaps. Once the SHRAB survey is complete in June, SCAA should send a follow up email to the survey list and to those who haven't attended SCAA events in the past.

- d. **2011-2016 Strategic Plan** – The Board completed some recommendations from this plan but not all. Due to unforeseen events, the committee structure in the strategic plan wasn't implemented, and planning annual meetings and workshops two years ahead was not accomplished. As a first step toward this, the Board would like to start planning events earlier this year to get the word out in advance. For the annual conference, this may increase proposal submissions, inform attendees of the program offerings before they register, and increase attendance. Jim recommended having a program set at least a month before the annual conference, so a hard proposal submission deadline needs to be set to accomplish this.

The Board agreed to use the upcoming year to evaluate what is still relevant from the old strategic plan and gather information necessary to begin a new planning process. This includes information from the SHRAB survey, surveys SCAA conducts, and other relevant data to gauge training needs and improve archival advocacy with state government. The goal is to move SCAA toward becoming a more proactive organization. Jim will contact SGAA for guidance on the data gathering phase as they are currently conducting their own strategic planning.

- e. **Bylaws (and perhaps Constitution)** – SCAA needs to add currently active standing committees to the Bylaws, so members are aware of them and their charges. These include the Nominating Committee, Awards Committee, and Endowment Committees. In this process, there may also need to be changes to the Constitution. The board discussed the two Endowment Committees (Hart and Burgin), and a question was posed as to whether these could be combined into one committee, which is a decision the Board should explore further.
- f. **Administrative Handbook/Manual** – Jim recommended creating a manual to help guide current and future Board members in their duties that goes beyond the basic description in the Bylaws. The manual will outline position responsibilities and provide a timeline for completing tasks. The Society of Georgia Archivists Administrative Handbook can be used as an example: https://docs.google.com/document/d/1MV-vRadU-wf0pSU_YJB0dmbkb0Gk0QQwHRs3YLwDIHY/edit?usp=sharing. This may be more detailed than SCAA needs, which is open to discussion.

To begin drafting SCAA's manual, the Board agreed to keep a record of their activities and when they're completed in a draft Google Doc. There is an old SCAA Manual dated circa 2006 saved in the Google Drive Board Membership Manuals folder that each Board member should review for their position's duties. Any pertinent activities should be added to the new manual draft. Jessica will create the draft in Google Drive using the SGA manual as a template. This will be a living document that can be revised as necessary. After the Board finishes tracking activities this year, the manual will be formalized next year and added to the website for public access.

Jim recommended creating a template library in Google Drive to include form letters and any documents necessary to carry out SCAA business, such as templates for minutes and a form letter to the Governor to declare archives month. This folder will be separate from Board member folders in Google Drive, and the Board will incorporate the required use of these documents and where they live into the new manual.

To clarify action items in the minutes, Jim suggested adding an action item section. The Board agreed and Jessica will compile this at the end of the minutes. Discussion continued about how documents are managed in Google Drive as there are outdated materials and inconsistencies in organization. Jessica suggested this could be added to the Secretary responsibilities, but the Board will hold off on assigning this task until they better understand what is currently saved there. Uploading of member reports will continue to be done by each Board member.

- g. **Website Updates** – The Board needs to be more transparent in their activities by making documents accessible to all membership on the website, such as minutes and the new Manual.

Events page – Last year's annual meeting is still posted under Upcoming Events and needs to be moved to the Past Events page. The Board should normalize the timeline and procedures for updating the Events pages and create a placeholder for when new events aren't yet ready to be posted. Jim will contact Angela to discuss this and Kathryn will draft a template placeholder and email it to the Board for approval. As we shift to planning events in the future, there will be a more consistent cycle of upcoming events listed.

SCAAzette page – A note needs to be added so it's clear that the SCAAzette was replaced with the blog in 2016.

Minutes page – The minutes have not been kept up to date as the most recent is March 23, 2018. The rest of 2018 and all of 2019 minutes need to be added. Jessica will gather these and send to Angela with explicit instructions for uploading to the website. The Board discussed procedures for approving Board meeting minutes. Jim suggested sending minutes to the Board via email, members will make suggestions for changes, the Secretary makes these changes, and final minutes are then placed online. For annual meetings, once minutes are drafted, they will be sent to the Board for corrections, the Secretary will make changes, and a version clearly marked as DRAFT will be placed online. At the following annual meeting, they will be approved, then the draft on the website will be replaced with the final approved version. This way, members can access a draft of the minutes prior to the annual meeting a year later. The Board agrees with these procedures. After procedures are tested and workflows are ironed out, Jim will make a blog post to inform members of the new procedures.

Resources page – The SCAA Strategic Plan and SCAA Committee Manual are outdated. These versions should be moved to an archived documents page. Then the Resources page can be updated with new documents as we complete them.

Archives Month and Advocacy page – This page is also outdated from 2017 and will require more work. Jim requested the Board review this page and provide ideas as to how we'd like to utilize it. Jim suggested providing links to advocacy resources like SAA's list. Kathryn suggested posting the Governor's official proclamation for Archives Month. The last approach from 2017 was to create a state theme for archives month.

Committees page – Jim recommended a new committees page that, at the very least, lists each committee, their charge, and their members. Contact information for the chair of each committee should be provided, similar to how public email addresses are linked to each Board member using [officer-title]@scarchivists.org or using the scarchivists@gmail.com account, but someone will need to be tasked with periodically checking this account. To start with, we could create pages for the Hart Endowment Committee (wait on Burgin since there are no funds yet), the Awards Committee, and the Nominating Committee. Jim and Kathryn will further discuss the Awards Committee page that can also serve to promote what awards we offer and provide an online nomination process via an embedded Google Form. They will consult with Angela on what will be the best approach. The Board could also take a cue from SAA and their early January call for fall award nominees by creating an earlier timeline for SCAA awards submissions as well. The Board discussed a go-live for the nomination form in June and announce calls for nominations the same month to promote use of the form. The link to the form could also be sent out over the listserv.

- h. **Summer Social** – Kathryn, as VP and Summer Social coordinator, provided two ideas: College of Charleston Special Collections LGBTQ oral history project (<https://speccoll.cofc.edu/lgbtq/oral-history/>) and collecting personal papers. SCAA hasn't offered events on LGBTQ history, and this would cover a fresh new project. The Social could be a tour and talk format to learn about the project, how they connected and built relationships with the LGBTQ community, and how they approach active collecting from underrepresented groups in the state. Some oral histories are already available for research online at <https://lcdl.library.cofc.edu/content/lgbtq-life-lowcountry-oral-histories/>. Jim suggested

combining this with a repository tour, since the College of Charleston Special Collections are now partnering with the Historical Society to service their collections, which moved there last year.

The Board discussed the need to rotate event locations to reach and provide opportunities to members across all regions of the state. The Summer Social last year was held in the Upstate, so holding it downstate in Charleston this year is a good idea. The collecting personal papers idea could also be held in Charleston at the Avery Research Center, which had a grand reopening in January after renovations. They have a new exhibit space as well, so the Social could feature archives and exhibits, which may interest a larger audience. A few years ago, the Social toured the library, but not the Avery Center.

The Board liked both these ideas and discussed the possibility that they could also be tours or events during the annual conference if it is held in Charleston. The College of Charleston LGBTQ project could also be a great idea for a session.

- i. **Hart Committee** – Graham reported that we awarded Hart in 2019. The Treasurer wrote a check from the general account to cover this. The Board agreed that Graham will move that money from Hart Endowment back into the general account. The money raised from the Summer Social goes toward Hart. As discussed, the Burgin award is not yet funded. Graham asked whether we could endow this from the general fund as we did with Hart. This will need to be discussed further and formally approved. Graham will investigate this process. As President, Jim needs to be added as a signatory on SCAA accounts, which he will complete with Graham during his next trip to Columbia.
- j. **Blog Editor status** – Jim will continue to coordinate the blog as there is no stipulation in the Constitution or Bylaws that one individual cannot hold more than one position. There were no objections from the Board.

6. Date for next meeting

Sometime in early March. Jim will send out a Doodle Poll for Board members to complete. At least one Director needs to be present.

The Board discussed changing meeting locations to accommodate member schedules and travel. For those unable to attend, we could provide options to report remotely via conference call or videoconference. The Board decided to meet more often to facilitate event planning, and some of these meetings could be a videoconference format. USC has access to Zoom and Clemson has access to WebEx to facilitate this.

7. Action items

All Board Members (or unassigned)

- Keep a record of activities and completion timelines in the draft manual, and review and move pertinent activities from the old SCAA Manual to the draft for your Board position.
- Review the Archives Month and Advocacy page on SCAA website and provide ideas as to how we'd like to utilize it.
- Send additional undergraduate or graduate programs to Evan to contact.

Jim Cross

- Contact Directors to discuss grant writing idea for Spring Workshop, and student poster session for annual meeting.
- Email student outreach letter to Clemson's public history director.
- Contact GLAM organizations to promote SCAA events on their blogs, websites, and listservs and offer reciprocal support to promote their events on the SCAA blog.
- Contact SGAA for advice and guidance on conducting strategic planning.
- With Graham, get added as a signatory on SCAA accounts during next trip to Columbia.
- Discuss creation of an Awards Committee webpage and nomination form with Kathryn and consult with Angela on best approach.

Kathryn Slover

- Investigate poster design and printing resources to be made available on the website.
- Discuss creation of an Awards Committee webpage and nomination form with Jim and consult with Angela on best approach.

Tracy Power and Tabitha Samuel

- Set annual conference program at least a month beforehand and create a hard proposal submission deadline to accomplish this.
- Compile a list of annual attendees at events for SHRAB and to identify what organizations participate and where gaps in participation exist.

Graham Duncan

- Mockup an invoice template on letterhead in Google Drive.
- Work with Evan to standardize communication on membership status and dues.
- Clean up Google drive account, member emails, and share with new Board members.
- Email student outreach letter to USC programs.
- Add Jim as a signatory on SCAA accounts during his next trip to Columbia.
- Move money from Hart Endowment back into the general account.
- Investigate whether to fund Bergin Endowment from the general fund as we did with Hart.

Jessica Serrao

- Create Manual draft in Google Drive using the SGA manual as a template.
- Gather 2018 (post-March 23) and 2019 minutes and send to Angela to upload to website.
- Jessica to work with Evan on SCAA poster design before fall annual meetings begin.

Evan Spencer

- Work with Graham to standardize communication on membership status and dues.
- Mockup new membership form in Google Forms, send to Board for approval, and discuss with Angela on embedding it on website.
- Send emails to Jim, Graham, and Ann Merryman with PDFs of student outreach form letters and triage communication with list of student programs.
- Evan to work with Jessica on SCAA poster design before fall annual meetings begin.

8. Adjourn

2:19 p.m.

-Respectfully submitted by Jessica Serrao, Secretary



Treasurer's Report

January 29, 2020

CHECKING ACCOUNT: \$ 7,347.97 (Pending Balance)
\$ 7,347.97 (Available Balance)

PAYPAL BALANCE: \$ 8,343.47

HART ENDOWMENT (#...80119)

Total in account: \$ 6,844.07
Next maturity date: 12/08/2020

BB&T CERTIFICATE OF DEPOSIT (#...04268)

Total in account: \$ 12,236.01
Next maturity date: 03/10/2020

Total Assets: \$ 34,771.52

INCOME FOR 2019

Membership Dues: \$ 905.00
Additional Donations: \$ 75.00
Spring Workshop: \$ 187.50
Summer Social: \$ 160.00
Fall Conference: \$ 1,225.00
Total \$ 2,552.50

EXPENSES FOR 2019

PO Box & Postage: \$ 147.65
Hart Award: \$ 500.00
Spring Workshop: \$ 115.87
Fall Conference: \$ 440.67
Check reorder: \$ 344.62
PayPal Fees: \$ 71.56
Total \$ 1,620.37

INCOME FOR 2020

Membership Dues: \$ 50.00
Hart Endowment: \$6.26
Summer Social: \$ 0.00
Spring Workshop: \$ 0.00
Fall Conference: \$ 0.00
Total \$ 56.26

EXPENSES FOR 2020

PO Box & Postage: \$ 0.00
Hart Award: \$ 0.00
Spring Workshop: \$ 0.00
Fall Conference: \$ 0.00
PayPal Fees: \$ 1.40
Total \$ 1.40

SCAA Membership Report
Membership Coordinator Evan Spencer
1/29/2020

As of 1/27/2020, SCAA Currently has:

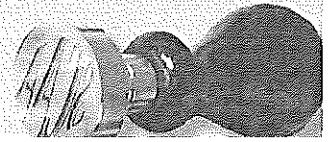
- 54 paid, current members
- 33 memberships lapsed within the last year and not renewed

Membership Coordinator's goals for 2020

- Improving membership retention by refining the Coordinator's communication with lapsing and lapsed members
- Targeting graduate and undergraduate programs in the state to increase student awareness and participation in SCAA's events and annual conference
 - o Programs include:
 - U of SC's Public History Masters program
 - U of SC's Masters of Library and Information Science (contact: Dr. Jennifer Marshall, jmarshall@sc.edu)
 - U of SC undergraduate programs
 - Clemson University's undergraduate Public History Emphasis Area (Contact: Dr. Josh Catalano, catala4@clemson.edu)
 - College of Charleston's Masters in History (contact: Dr. Jason Coy, coyj@cofc.edu)
 - Coastal Carolina University's undergraduate history/cultural heritage studies (contact: Dr. Katie Clary, mclary@coastal.edu)
 - o Creating a student outreach committee
 - o Draft letter to program contacts
- Improving the membership form:
 - o Require the email field
 - o Remove the list-serv opt-in
 - o Refine committee interest
 - o Refine ability to donate to endowments



SOUTH CAROLINA ARCHIVAL ASSOCIATION



January 27, 2020

Hello,

As the membership coordinator for the South Carolina Archival Association (SCAA), I'm reaching out to you today to invite your participation in our professional organization. One of our goals for 2020 and beyond is to broaden our membership to truly reflect the full spectrum of the archival profession in our region—and that includes students! As the professional organization for archivists in South Carolina (although our membership is not limited to those from SC!), we strive to provide a platform for all archivists, from those considering a future in the field to those retiring from decades of service to our community.

As a student member, you get full access to SCAA's professional development workshops, networking events, listserv, and annual conference. In 2019, we hosted a professional workshop titled "Bind and Loose: Book Repair and Restoration" in Columbia, a networking event that included a tour of the Benjamin E. Mays Historic Site in Greenwood, and an annual conference in Newberry. By joining now, you would have full access to all SCAA events in 2020, including [insert Spring workshop/summer social here].

Student members are encouraged to apply for SCAA's Hart Endowment, which provides funding to promote archival education and professional development among archivists and other interested individuals in South Carolina. SCAA encourages the education of prospective archivists and the continuing education of archival professionals. Awards are available to current SCAA members to attend events like professional development workshops and conferences. This includes all SCAA events, but also extends to national events like SAA, NCPH, ALA, etc.

Membership subscriptions are valid for 12 rolling months from the date of joining or renewing. Student membership is \$10 a year. Join today at [this link](#).

Sincerely,

Student Outreach Email Draft

Hello,

My name is Evan Spencer, and I am the membership coordinator for the South Carolina Archival Association (SCAA). Our purpose is to foster cooperation and exchange of information among individuals and institutions interested in archival and related activities in South Carolina. To that end, we host professional development workshops, networking events, and an annual conference.

Part of our organization's goals for 2020 and beyond is to engage with the student population in South Carolina. Student memberships in SCAA are \$10 for a year. We also encourage student members to apply for SCAA's Hart Endowment, which provides funding for SCAA members to attend conferences, meetings, and other professional development opportunities. This includes any SCAA events, but also national events like SAA, NCPH, ALA, etc. The next event on our calendar is the [insert Spring workshop here], followed by a summer social event at [insert Summer social here].

We would love to connect with the students in [insert program here]. Any help you can provide to connect SCAA with the students in your program would be greatly appreciated! I have attached a letter to prospective student members.

Best,

Strategic Plan for the South Carolina Archival Association, 2011-2016
02 December 2010

Introduction

The South Carolina Archival Association (SCAA) was founded in 1999, the first formal organization of professional archivists in the state. The objectives of SCAA were and continue to be to foster cooperation and exchange of information among individuals and institutions interested in archival and related activities; to promote the preservation and use of manuscript and archival resources of the state; to share information on archival theories and practices; to provide a forum for discussion of matters as they pertain to the archival profession; and to cooperate with organizations and professionals in related fields.

After ten years of serving the state's archival community, SCAA, in conjunction with other archives related organizations in the state, conducted a survey to assess member needs. The results of the survey showed weaknesses in areas such as communication, program quality, involvement/outreach, collaboration, and support from employers. In April 2010, an ad hoc committee was appointed to create a strategic plan for SCAA, using the survey results, the Spring workshop brainstorming results, and other input.

SCAA has a problem with name recognition in the state. SCAA has relied on SC State Historical Records Advisory Board (SHRAB) and other groups to conduct continuing education workshops without any connection (i.e. sponsorship) to SCAA. There is a definite lack of communication with members and related regional groups within the state. SCAA has not been pro-active in advocacy for the State's archival institutions.

In terms of strengths, SCAA has held regular biannual meetings of both an educational and business nature. It provides networking opportunities through its meetings and its annual Summer Social. SCAA has a solid financial record, which will allow it to explore alternate educational opportunities for its members. And there is a loyal member base to help SCAA meet its future goals.

In order to address the weaknesses, this strategic plan was developed as a five year plan. There are significant changes suggested within that cannot be accomplished in a single year. With a multi-year plan, built-in reviews require periodic assessment of both recommended changes and of the progress toward goals.

The primary goal of this plan is for SCAA to become the premier archival association in South Carolina by 2015. In order to accomplish this goal, several steps need to be taken.

1. Review organizational structure and make changes to improve officer workload, member participation, and transparency in governance

While the basic structure of President, Vice President, Secretary, and Treasurer are necessary and should not be changed, it is in the area of educational programs, membership, communication, outreach, etc. that changes are warranted. SCAA will need working committees to move the organization forward. Working committees spread the workload beyond one or two people. They also involve members in a way that is more comfortable for those who are unable to be a committee chair or officer. They also provide a means of nurturing future officers. Establishing working committees will require a change in the Bylaws to identify the standing committees and their structure. SCAA should establish committees in the following areas: Communications (newsletter, website, social/professional networking sites, listserv; co-chaired by the newsletter editor and webmaster), Finances (budget, financial review, scholarship committee under this), Programming and Education (annual meeting, annual workshop, continuing education), Membership (maintain, promote, and recruit membership) Outreach/Advocacy (publicity, summer social, outreach and advocacy, etc).

SCAA should foster greater consistency and transparency in governance. The concern is that officers may take office without fully understanding the responsibilities of their positions, or without understanding what resources may be available to them in that position. Parliamentary procedure should be followed and practices should be codified. Governing documents should be reviewed to ensure they explicitly state the accountable actions of each officer and any penalties for not carrying out their duties. The governing documents also should answer questions of parliamentary procedure for contingencies, such as the mid-term replacement of a resigned officer.

Recommended timeline for Board actions:

2011 – review structure, update board positions and responsibilities, define committee responsibilities, and present changes to Bylaws to membership for vote at annual meeting; consider having elections mirror proposed changes

2011 – review parliamentary procedure, especially as it relates to financial reports and budgets

2012 – populate new committees and provide them with guidance to move SCAA forward (the committees may need to be ad hoc for this year until elections – a parliamentary procedure question)

2012 – make certain elections mirror new organization

2013 – review committee performance and adjust as necessary

2. Planning for educational programs and expanding offerings

Perhaps the most significant issue regarding programs is the planning system. Currently there is a very short timeframe for planning workshops and meetings. If the quality of programs is to improve, the planning process needs to be reworked. Program planning

should be done at least a year in advance and longer for some meetings. Advance planning allows for soliciting notable speakers and educators and for adequate promotion. Working in advance also will help SCAA formulate its annual budget and ensure there are sufficient funds. Advance promotion provides members with information when making their own annual budget requests for education and travel purposes. To provide consistency for members, SCAA should make the Spring program a true hands-on workshop and keep the Fall program as a multi-session educational and business meeting. The current Directors and immediate future Directors will have to be willing to work to accomplish the changes; having a working committee will help greatly.

For too long, SCAA has relied on SHRAB for archival training programs. SHRAB was very generous with financial support of SCAA's programs during the Association's early years. SCAA now has a solid financial basis and can support bringing in respected archival leaders and teachers. Through collaboration with other organizations, SAA workshops can be offered. Proper promotion of educational programs will legitimize SCAA as a source of professional development. Offering continuing education credit for workshops and other educational programs will help to attract certified archivists and records managers.

Keeping the cost of workshops and meetings low has been beneficial to its members. It is recommended that SCAA continue to offer good value to its members. However, the cost of programs for non-members should be reviewed. If non-members receive a one year membership for attending an SCAA program, does the registration cover the program and membership and provide a modest income? If not, SCAA is losing money. It would be interesting to know if those receiving a membership continued beyond that year.

The Directors need to know what other educational programs the various organizations in the state are planning to offer in a given year. This will help alleviate duplication and improve offerings. Once SCAA begins to plan in advance, other organizations will be looking to see what SCAA is offering as they plan. This will provide opportunities for joint sponsorship of programs as well holding events in various parts of the state.

Recommended timeline for Programming and Education Committee actions:
 2011 – the Directors will need to plan programming for 2011 and 2012; look into collaborating to bring in SAA workshop
 2011 – the Directors should make contact with program planners for PALMCOP, SHRAB, CALM, etc.
 2011 – review past SCAA budget and fee structure for educational programs
 2012 – the Directors should be planning for 2013 and 2014

3. Open communication within SCAA and beyond

One of the weaknesses identified in the survey was that of communication, both within SCAA and with rest of the State. Members feel information about events and meetings

often arrives too late for them to budget time and money. Members without access to email and/or the Internet do not receive advance notices, only mailings. They also see a need for ways to leave feedback about the Association, not just meetings and programs.

SCAA should be the central clearing house for archival information. Currently there is no single source for information generated by the various archival related groups within the state. SCAA should solicit information from other organizations and maintain an open statewide calendar of events. Such a calendar would help to minimize duplication of programs and foster a more collaborative spirit within the state.

There are five avenues of communication already available to SCAA: website, listserv, newsletter, social networking sites, and mailings. Each of these can be used in a variety of ways to promote programs, inform members, and receive member feedback.

- Website – should be run by SCAA with own domain to make it easier to post information, especially time-sensitive materials; should be a resource for anyone looking for archival know-how, whether professional or amateur, with online publications and/or links to other sites such as NEDCC information pamphlets; should provide easy access to leadership for queries and suggestions; should maintain statewide calendar of archival events
- Listserv – open to non-SCAA members to provide forum for SCAA activities and preservation issues; can also be used for member feedback through informal surveys
- Social networking sites – SCAA has a Facebook page; should look into other applications such as Twitter and LinkedIn (both can be linked to Facebook) and blogs
- Newsletter – have available on website; have calendar of events for year; spotlight members/institutions; committee updates
- Mailings – continue to use for those members without electronic access; use for outreach and advocacy (see below)

Recommended timeline for Communication Committee actions:

2011 – continue work on website; begin collecting information for calendar

2011 – reach out to other S.C. groups for collaboration on educational programs

2012 – include committee news in newsletter

2012 – have formal liaison or other system with PALMCOP, SHRAB, SGA, SNCA, etc. in place

2013 – review content of website, especially resources area, and adjust as necessary

2014 – have multiple targeted brochures or standard letter ready for outreach and advocacy (see below)

4. Outreach and advocacy for archives

As SCAA moves toward its goal of becoming the premier archival association in the State, it needs to promote itself as the central organization for anything archival. SCAA should look beyond the usual venues to places such as churches, historical societies,

small museums, college students (undergraduate and graduate) and professors, and corporations for potential members and supporters. It should remind its members of the professional benefits of being an active member, for such things as tenure and promotion, continuing education credits, and vita enhancement. SCAA should be recognized by employers as a legitimate professional education provider and a good value for the money, especially when compared with SAA or NAGARA.

Advocacy is an important issue. Even before the recent economic downturn, this state was not very supportive of archives. SCAA needs to step up and help to promote the importance of archives. This also will make SCAA a leader in the archival community within the state. If members know they can seek support from SCAA when faced with political issues, it will make for a stronger Association. Actions such as co-sponsoring Archives Month with State Archives, writing in support of State budget items for the Archives and history related programs, and making contact with Legislators for support of local history are a few examples of advocacy.

Recommended timeline for Outreach Committee actions:

- 2011 – reach out to other S.C. groups for collaboration on educational programs and appoint a national advocate/liason to SAA (someone from the Outreach committee)
- 2011 – maintain current membership list on “members only” section of website
- 2012 – promote SCAA’s new “look” and target possible new members in the state and region (i.e. dual membership w/ other state organizations, SGA, and SNCA)
- 2013 – create brochure and cover letter to use for outreach and advocacy
- 2014 – assess outreach and advocacy efforts

5. Finances

SCAA is on a solid financial footing at this time. In order for SCAA to meet the proposed changes and goals, monies will need to be expended. Therefore, it is recommended that SCAA review its dues with the idea of creating a structure that will allow for differing levels of giving. SCAA also should think about promotional items that will support its programming. An incentive to serving as an officer might be covering travel expenses, many of which are paid currently out-of-pocket by Board members. As mentioned earlier, workshops and meetings should not be considered as significant money-making ventures, but they should not sap the Association’s resources either. Collaboration can help cut costs, but it should not be the standard. Corporate sponsorship is another avenue of potential support. Quality programs take funding and fiscal planning yet the benefits to the Association go beyond the balancing the budget.

Recommended timeline for Treasurer/Financial Committee actions:

- 2011 – review dues structure to allow for levels of giving
- 2012 – explore potential sources of monetary support for programming (i.e. corporate sponsorship)
- 2013 – review new programming to make sure of financial success

SCAA should be the leader in continuing education, networking, and communication for archivists and related professionals working with archival materials. This strategic plan is not the only means by which SCAA can attain this status, but it will assist the Association in its endeavors. The work outlined above is based on the premise that working committees will be established and will take on the bulk of the work. SCAA should continue to seek and respond to member input, as they are the true voice of the group.

Strategic Plan Timeline

Year One/2011:

Board responsibilities:

- Review Bylaws and propose changes to membership at Fall business meeting
- Review finances and investments and explore other options (include all SCAA accounts and funds – checking, CD, scholarship fund)
- Review strategic plan and make changes if necessary

Treasurer/Financial Committee responsibilities:

- Review dues levels and structure, make recommendations at Fall business meeting
- Review fee structure for educational programs

Directors/Continuing Education Committee responsibilities:

- Directors will need to plan programming for 2011 and 2012; look into collaborating to bring in SAA workshop
- Directors should make contact with program planners for PALMCOP, SHRAB, CALM, etc.

Newsletter editor/Outreach Committee responsibilities:

- Work on website; begin collecting information for calendar
- Contact other organizations for information for newsletter
- Use website to promote SCAA and educational/preservation activities around state
- Use listserv and website as conduit for information to and from members

Year Two/2012:

Board responsibilities:

- Review strategic plan and make changes if necessary

Board and Committee chairs responsibilities:

- Populate new committees and provide them with guidance to move SCAA forward (the committees may need to be ad hoc for this year until elections – a parliamentary procedure question)
- Make certain elections mirror new organization
- Review committee performance and adjust as necessary
- Include committee news in newsletter

Board and Outreach Committee responsibilities:

- Have formal liaison or other system with PALMCOP, SHRAB, SGA, SNCA, etc. in place; continue outreach efforts with other groups

- Promote SCAA's new look

Board and Financial Committee responsibilities:

- Implement new dues structure
- Explore potential sources of monetary support for programming

Directors/Continuing Education Committee:

- Program planning should reflect new timeline for planning

Year Three/2013:

Board responsibilities:

- Assessment of other changes and progress toward other goals
- Review strategic plan and make changes if necessary

Continuing Education Committee:

- Have educational offerings for year identified and advertise early in year so members can plan their budgets

Outreach Committee responsibilities:

- Review content of website, especially resources area, and adjust as necessary
- Create brochure and cover letter to use for outreach and advocacy

Financial Committee responsibilities:

- Review new programming to make sure of financial success

Year Four/2014:

Board responsibilities:

- Implementation of actions identified in Year Three
- Review strategic plan and make changes if necessary.

Continuing Education Committee:

- Have well-developed partnership with regional, statewide, and national groups to provide workshops

Outreach Committee

- Begin using brochure and other means for outreach and advocacy
- Have well-developed partnership with SCDAH for Archives Month

Year Five/2015:

SCAA should be the premier archival association in the state. It should be the primary conduit for information about archives and the profession.

This report of the Ad Hoc Committee for Strategic Planning is respectfully submitted,
Beth Bilderback, Chair

Brian Fahey

Brooke Fox

Jennifer Neal

Committee Manual and Recommendations

Background: As a result of the 2010 SCAA Strategic Plan, the 2011 Executive Board appointed an ad-hoc By-Laws Committee for recommendations on the creation and governance of committees to address identified deficiencies within SCAA operations and to foster growth. The By-Laws Committee consists of Ashley Till, Brian Fahey, and Dennis Taylor. The creation of the following committees is recommended: 1) Educational Programs Committee; 2) Outreach /Advocacy/Mentoring Committee; 3) Membership Committee; 4) Communication Committee; and 5) Finance Committee. The following recommendations for these committees constitute a practical and well-balanced approach to increasing member participation, transparency in governance, guidelines for preserving SCAA's past, and sustaining a strong organization as we grow. These recommendations are within SCAA's means, both financially and organizationally, we simply need participation from our members. The committee goals, compositions, terms of service, and duties are outlined below. In addition to the specific committee recommendations, the by-laws committee developed a **General Committees Manual**. This manual was designed to serve as standard guidelines in governing SCAA committees.

General Committees Manual

The **General Committees Manual** defines particulars for the committees, assigns responsibility, and gives a measure of accountability. However it also allows flexibility in these guidelines. Any change only requires a cursory approval of the SCAA Executive Board to ensure that it is still in compliance with the original mission and guidelines set by the board when it originally created the committee. It is also recommended by this committee that the current General Committees Manual is reviewed after the newly established committees have been in place for at least one year and that, after procedure is refined and better established, some general elements of the manual be codified in the Association's By-Laws no later than 2015. The resulting manual is to be based on the input of the people who actually have to complete the tasks and fulfill the committee mission. These revisions to the General Committees Manual are then to be presented to the SCAA 2013 Board for any revisions/ approval by the Executive Board to make certain they comply with stated committee purpose and guidelines.

1) All reports are to be submitted to the Executive Board by the Committee Chair. Current status reports on committees will be given at each regular Executive Board meeting. The Executives Board will ensure the committees comply with their Board-designated purpose and guidelines.

2) A committee member, either elected or appointed, is expected to discharge the duties of the office. Willful non-performance of duties carries the possibility of a reprimand by the Executive Board, and, if warranted, termination of committee service. A member who is unable to complete a term of service shall notify the President in writing as soon as possible of the intent to end service. The President shall appoint a replacement to complete the term.

3) Committees are to provide at least two update reports annually to the SCAA Executive Board, including an annual report in advance of the fall annual meeting. The SCAA Executive Board shall use the reports to mark progress on goals set in 2010 Strategic Plan and to ensure committees compliance with stated goals and guidelines. The Board will evaluate the committee's progress and effectiveness, making changes to the charge as needed. The committee chairs are responsible for ensuring that minutes or reports of committee meetings

are prepared. Copies of minutes or reports should be distributed to the SCAA Executive Board for information. Chairs also are responsible for maintaining the committees' official records and for transferring them to the succeeding chairs or SCAA's archives at the completion of his or her terms. Chairs are responsible for preparing the annual report to the Board. That report should include the group's current activity report, three-year plan, and budget proposals (if any).

4) Committee members realistically must be committed to two to three years of SCAA involvement.

Recommendations:

A. Educational Programs Committee:

Goals

Develop an education program committee that addresses the planning of annual meetings, annual workshops, and continuing education opportunities. Develop a revised, long term planning process, including a hands-on Spring Workshop and multi-session educational and business meeting for the Fall Program. Possible goals are SAA workshops, continuing education credit workshops to attract a diverse audience such as certified archivists and records managers; coordination and collaboration with other similar state organizations to avoid duplication; and improve SCAA program offerings and provide joint sponsorship opportunities.

Composition

SCAA Directors should serve as co-chairs and the number of committee members is to be determined by the co-chairs.

Terms of service

The Educational Programs Committee co-chairs shall each serve for the terms of their office. Terms of other committee members shall be determined by the Executive Board.

Duties of the Co-Chairs and Educational Programs Committee

Co-Chairs are to prioritize and delegate tasks to committee members to meet the above goals.

B. Outreach/Advocacy/Mentoring/Student Committee:

Goal

The committee serves an advisory role with its products intended to benefit the larger archival community and users of repositories to serve as an source of open and timely communication within SCAA and beyond and consider SCAA as the central clearing house for archival information.

Composition

Outreach Liaison, Advocacy Liaison, Mentoring Liaison, Publicity Liaison, SAA Liaison, Government liaison, Student Liaison

Terms of service

The Outreach/Advocacy/Mentoring chair shall serve a term of two years. Terms of other committee members shall be determined by the Executive Board.

Duties of the Chair(s) and Outreach/Advocacy/Mentoring Committee

Outreach Liaison: Develop ongoing communication and dissemination plan using the SCAA website (including calendar), Face book, the SCAA listserv, LinkedIn, Twitter and/or other appropriate tools other communication mediums that allows the committee to share information while also allowing others to provide feedback and share information with the committee, the Executive Board, and SCAA members.

Advocacy Liaison: Advocate and promote SCAA thru American Archives Month (October) with the SC Department of Archives and History.

Mentoring Liaison: Ideally this position would be filled by the USC MLIS Program Intern Liaison. Designed to facilitate communication and to cultivate career development between archival generations, bring together members with expertise in subjects and members who want to build their knowledge within those subject areas. Advocate and promote that every SCAA member is eligible to participate as a mentor or mentee- students, educators, working archivists, records managers, and retirees. Keep updated list of internships available in the state, region, and nationally.

Student Liaison: Promote and advocate SCAA to peers, student organizations and publications, attend SCAA annual meetings for networking, serve as a SCAA representative, and share student concerns, opportunities, etc.

C. Membership Committee

Goals

The goal of the Membership Committee shall be to sustain and increase the membership of the organization.

Composition

The Membership Officer chairs the Membership Committee. The size of the committee shall be determined by the Executive Board in consultation with the Membership Officer.

Terms of service

The Membership Officer shall serve a term of two years. Terms of other committee members shall be determined by the Executive Board.

Duties of the Chair(s) and Membership Committee

1. Recommend to the Executive Board membership benchmarks as well as methods and dates for achieving these benchmarks.
2. Actively solicit new members at all events of the Association, at events of related organizations, and among constituencies having similar missions and purposes. Inform these constituencies of the activities of the Association.
3. Recommend to the Executive Board benefits to offer members.

4. Maintain an up-to-date membership roster. The Committee shall make this roster available to members of the Association at each annual meeting and to officers of the Executive Board upon request.

5. Oversee the collection of membership dues.

a. In coordination with the Treasurer, initiate the collection of dues from members once each calendar year. Dues are payable at the annual meeting and take effect January 1.

b. After the annual meeting, and before January 1, the Membership Committee shall, after consultation with the Treasurer, issue a reminder to members with outstanding dues that the deadline for payment of dues is January 31. Dues not received by February 1 will void membership.

c. Voided membership may be reinstated by payment of dues; however, for members to receive discounted registration fees for the spring workshop and annual meeting, dues must be paid [before members are notified of these events] OR [not less than thirty days before these events].

Alternatively:

c. Voided membership may be reinstated by payment of dues. Individuals will receive discounted registration fees for the spring workshop and the annual meeting if their dues are paid at the time of registration for these events.

6. Report the activities of the Membership Committee at each annual meeting of the Association and at each regular meeting of the Executive Board. These reports will become part of the archives of the Association.

7. Good communication is essential between the Membership Officer and other SCAA officers, especially the Treasurer and the Communications Committee, on many issues related to membership.

8. Assess the status of "institutional/corporate memberships" for recommendations to the Board on viable options.

D. Communication Committee:

Goals

Update and archive SCAA website; appoint social/professional networking sites administrator; appoint listserv administrator; focus on branding SCAA logo, opening and sustaining lines of communication; advocating SCAA and disseminating organization information in multiple formats.

Composition

The SCAA newsletter editor and webmaster serve as co-chairs, plus at least three additional members. The by-laws committee recommends appointing a technology-oriented member to assist the webmaster and an archivist to archive electronic documents and oversee the maintenance and historical retention of all Web 2.0 components used by SCAA.

Publicity Liaison: Develop promotional policies and assess the needs of the organization to develop public relations strategies that will influence public opinion or promote ideas, products, and services.

SAA Liaison- Compile and update bibliography and/or literature review including conference presentations as well as links to websites and other appropriate resources for and from archives and archivists; disseminate relevant SAA information among SCAA members.

Government liaison – Write letter templates in support of State budget items for the Archives and history related programs; disseminate state and federal archival related information; contact with Legislators for support of local history; collaborate directly with the SAA Liaison, keep abreast of current data regarding Preserving the American Historical Record (PAHR) to share among SCAA members.

Terms of service

Chairs shall serve a term of two years. Terms of other committee members shall be determined by the Executive Board.

Duties of the Chair(s) and Communication Committee

Co-chairs are to prioritize goals and delegate tasks to meet the goals above.

E. Finances Committee:

Goals

The committee shall submit an annual budget for Executive Board approval in accordance with the Association's by-laws. It shall also review and report to the Executive Board an annual financial report that includes an in-house audit of income and expenditures.

Composition

The Finance Committee shall consist of the Treasurer as chair, the Senior Director, and at least two at-large members chosen by the chair.

Terms of service

The Finance Chair shall serve a term of two years. Terms of other committee members shall be determined by the Executive Board.

Duties of the Finance Officer and Committee

Collaborate with vendors for programming; Consult a financial advisor for review of budget and provide best practices for SCAA budget; streamline Hart endowment funds and application process. Advise committees on any available funds when requested.

Implement recommended procedures below for the Darrick L. Hart Endowment Fund:

The Hart Scholarship Committee The committee is composed of a chair, appointed by the president, and at least two current SCAA members who are not on the Executive Board. The committee oversees the recruitment, selection and administration of the awards process. Specifically it performs the following functions.

1. Updates the standard information for SCAA scholarship(s) which is to be published in each issue of the Society's newsletter, posted on the SCAA website and other social media outlets. The information should include the current amount of funds available for disbursement, indicate how to apply, and provide the address to which applications should be submitted. The By Laws

Committee recommends implementing an online application process.

2. Prepares application form for scholarship and forwards it to the SCAA Website Editor for posting on the SCAA website. The Chair also sends applications to interested individuals who request them.

3. Verifies with the Membership Officer that each scholarship applicant is a current member in active standing in the Association.

4. The Chair distributes copies of the submitted applications to the members of the Committee for evaluation and confers with them regarding the means by which they will arrive at their decision. Committee members review the applications and select the recipient.

5. The Chair notifies the Executive Board as soon as a selection is made.

6. The Chair notifies the selected applicant of the award and of any requirements expected of the recipients.

7. Determine bi-annual deadlines for applications as well as a feasible timeframe for announcing award recipients.

8. Develop *specific* guidelines on eligibility of the award.

9. Streamline the process of communication between applicants, the scholarship committee, Executive Board, recipient notifications, etc.

10. Determine the standard format for notifying award winners. Recipients of the awards will be announced in all available SCAA media outlets (SCAAzette, SCAA webpage, SCAA listserv, Face book, Twitter, etc.).