

REPORT OF THE CUSTER COMMITTEE

Submitted by Molly Tighe

April 18, 2014

Committee Members:

Molly Tighe, Senior Co-Chair

Elizabeth Shepard, Junior Co-Chair

Marilyn Parrish

Michele Lavoie

Tammy Hamilton

Ben Primer

Spring Report:

Proposed Changes to Awards Committee Structure:

In its winter report, the Custer Committee described its discussions of the proposed changes recommended by the Committee on Committees. All members of the Custer Committee agreed that an Awards Committee would be superfluous and would create an unnecessary level of bureaucracy without serving any demonstrated need. All members agreed that the Committee on Committees' recommendation to remove the Chair of the Custer Committee from Steering Committee runs counter to efforts to "build leadership on Steering" and to the strategic goal of facilitating skill improvement, professional development, and education of MARAC members.

Following discussion of these issues at the winter Steering Committee meeting, the Custer Committee communicated internally via email and arranged a committee-wide conference call. The Custer Committee reached out to the Committee on Committees to share information on benefits to MARAC membership of the current award committee structure and to answer any questions they have concerning awards procedures or perceived problems. The Custer Committee was additionally interested in receiving an update from the Committee on Committees on the progress of their proposal. This meeting occurred on April 18, 2014 and was attended by Amy Schindler (Committee on Committees) and Tammy Hamilton, Elizabeth Shepard, Ben Primer, and Molly Tighe (Custer Committee). The Custer Committee finds the refinements to the proposal lack substance. The Custer Committee's core concern with the proposal--that there is no demonstrated need or purpose aside from making Steering Committee smaller--remains unchanged.

The Custer Committee provides the membership of MARAC with an opportunity gain first-hand experience working with organizational leaders and learning about institutional governance. The Custer Chair position offers members an opportunity to step towards Steering Committee incrementally, a rare opportunity in an organization whose members complain that they don't know what organizational government does or how to they can become involved.

The Custer Committee members are reaching out to voting members of the Steering Committee to ensure they are aware of the impact of the proposed changes to the MARAC awards process (see addendum below). We are exploring additional venues for informing the MARAC membership about the Custer Committee's position on the proposed Awards Committee.

Committee Outreach:

Custer Committee Senior Co-chair Molly Tighe collaborated with Sara Borden, Membership Development Committee Member and MARAC Vice-Chair Mary Mannix to produce an article for the *Mid-Atlantic Archivist* describing the various duties and activities of Steering Committee members.

Elections and Committee Membership:

The Custer Committee would like to thank Marilyn Parish and Molly Tighe for their service on the award committee. Marilyn, who was serving her second term on the Custer Committee, was a dedicated team member and her input on committee business was highly valued. Molly Tighe, who served as Committee Co-chair, considered it an honor to serve the MARAC community in remembrance of Arline Custer, editor of the National Union Catalogue for Manuscript Collections and the first Archivist of the Archives of American Art.

Elizabeth Shepard succeeds Molly Tighe as Senior Co-Chair and Tammy Hamilton becomes Junior Co-Chair for the 2014-15 award cycle. The committee welcomes Laura Gilmore Stoner and Jay Gaidmore to the Custer Committee. Ms. Stoner will become Junior Co-chair in her second year of service and Senior Co-chair in her third year of service.

Other Committee Business:

The Custer Committee is continually reviewing and updating its procedures handbook to ensure that consistency and transparency in the awards process. The Committee is currently reviewing and updating procedures for submitting reimbursement for expenses incurred by committee members mailing nominated books for review.

Dear MARAC Steering Committee Member,

At the upcoming Steering Committee meeting in Rochester on Thursday, April 24, you will have the opportunity to further review and discuss the Ad Hoc Committee on Committees' recommendations regarding how various MARAC committees function. The members of the Arline Custer Memorial Award Committee would like to bring your attention specifically to recommendation number 11 as outlined below (text from Recommendations_Draft_April2014).

>>11. Creation of the Awards Committee to be chaired by MARAC's past chair and composed of the co-chairs or chairs of each of the awards committees: Arline Custer Memorial Award Committee, Distinguished Service Award Committee, Finding Aids Award Committee, and (anticipated) Scholarship Committee. Each subcommittee is responsible for publicizing and evaluating submissions for its award(s). The Awards Committee reviews overall criteria and procedures and recommends appropriate changes. The Awards Committee may recommend new awards, revisions to existing awards, or the discontinuation of awards for the Steering Committee's consideration. When new awards are approved, the Awards Committee is responsible for drafting appropriate award criteria and procedures. The Awards Committee establishes deadlines for nominations and applications to be submitted to the chairs of each subcommittee annually. The chair of the Awards Committee or their designee represents all award committees at Steering Committee meetings.<<

The members of the Custer Committee have had numerous discussions regarding this recommendation internally and had the opportunity to further discuss the recommendation with Amy Schindler, Ad Hoc Committee member. Custer Committee members strongly urge you to **oppose** this recommendation. The recommendation creates a needless level of hierarchy and bureaucracy, does not provide a solution to existing problems, and does not meet any demonstrated need.

The rationale outlined in this recommendation refers to activities currently undertaken by each committee individually and in consultation amongst committees. Custer Committee members strongly believe the true rationale behind this recommendation is simply to decrease the number of MARAC members on Steering Committee.

Custer Committee members believe that decreasing the number of members on Steering Committee negatively impacts the sustainability and future of MARAC. The positions the Ad Hoc Committee is suggesting be eliminated from Steering are the very positions most likely to foster MARAC's future leadership. The chair positions of each award committee provide members with an introduction to the governing body of MARAC and encourage further participation through experience.

On Thursday, April 24, we hope that you will **reject** recommendation 11. Custer's outgoing-Senior Chair Molly Tighe (412-728-2366, missmollytighe@gmail.com) and

incoming-Senior Chair Elizabeth Shepard (973-349-6492, ems2001@med.cornell.edu) will both be representing the Custer Committee in Rochester and welcome the opportunity to discuss this issue with you in person.

Thank you for your service and support of MARAC,

The Arline Custer Memorial Award Committee

Molly Tighe, outgoing-Senior Chair

Elizabeth Shepard, incoming-Senior Chair

Tammy Hamilton, incoming-Junior Chair

Michele Lavoie

Marilyn Parrish

Ben Primer

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Distinguished Service Award Committee Report Spring 2014

Submitted 4.1.14

Members:

- Ed Galloway – Chair
- Lauren Brown – Ex-Officio
- Claire Hope
- Karl Niederer

The committee received three nominations for the award. We discussed the applicants over a conference call on March 11 and unanimously selected a winner.

The winner was subsequently informed and will be in attendance at the spring MARAC meeting to accept the award. The MARAC Treasurer was also informed and will prepare a check.

Those who submitted the other two nominations were also contacted to inform them their respective candidate was not selected, but were encouraged to consider resubmitting next year.

Only one member of the DSA (Lauren Brown) will be attending the spring meeting and will consequently present the award.

The committee would like to thank those who took the time and effort to nominate their colleagues for this important MARAC award.

Respectfully submitted,

Ed Galloway
Chair, DSA Committee, 2013-2015

MARAC Education Committee Report
Brian Keough, April 15, 2014

Spring 2014 conference travel awards

The following individuals were selected for travel awards to attend the Spring 2014 conference in Rochester:

\$400 - Alison Fulmer (Marsha Trimble Award)

\$250 - Sophia McGuire

\$250 - Regina C. Berry

\$250 - Nicole Greenhouse

Leonard Rapport Modern Archives Institute (MAI) Scholarship.

DEADLINES: Applications for the summer 2014 MAI scholarship should be received no later than **May 1.**

The scholarship covers the tuition, and up to \$750 in travel expenses with demonstration of need, a submitted budget, and receipts. For this scholarship, an individual must currently be employed in the MARAC region in an archival or archives-related position. Applicants should submit a resume; a cover letter including a statement of the expected benefits of attending the Institute; and two letters of recommendation from persons having knowledge of the applicant's work and qualifications. All scholarship applications should be sent by email to the current chair of the MARAC Education Committee by the deadlines listed: Brian Keough, University at Albany, bkeough@albany.edu

The National Archives will not offer the winter session of the Modern Archives Institute in 2015. According to Mary Rephlo at the National Archives, this has absolutely nothing to do with the quality and effectiveness of the Institute itself. As a matter of fact, recent evaluations received have been unanimous in giving the Institute the highest rating. However, the June 2014 Institute registrations have been severely lagging, currently they have 23 enrolled, whereas 36 is their normal size. There have not had waiting lists for the Institute now for several sessions, and they attribute this to a combination of economic decisions on the part of employing organizations and institutions, as well as availability of online courses.

Recent Workshops

On April 4, MARAC offered its first 2014 workshop, "*Current Trends in Teaching with Primary Sources - a Hands-on Workshop*" at The Sheridan Libraries, Johns Hopkins University. The instructors were: Matt Herbison, Archivist for Reference and Outreach; Drexel Med School/Doris Malkmus, Instruction and Outreach Archivist; Penn State/ Rachel Grove Rohrbaugh, Archivist and Public Services Librarian, Chatham University. They were 33 attendees.

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April 24, 2014

To: MARAC STEERING COMMITTEE

FROM: ARIAN D. RAVANBAKSH, CHAIR, ELECTRONIC RESOURCES COMMITTEE

RE: ELECTRONIC RESOURCES COMMITTEE REPORT – SPRING 2014

Submitted to the Steering Committee at the Spring Meeting on Thursday, April 24, 2014 in Rochester, NY.

Committee Membership

Steve Ammidown has been appointed to fill an existing vacancy on the committee. The terms of 3 members of the committee expire at the end of the Rochester meeting. The Chair will work to either reappoint the members or identify new members as the case may be.

Work of the ERC

The ERC held a teleconference earlier in April. Items discussed were

- 1) DRUM. The committee is going to work on a set of procedures that will be passed to MCC for inclusion in the Meetings Manual to ensure future chairs clearly understand the process for getting session presentations into the repository. The University of Maryland has recently started accepting electronic deposit agreements and this change will reduce the need to collect signatures of presenters at meetings.
- 2) Guidebook Mobile App. By all accounts, the use of the Guidebook Mobile app for meetings has been a success. We will continue to use the “free” level of service that caps with 200 downloads. For Philadelphia, there were 189 downloads. ERC will continue to monitor the use of the app and assist Program committees with its use.
- 3) The Chairs of Outreach and Membership Development have reached out to discuss ways that the three committees can work in unison.

Issues for Steering

None at this time

Finding Aids Committee Report
MARAC Steering Committee Meeting

[Rochester, NY]

April 26, 2014

The Committee received one submission for this year's Finding Aids award. The winner is:

Fredric M. Miller Finding Aid Award: Rona Razon, Image Collections and Fieldwork Archives, Dumbarton Oaks Research Library and Collection, *The Byzantine Institute and Dumbarton Oaks Fieldwork Records and Papers, ca. late 1920s - 2000s*

http://www.doaks.org/library-archives/icfa/icfa_pdfs/doaks-icfa-byzantineinstitute-dumbartonoaks-findingaid

Marisa Bourgoïn will present the award.

Respectfully submitted,

Laurel Macondray, Chair

MARAC
Membership Development Committee Report
April 2014

Membership

- Rachel Grove Rohrbaugh, Chair
- Sara Borden
- Salome A.R. Jeronimo
- Jaime Margalotti
- Sierra Green
- Laurie Rizzo, MARAC Secretary (ex officio)
- Jason Speck
- Laurie Thomas
- Tammy Hamilton, MARAC Administrator (ex officio)

Progress and news

- **MAA Articles:**
Membership Development submitted two articles to the Spring 2014 *Mid-Atlantic Archivist*:
 1. Sara Borden interviewed MARAC Vice-Chair Mary Mannix and Custer Chair Molly Tighe for a short *MAA* article introducing MARAC leadership and exploring opportunities for involvement.
 2. Rachel Grove Rohrbaugh submitted a call for liaisons to archival education programs in the MARAC region. This program is set to begin in summer/fall 2014.
- **Navigator Program:**
We piloted a conference Navigator Program for the Rochester meeting where new MARAC members are paired with an archivist who has previously attended meetings. Sierra Green wrote a blog post promoting the program, and Rachel worked with Tammy to get the program posted to the conference page on the MARAC website. Rachel also promoted the program on Facebook and Twitter. As of April 8th, we had matched 5 new members with a navigator and had additional navigators available for those who might request one in the last few weeks before the conference.
- **“Ask Me about MARAC” Pins:**
Rachel worked with MARAC Treasurer Jim Gerencser to order a small batch of pins that Membership Development can wear at the meeting and other events in the region.
- **Collaboration with Outreach Committee:**
Rachel attended the Outreach Committee phone meeting on March 24th, and Heidi Abbey, Chair of the Outreach Committee, attended the Membership Development phone meeting on April 8th. Outreach and Membership Development discussed the purchasing and use of MARAC swag, the possible redesign of the MARAC logo, a press kit (which could be used for Membership Development recruitment in archival education programs), and the revival of the Mentoring Program. The Mentoring Program discussion was tabled until new caucus chairs are in place after the spring election. The two committees also discussed setting up a committee fair at the Baltimore meeting where members can visit with chairs and members of

every committee and learn what they do. Both Heidi and Rachel have been in touch with Baltimore LAC.

- **Rochester Meeting:**

Rachel and Sierra have been making arrangements for the New Member Meeting on Friday morning. Sierra will also be on hand at the registration desk on Friday morning to greet new members.

- **Committee on Membership and the Strategic Plan:**

Rachel remained active in the committee looking at the 40th anniversary membership survey and how recommendations from that survey might inform changes in the strategic plan.

- **Committee Openings:**

Three members have terms ending in spring 2014. Both Sara Borden and Jamie Margalotti have agreed to stay on. We will need to find a replacement for Laurie Thomas. Laurie Rizzo will also be leaving us when a new secretary is elected.

- **Collaborative Committee Meeting:**

Electronic Resources, Membership Development, and Outreach are planning a collaborative meet and greet at the Rochester meeting immediately preceding the Steering Committee meeting.

Nominations & Elections Committee Report
MARAC Steering Committee Meeting
Rochester, NY
April 24, 2014

Our group has concluded a productive year which saw an editing to the N&E Procedures Handbook, suggestions made for improving MARAC operations, and most directly facilitating the 2014 elections which have just concluded. We had a total of 40 candidates with varying numbers vying for the offices of Treasurer, Secretary, Finding Aids Award Committee (4 positions), Arline Custer Award Committee (2 positions), Nominations & Elections Committee (3 positions), and each of the soon to be vacant State Caucus seats. An all-time record total of 436 ballots (411 electronic and 25 paper) were received in the course of this election which eclipsed the 377 vote tally of one year ago. High praise and commendation goes to MARAC Administrator Ms. Tammy Hoffman and Mr. Matthew Strauss for his computer support offered to in making this process run smoothly and efficiently. Each of the winners along with those who contested were notified of the results and individually praised for their contributions and willingness to stand for election.

Treasurer - Jennifer McDaid

Secretary - Dyani Feige

Finding Aids - * Maureen Callahan, Casey Babcock, Cara Griggs, Scott Ziegler

Arline Custer Award - * Laura Gilmour Stoner, Jay Gaidmore

Nominations & Elections - * Susan McElrath (Chair), Adrianna Cuervo, Tara Wink

Delaware – Emily Cottle

District of Columbia – Andrew Cassidy-Amstutz

Maryland – Vincent Novara

New Jersey – Laura Poll

New York – Michael Martin

Pennsylvania – Valerie-Anne Lutz

Virginia – Margaret Kidd

West Virginia – Nat DeBruin

(* Indicates Top Vote Receiver)

Throughout the preparation, implementation, and finalization of the election this year, Committee Members: Ms. Tammy Hamilton, Mr. Dan Horvath, Ms. Jenny Kinniff, Mr. Dan Linke, and Mr. Matthew Strauss have been incredible colleagues and deserve high praise for their great work from start to finish. Their work has been exemplary and a fine standard set for the new Nominations & Elections Committee to build upon. A thank you is also extended to all others who were involved in making this a successful election.

Respectfully Submitted By
Alan Delozier
Chair

**Publications Committee Report
Steering Committee Meeting
Rochester, NY
April 24, 2014**

Mid-Atlantic Archivist

The Spring Issue (Vol. 43, No. 2) was released online on April 17 and the Winter Issue (Vol. 43, No. 1) was released online on February 20. The deadline for the Summer issue is May 15.

The following is a draft of the job description of the MAA Assistant Editor Position:

Assists with the coordination of the quarterly publication of the *Mid-Atlantic Archivist* (MAA).

Works with the editor to edit and help with the design of the (MAA).

Serves as a member of the MARAC [Publications Committee](#).

Coordinates with state caucus reps to solicit ideas from members for articles to be included in the MAA.

Performs other duties as assigned by the MARAC Chair.

Respectfully submitted,
Sharmila Bhatia
Chair, Publications Committee

Date: 16
April 2014

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To: Members of the MARAC Steering Committee
From: Heidi N. Abbey, Chair, MARAC Outreach Committee
Re: Summary of MARAC Outreach Committee Activities (February - April 2014) for the
Spring Steering Committee Meeting, Rochester, NY

Committee Membership and Past Activities (February – March 2014)

Since our last report in February 2014, the MARAC Outreach Committee has continued to maintain and regularly update the MARAC Blog, particularly by working with members of the Rochester Local Arrangements and Program Committees to advertise the Spring 2014 MARAC Meeting. The Outreach Committee has also focused on increasing communication and collaboration with the Membership Development Committee and would like to thank the Chair, Rachel Grove Rohrbaugh, for working so diligently and creatively on our like-minded and shared outreach initiatives.

Committee Membership, Current Activities, and Future Objectives (April – July 2014)

Current members of the Outreach Committee are listed below:

Heidi N. Abbey, Chair
Barbara Anne Beaucar
Sarah Malcolm
Elizabeth Scott
Valerie Wingfield
John LeGloahec, Ex-Officio and MARAC Chair
Jennifer McDaid, At-Large Steering Committee Members
Two New Committee Members Still Needed

A telephone conference call was held on Monday, March 24, 2014, to discuss progress on goals and charges through July 2014. Topics of discussion included the following: 1) additional review and clarification of the committee's mission and goals; 2) collaboration with the Membership Development Committee to develop a MARAC press kit, a MARAC brochure, MARAC swag/give away merchandise, and brainstorming ideas about the current MARAC logo and branding in both print and online media; 3) a review and revision of guidelines for the MARAC Blog, which will be the focus of our next committee meeting in May, and an email request to all MARAC State Caucus Representatives to contribute to the Blog on a rotating basis throughout the year; 4) development of the MARAC Online Shop via Café Press (a beta

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version of which is now available at <http://www.cafepress.com/marac>), and discussion of items such as t-shirts, water bottles, tote bags, pens, pencils, etc. that might be added and available for purchase in the online shop; 5) brainstorming and planning a theme for the October 2014 Archives Month celebrations; and 6) in order to facilitate more collaboration among MARAC committees, coordinating an informal social gathering of Outreach, Membership Development, and Electronic Resources Committee members at the meeting in Rochester.

Additionally, the Outreach Committee has submitted a budget request of \$350 for the 2014-2015 fiscal year. This request will support the purchase of selected MARAC merchandise from the MARAC Online Shop. The MARAC Online Shop will provide an on-demand, user-driven retail service for MARAC members who wish to purchase merchandise with the official MARAC logo. The Outreach Committee plans to purchase these items for possible use at the Fall 2014 MARAC Meeting in Baltimore. Email discussions with the Baltimore LAC and Program Committees have already been initiated. Tentative plans include raffling off or giving away items such as a MARAC apron, MARAC baseball caps, MARAC stainless steel water bottles, MARAC stickers and magnets, etc. to cross-promote the MARAC Online Shop as well as serve as outreach tools to show their pride in MARAC membership.

Finally, members of the Outreach Committee have agreed to meet every other month via conference call. This venue and meeting schedule seem to work well for members. A third Outreach Committee meeting is scheduled for Tuesday, May 24, 2014.

Topics for Discussion with the MARAC Steering Committee

New Committee Chair: Unfortunately, I will not be able to fulfill my two-year appointment as chair of the Outreach Committee due to professional and personal circumstances. In December 2013, I was approved for a sabbatical leave at Penn State beginning July 2014 through June 2015 and will need to focus all of my professional time on completing a large research project and book publication.

Respectfully submitted by Heidi N. Abbey for the Outreach Committee

Working Group on MARAC Committees Report Submitted to Steering Committee, 18 April 2014

This report provides a summary of recommendations that have been discussed and approved by the Steering Committee, recommendations that the Steering Committee requested further refinement of for the Rochester meeting, and those recommendations that require more discussion. Since the winter Steering Committee meeting the working group requested and received feedback from the Outreach and Publications Committees about the essential duties of their committees to further inform the recommendation for the creation of a Communications Committee. The working group met with members of the Custer Committee via conference call to receive feedback on the proposed creation of the Awards Committee. The working group thanks members of the Custer, Outreach, and Publications Committees. Brief summaries of this feedback follows the recommendations below (page 4). Finally, for ease of comparison the original recommendations from fall 2013 are included at the end of this report (page 5).

Approved Recommendations that do not require Bylaws Changes

The following recommendations presented by the working group were discussed by the Steering Committee and accepted for implementation. These alterations to current MARAC practices do not require a change of the organization's bylaws. The MARAC Operations Manual and committee practices will require revision as appropriate.

1. Responsibility for the workshops held during the semi-annual meetings will be returned to the Education Committee. The chair of the Education Committee will serve as a member of the Meetings Coordinating Committee.
2. The Electronic Resources Committee will undergo a review of its charge, functions, and accomplishments to be presented at the summer 2014 Steering Committee.
3. The Membership Development Committee will take responsibility for sharing information about committees to members in the interest of increasing and retaining members as well as encouraging more members to take on active roles in the organization.
4. The Publications Committee will present information at the spring 2014 Steering Committee meeting regarding usage statistics of technical leaflets and their possible rebranding.

Approved Recommendations that require Bylaws Changes

The following recommendations presented by the working group were discussed by the Steering Committee and accepted for implementation. These changes require a change of the organization's bylaws.

5. The Development Committee should be disbanded and replaced with a Development Coordinator reporting to the MARAC Chair. The Coordinator will be responsible for advising the Steering Committee on alternate revenue streams to support MARAC's educational programming. The Coordinator will manage a development plan for internal (member) fundraising for the MARAC Educational Endowment Fund and acknowledge and track such donations, and will also make recommendations regarding the investment of the Educational Endowment Fund. The Coordinator

also works with the MARAC Chair, Local Arrangements Committee co-chairs and Meetings Coordinating Committee Vendor Coordinator, and other appropriate members on external fundraising for conferences, workshops, and publications with professional services vendors, repositories, and others.

6. The two members of the Distinguished Service Award Committee elected by the membership will be elected for alternating two-year terms instead of one-year terms.

7. Creation of the Scholarship Committee to assume responsibility for the awarding of all scholarships. These scholarships that are currently administered and awarded by the Education Committee include the Marsha Trimble MARAC Meeting Scholarship (2 awarded annually at up to \$400 each), MARAC Meeting Travel Assistance Award (6 awarded annually at up to \$250 each), and Leonard Rapport Modern Archives Institute (MAI) Scholarship (2 awarded annually, with tuition at roughly \$775 per session and additionally up to \$750 each for expenses). The Scholarship Committee shall consist of six (6) members who each serve for a term of three (3) years. Two (2) are elected each year by the MARAC membership. The elected member receiving the most votes becomes the co-chair of the Scholarship Committee in their second year of service. The MARAC Chair shall fill any vacancies on the committee. Initial members will be elected in a manner similar to the members of the reorganized Finding Aids Committee were in 2014.

Recommendations for Further Discussion by the Steering Committee

These recommendations have been discussed to different extents by the Steering Committee. Further discussion of these recommendations is expected in Rochester.

8. Replace the vice chair and chair leadership model with a vice president/president-elect, president, and immediate past president model. Each position would be a one year term for a total of three years of service. The vice president would be responsible for making appointments, and all committee chairs would report to the vice-president. The president would be the public face of the organization, lead steering committee meetings, head up advocacy efforts, and otherwise represent the organization as needed. The immediate past president would chair the Awards Committee and the Distinguished Service Award Committee. The Immediate Past Chair would not be a voting member of the Steering Committee.

9. Creation of the Communications Committee to take on responsibilities of Outreach and Publications Committees. Disband the Outreach and Publications Committees. Chair and members are appointed by the MARAC Chair. Member roles will include: chair; editor of *MAA*; assistant editor of *MAA* (proposal in development from Publications Committee per discussion April 2014); advertising editor; blog editor; social media editor; program editor; website editor. Members will have responsibility for:

- Managing and assessing the ongoing development of MARAC's use of social media (MARAC blog, Facebook, Twitter, etc.);
- Managing and assessing MARAC's existing and any future publications including the *MAA*, technical leaflets, and any publications resulting from conference sessions;
- Seeking and implementing new means of communicating with members and non-members as appropriate;
- Soliciting feedback, as appropriate, on MARAC communication and outreach initiatives;

- Coordinating MARAC's annual Archives Month activities including selecting and communicating an Archives Month theme;
- Marketing MARAC publications, social media accounts, etc.
- Advertising and exhibiting at appropriate meetings of other professional organizations, conferences, etc.;
- Overseeing MARAC's branding including reviews at appropriate intervals and necessary refreshing;
- Ensuring content on MARAC website is accurate and current;
- Working with the Membership Development Committee on joint marketing initiatives (such as MARAC swag or promotional give-aways that Outreach is currently working on through a beta Cafe Press website to make merchandise available for on-demand purchase by MARAC members) and communications with members;
- Advising Steering Committee and MARAC committees on any matters related to communications.

10. An elected Meetings Coordinating Committee (MCC) chair replaces the MARAC Vice Chair as the leader of the committee. The chair is elected for a term of three years. The committee chair works closely with HelmsBriscoe, MARAC's meeting procurement and site selection agency. The MCC chair is a non-voting member of the Steering Committee.

11. Creation of the Awards Committee to be chaired by MARAC's immediate past chair and composed of the chairs of each of the awards committees: Arline Custer Memorial Award Committee, Distinguished Service Award Committee, Finding Aids Award Committee, and (anticipated) Scholarship Committee. Each award committee is responsible for publicizing and evaluating submissions for its award(s). The Awards Committee reviews overall criteria and procedures and recommends appropriate changes. The Awards Committee may recommend new awards, revisions to existing awards, or the discontinuation of awards for the Steering Committee's consideration. When new awards are approved, the Awards Committee is responsible for drafting appropriate initial award criteria and procedures. The Awards Committee establishes deadlines for nominations and applications to be submitted to the chairs of each award committee annually. The chair of the Awards Committee represents the four awards committees at Steering Committee meetings, chairs the Distinguished Service Award Committee, and coordinates the activity of all awards committees.

12. Reduce **required** Steering Committee meetings from four to three. The MARAC Chair would, of course, have the option to hold additional meetings as needed, but only three meetings would be required under the bylaws.

13. Caucus Chairs are no longer voting members of the Steering Committee. Caucus Chairs are a continual conduit of communication and needs between caucus members and the Steering Committee. Caucus Chairs work in concert with the Membership Development Committee and the Communications Committee to encourage and support new members and communicate with members and the general public regarding the activities within their caucus. Caucus Chairs serve on standing committees as appointed by the MARAC Chair (Membership Development and Communications being the most obvious).

Summary of Feedback Received Since February Steering Committee Meeting

Custer Committee: Concern over the Custer Committee losing its voice on Steering Committee as well as the loss of an opportunity for a member to serve on Steering Committee. This service presents an opportunity for members to become further involved in the profession. The creation of the Awards Committee would create an unnecessary level of bureaucracy and would add a layer of confusion for members as to what each committee does. There is no demonstrated need for the creation of the Awards Committee. Eliminating the Steering Committee opportunity for service runs counter to MARAC's mission.

Outreach Committee: Chairs of Outreach & Membership Development have been doing a lot in recent weeks to make sure that their committees intersect more regularly. For example, attending each other's meetings. "I think we all agree that creating a new committee to focus on communications would be valuable so that efforts across MARAC can be more coordinated. Right now, elements of communication exist on Outreach, Membership Development, Publications, and Electronic Resources and perhaps other committees." There is some concern that the size of the new Communications Committee will become onerously large. Some of the essential duties of the Communications Committee might include social media, MARAC publications, working with MDC on joint marketing/PR initiatives, coordinating Archives Month, and (a new goal) working with ERC to rebrand MARAC's online & print media tools.

Publications Committee: Most of the committee's concern revolves around the proposal to add the caucus reps to the Communications Committee. Besides adding a large numbers of members to the committee, their role is not well defined. Defining the committee's products should be the role of the new committee. This committee should be responsible for all outreach communications: newsletter, blogs, leaflets/wikis, conference publications, etc. The membership of the committee should be streamlined and include specific responsibilities for each member including the program editor and a an assistant editor for the MAA. The question of the history of the formation of the Outreach Committee was raised.

Recommendations as submitted November 2013

New Committee: Awards Committee

Composed of:

Arline Custer Memorial Award Committee

Finding Aids Award Committee

Scholarship Committee (New)

Recommendation: Remove scholarship responsibilities from Education Committee to form new 6 member Scholarship Committee whose members serve 3 year staggered terms. (Bylaws change)

Rationale: To avoid the appearance of impropriety and bring the practice for how monetary awards are handled like other award committees, the Marsha Trimble MARAC Meeting Scholarships, MARAC Meeting Travel Assistance Awards, and Leonard Rapport Modern Archives Institute (MAI) Scholarships should be awarded by elected members of MARAC, not simply members appointed by the Chair. Will increase opportunities for elected service for MARAC members.

Recommendation: Combine Custer, Finding Aids, and Scholarships Awards Committees to form Awards Committee with highest vote getter from elections of all awards committees serving as chair of Awards Committee. The Chair of only the Awards Committee serves on the Steering Committee. (Bylaws change)

Rationale: Places awards together. Having an overall chair for these committees ensures communication between the committees as well as consistency in procedures and efficiency of operations and publicity of awards.

Development Committee

Recommendation: Disband Development Committee and replace with an appointed Development Coordinator appointed by Chair. This position would serve on the Finance, Meetings Coordinating, Membership Development, and Outreach Committees and ex-officio on Steering Committee. Biannual reports required. (Bylaws change)

Rationale: The committee as established in 2001 has not taken hold and alternate modes of pursuing MARAC's development goals should be undertaken. As models, we urge MARAC to look at the Music Library Association and Midwest Archives Conference, which place Development responsibilities with an individual instead of a committee (position descriptions included here as attached PDF). Appointing an individual will ensure MARAC has someone with a strong interest and experience in development heading up this responsibility.

Recommendation: If committee is dissolved, at-large members would serve on Education, Finance, Meetings Coordinating, and Membership Development Committees.

Rationale: Elected representative would then be serving on each committee made of appointed members.

Distinguished Service Award Committee

Recommendation: Change terms of service for two elected members to staggered two year terms. (Bylaws change)

Rationale: Two years of service will allow for improved continuity year to year.
Education Committee

Recommendation: Return planning of workshops during conferences to this committee's responsibilities. Chair serves on Meetings Coordinating Committee to ensure ongoing communication and feedback.

Rationale: Ensures coordinated workshop offerings during and off meetings. Having multiple people charged with the same duties, just on different committees and at different points in the year, seems inefficient.

Electronic Resources Committee

No changes at this time. This committee is new and MARAC should plan a formal review in 12 years.

Finance Committee

No changes at this time.

Meetings Coordinating Committee

Recommendation: Make the chair an appointed position. (Bylaws change)

Rationale: The responsibilities of leading the MCC benefit from individuals with a specific skillset and interests. Allows the vice chair to focus on MARAC leadership (see Steering Committee recommendations).

Membership Development Committee

Recommendation: Add responsibilities to explain to the membership the work & responsibilities of MARAC's standing committees, elected officers, and appointed positions on a regular and ongoing basis throughout the year.

Rationale: The working group members felt this committee could be doing more to develop MARAC's membership. This would assist the Nominations & Elections Committee's work as well as the work of the chair when they must appoint new members of committees.

Nominations and Elections Committee

No changes at this time.

New Committee: Communications Committee

Takes on responsibilities of:

Outreach Committee

Publications Committee

Recommendation: Committee is composed of a chair appointed by MARAC Chair, all Caucus Chairs, MAA Editor, and Advertising Editor. (Bylaws change)

Rationale: Continues traditional role of Caucus Reps sharing news from the region with the MARAC membership, while also using their connections throughout the region for effective outreach to the membership and the general public.

Recommendation: Officially end Technical Leaflets series.

Rationale: After an initial offering of several in the 1980s, new leaflets dropped off in the 1990s with the most recent leaflet published in 2004. New avenues of publication and dissemination are available to archivists including the increasing number of archival journals, books, blogs, and online publications through the Society of American Archivists and other regional organizations.

Steering Committee

Recommendation: Change Chair and Vice Chair (where the vice chair does not automatically become Chair) to President & Vice President/President-Elect. (Bylaws change)

Rationale: We often hear from members that they are reluctant to run for chair because they don't have experience on the Steering Committee, so this change would build leadership on the Steering Committee as well as enable a smooth transition.

Recommendation: Reduce number of required Steering Committee meetings from 4 to 3 eliminating winter meeting. Encourage discussion of more complex issues at in-person meetings whenever possible. (Bylaws change)

Rationale: Much MARAC business can be carried out via email & conference calls in-between Steering Committee meetings. In lean times, members may hesitate to run (and their supervisors may not be as enthusiastic) due to travel demands/being out the office.

Recommendation: Caucus Chairs are no longer voting committee members, but do attend Steering Committee meetings when they have business before the committee, and are actively involved in the work of the Communications Committee (which replaces the Outreach & Publications Committees). (Bylaws change)

Rationale: MARAC has a much larger number of voting members (16) when compared with our peer regional groups (910), which include MAC, NEA, ART, NWA, and SSA.

Recommendation: Enable participation at Steering Committees via conference call by default for members who are not able to attend as well as for non-voting members at off-conference meetings.

Rationale: Increased flexibility for Steering Committee members with financial constraints. Allows non-voting members who otherwise would not be required to attend to participate. Saves MARAC expenses associated with travel.

Respectfully submitted.

Working Group on Membership and the Strategic Plan

Report and Action Items Proposed for Approval

April 24, 2014

Introduction

At the Summer 2013 Steering Committee meeting, the Working Group on Membership and the Strategic Plan was established to analyze MARAC's 40th Anniversary Membership Survey to determine action items based on member feedback. The purpose of this group is to recommend activities that MARAC leadership should consider undertaking addition to the objectives identified in MARAC's strategic plan, which was adopted by the Steering Committee in February 2012.

At the Winter 2014 Steering Committee meeting, the Working Group identified possible additional goals for MARAC to add to its strategic plan that would reflect feedback from the 40th Anniversary Membership Survey. After discussion, the Chair charged the Working Group to examine these goals and identify a smaller list of concrete goals that could be submitted for approval by the Steering Committee at its Spring 2014 meeting.

Proposed action items

The Working Group proposes that the Steering Committee approve the following goals, which will be incorporated into MARAC's strategic plan:

- Establish a task force to examine the current conference model to determine if it is meeting member needs.
- Add a provision to the Program Committee section of the MARAC Handbook that requires that the Program Committee make an open call for session proposals for each MARAC meeting.
- Appoint a person or task force to examine how to make the MARAC website more dynamic. Our suggestions based on member feedback include improving visibility for our Facebook and LinkedIn pages on the website, definitively moving all time-bound news from the *Mid-Atlantic Archivist* to the blog, and posting the Steering Committee meetings to the website.
- In an effort to reduce the cost of travel and diversify educational opportunities, charge the Education Committee with researching the economic feasibility of providing live-streamed workshops. Also, in keeping

with member comments in the survey responses, the Education Committee should continue to develop new offerings (both basic and advanced) on topics related to electronic records and digital assessment management.

Other notes

A recurring theme in the 40th Anniversary Membership Survey was a desire to improve MARAC's advocacy for a variety of issues of interest to the membership. We were unable to craft a concrete action item based on this feedback; however, we encourage MARAC leadership to continue to seek out ways to advocate on behalf of the members we serve and the archival profession.

We ask that the MARAC Chair announce the approved actions items at the Spring 2014 MARAC business meeting. The Webmaster will update the MARAC website to include in the strategic plan any new action items approved.

Submitted faithfully,

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Liz Novara

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