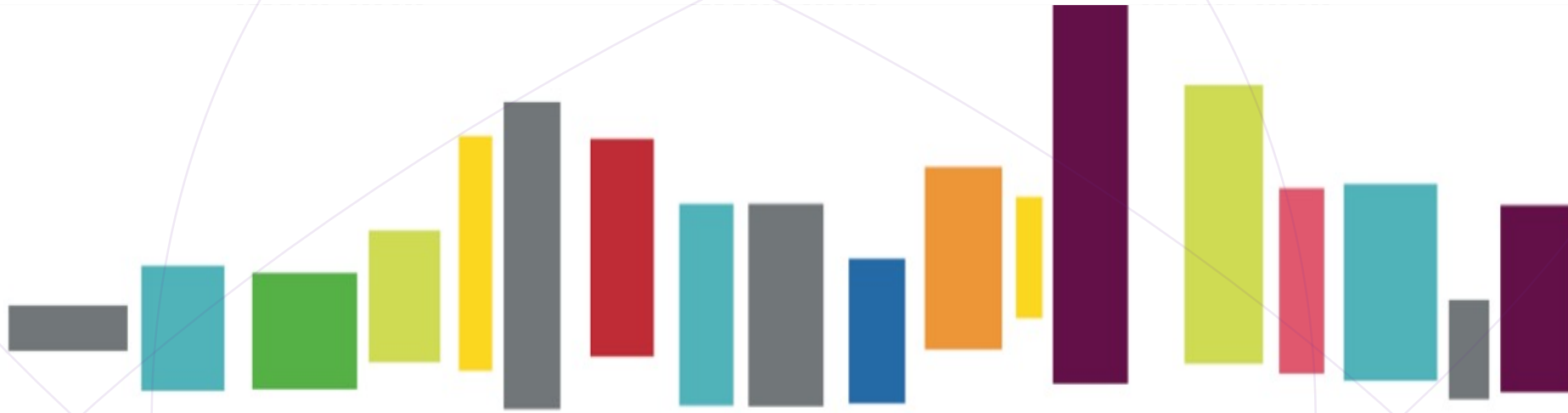




Monika Rhue, Ed.D., MLIS

Presenter



SEARCHING FOR THE COMMUNITY ARCHIVES LEADERSHIP MODEL



Introduction



One of the ways in which information is controlled and democracy denied is by the government's withholding important documents from the public, keeping secret their existence altogether, or censoring them.

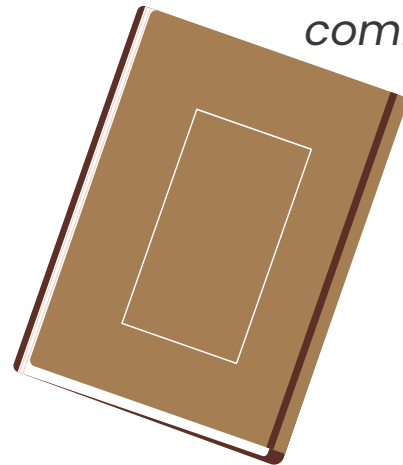
(Zinn, 1977, p. 21)

Archives became this sanctuary to document and preserve vital records and to protect the property of its citizens.

(Hunter, 2003)

American archives and archivists' early history excluded people of color and Indigenous communities from the documentary records.

(Gibbs, 2012)



Problem Statement



There is a shift for archivists and librarians to partner with community archives to preserve the documentary heritage of the 'under-voiced' communities. How will archivists prepare for this type of partnership? More importantly, what types of leadership training or leadership framework are currently being offered that support archivists to meet the change?

Purpose of Study



According to Soyka, to date, traditional archival training, education, and leadership programs have not been designed to support community archival leadership (Soyka, 2022).

Research Methods

Theory

I applied the grounded theory methodology to discover and conceptualize (Levitt, 2021) the lived experiences of archivists and librarians engaged in partnering or working with community archives.

Methods

I implemented the grounded theory design to analyze the data collected from the interviews to construct theories (Creswell & Creswell, 2018) and to generate new concepts (Charmaz & Thornberg, 2021) for the archival professional pertaining to community archives leadership.

Grounded Theory



Conceptual Frameworks



Tribal Leadership

Tribal leadership focuses organizations or companies' attention to language and behavior within a culture.

Critical Race Theory

CRT looks beyond racism as an individual act but rather looks at the systemic and organizational structures that maintain race and oppression of BIPOC communities.

Bolman and Deal's Four-Frame Model

According to Bolman and Deal (2021) "Reframing requires an ability to think about situations from more than one angle so that you can develop alternative diagnoses and strategies," (p.5). Bolman and Deal (2021) introduces four frames: structural, human resources, political, and symbolic.

The Participants

Participants ID Code	Race/Ethnicity	Age Group	Gender	Education Level	Job Title	Years on the current job
Voice1-ReadyF	Hispanic/Latino	31-40	Female	Master	Librarian and Archivist	7
Voice2-CautionJ	White/Caucasian	51+	Female	Master	Librarian and Archivist	5
Voice3-SeriousS	Other	26-30	Female	Master	Research and Instruction Librarian	3
Voice4-StandUpW	Black/African American	41-50	Female	Master	Librarian	2
Voice5-GentleT	Asian/Pacific Islander	41-50	Male	Master	IT and Digital Collection Librarian	15
Voice6-SlowWalkL	Hispanic/Latino		Female	Master	Librarian and Archivist	4
Voice7-ConsciousD	Black/African American	41-50	Female	Master	Librarian and Archivist	5
Voice8-ProfessionalJ	Hispanic/Latino	51+	Female	Master	Director of Library Special Collections	22 Months
Voice9-WellroundedK	Asian/Pacific Islander	31-40	Female	Master	Librarian for digital collection development	7

Data Analysis

Research Questions	Final Categories	Final Subcategories
Community Archival Leadership Training	Training Support	DEI training
		Informal Training
		Types of training
		Preparation and Approach
		Self-taught
Core Leadership Skills	Essential Skills	Understanding Community
		Cultural Competency
		Listening
		Learning
		Skills I Wish I Had
	Leadership Training and Skills	Training Needs
		Skills Needed
		Advocacy
Resources	Resources To Support Work	Resources Needed
		Institutional Bureaucracy
		Money
		Sustainability
Leadership Framework	The Profession	Community Archives Relationship
		Future Leadership Skills
		Vision



Results



Take Aways

Several of the voices emphasized that they did not have community archival leadership training and that their training mostly was self-taught and learning from their mistakes.

Take Aways

Although several of the shared voices did not see themselves as leaders or did not have professional leadership training, they were able to provide insight about leadership skills needed when working with and partnering with community archives.

Take Aways

There was this collective response around having time to build trusting relationships, to properly understand the communities' culture, and to approach the partnerships and working with community archives with humility and respect.

Take Aways

The voices were having a hard time imagining what would a community archives leadership framework would look like, as shared by Voice3-SeriousS: "it's not that I'm against it, but I just have a hard time imagining what that might look like."

Findings

Research Question 3: Resource Support and Need



Resource Needed

Voice3-SeriousS

“If I could advocate for anything for the next person [it] would be that hopefully you are in a workplace that does give you the space to take up that individual and community education, whether it’s through reading, discussion, analysis, [or] looking through existing projects.”



Money

Voice6-SlowWalkL

“Instead of taking stuff is there another way to support them ... it would be great if we can support some groups financially ... for supplies ... finds ways in the system that is benefiting not just us but the community ... this thing of professionalism, meaning there is a lot of people who are doing the work but are not librarians and are not getting compensating for the work they are doing.”



Institutional Bureaucracy

Voice8-ProfessionalJ

“Like there’s resources available, but there’s also a lot of things that really limits how you can use resources. There’s a lot of bureaucracy. A lot of things that go beyond the personal relationship that you build. It’s really important to have that honest and trusting relationship ... in an institutional setting, it’s really challenging to do this kind of work in a giant colonial bureaucratic institution.”



Sustainability

Voice9-WellroundedK

“Don’t think anyone’s really sort of figured out this question of sustainability. What do you do once a grant runs out? How do you convince your institution that it’s something that needs to become part of their annual budget.”

Findings

Research Question 4: Leadership Framework

//
“thrown into the job”

“talking with the community for understanding”

// “listening”

“try by fire”

// “sink or swim”

“learning through trial and error, and having one-on-one conversations with practitioners”



Findings

Research Question 4: Leadership Framework-The Profession



I think if we're going to create a model for heritage and history organization and information outside of the Western Academy, we need to be open to the fact that our models of bureaucracy are not going to work in all community settings, and they shouldn't, especially when those bureaucratic kind of norms function to delegitimize these places in the first place ... how structures of colonialism and settler colonialism have shaped our work fundamentally.

Voice3-SeriousS



Working in an institution and having the institutional culture clash with community needs and desires ... this issue of whiteness of institutions and how that's embodied by a lot of people in administration can be a barrier to working on community-based projects.

Voice9-WellroundedK



There's a lot of theory, but the actual application doesn't always reflect the theory.

Voice5-GentleT

Implication—Conceptual Framework

Tribal Leadership

The responses around understanding the community and learning from the community can possibly benefit from exploring Tribal Leadership as a framework. The Tribal Leadership concept allows an organization or company to journey through stages toward understanding their institution and the people better to learn exactly what will impact the workplace (Logan et al., 2008).

Critical Race Theory

The lived experiences of the voices shared how the policies and structures within the archival profession needed to be changed in to support community archives authentically and ethnically.

Bolman and Deal's Four-Frames Model

According to Bolman and Deal (2021) “Reframing requires an ability to think about situations from more than one angle so that you can develop alternative diagnoses and strategies” (p. 5).

Bolman and Deal's Four-Frames Model

Bolman and Deal (2021) four frames: structural, human resources, political, and symbolic can possibly serve as a model for the archival profession.

Final Thoughts



“Empowering”

“Fulfilling”

“Motivating”

“Learning”

“Hopeful”

**“Wet Cement of things
moving slowly”**

**“Challenging and rewarding
at the same time”**

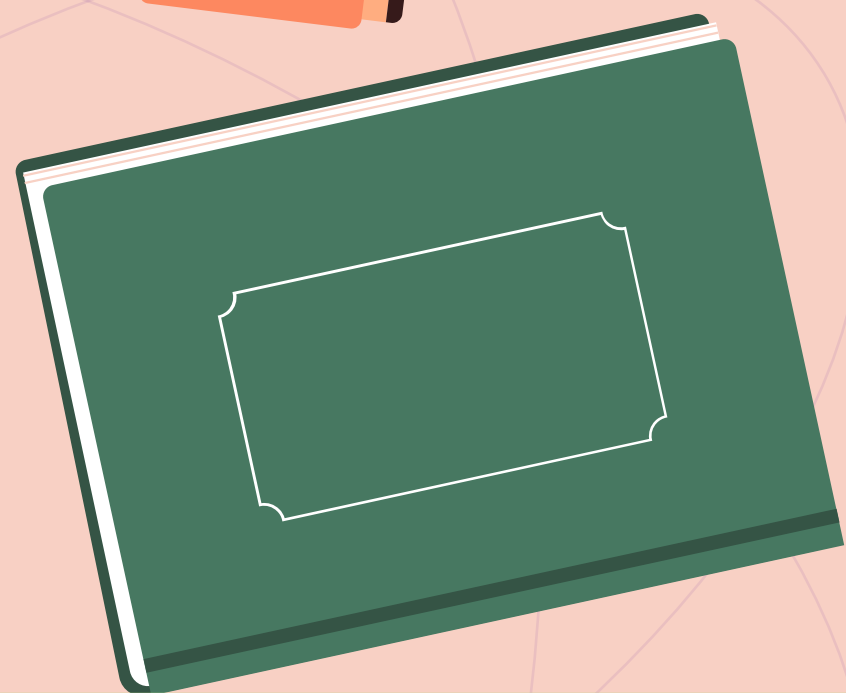
“If archives are truly the storehouses of our collective memory, the archives cannot be selective and choose only store memory that conforms to a particular tradition or function within a particular framework (Bastian, 2023, p.3) [and]... the archives must be ready to represent everyone and must have the mechanisms and the strategies to do so” (Bastian, 2023, p. 4).

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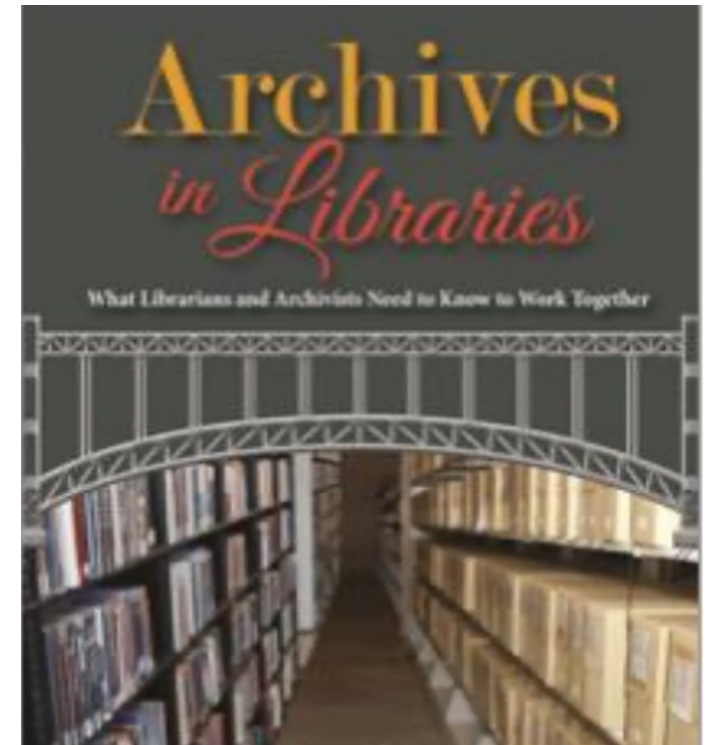
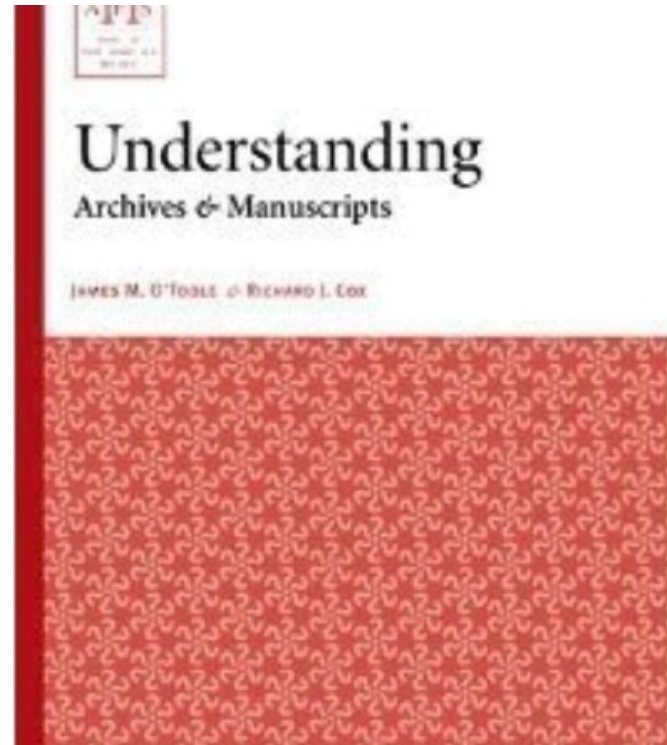
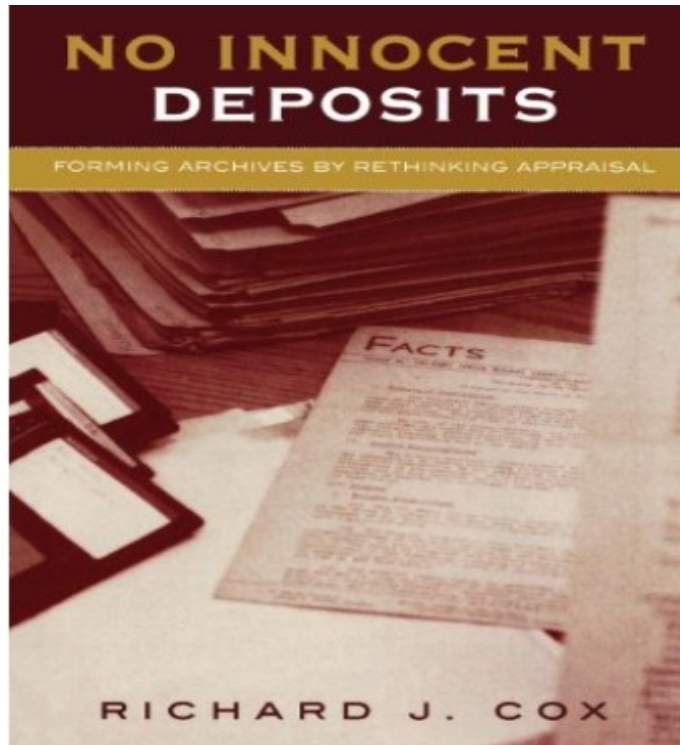
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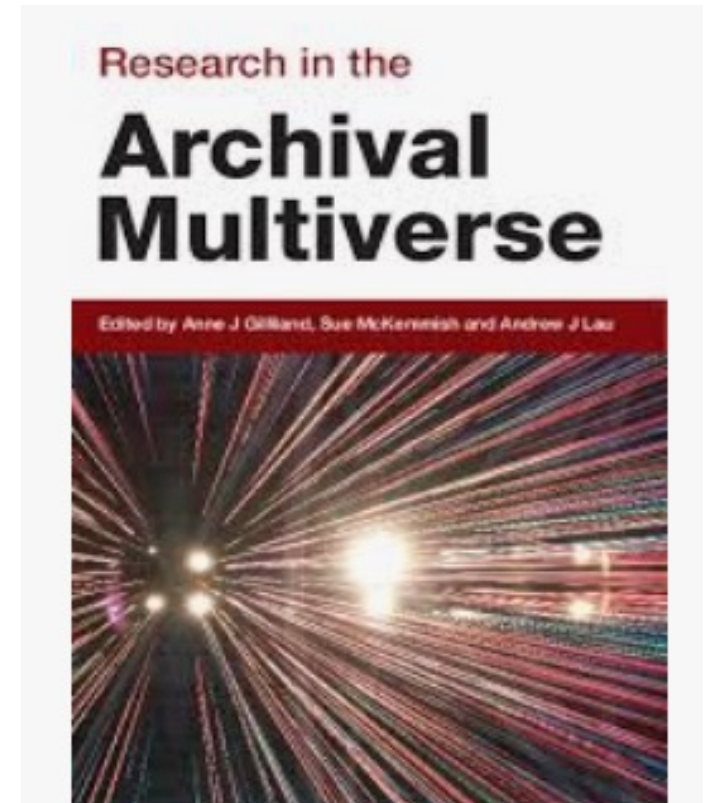
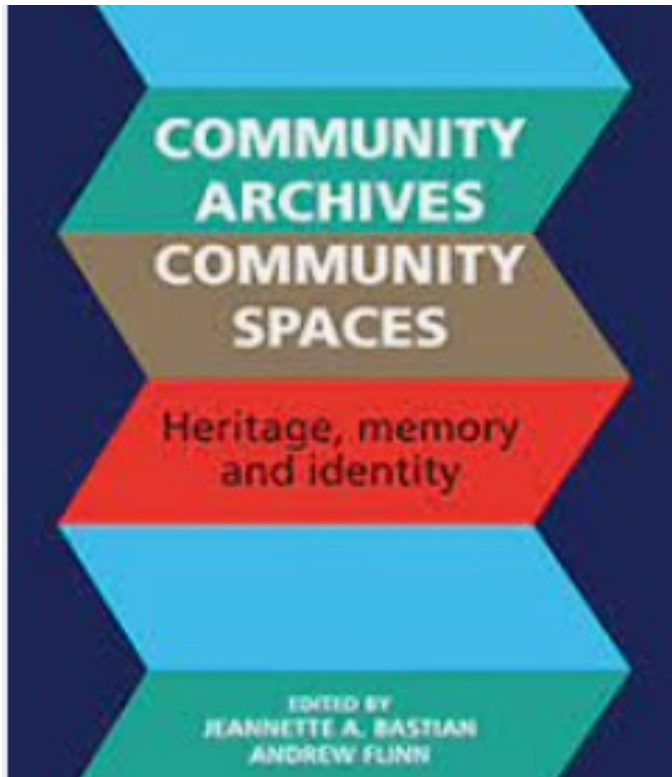
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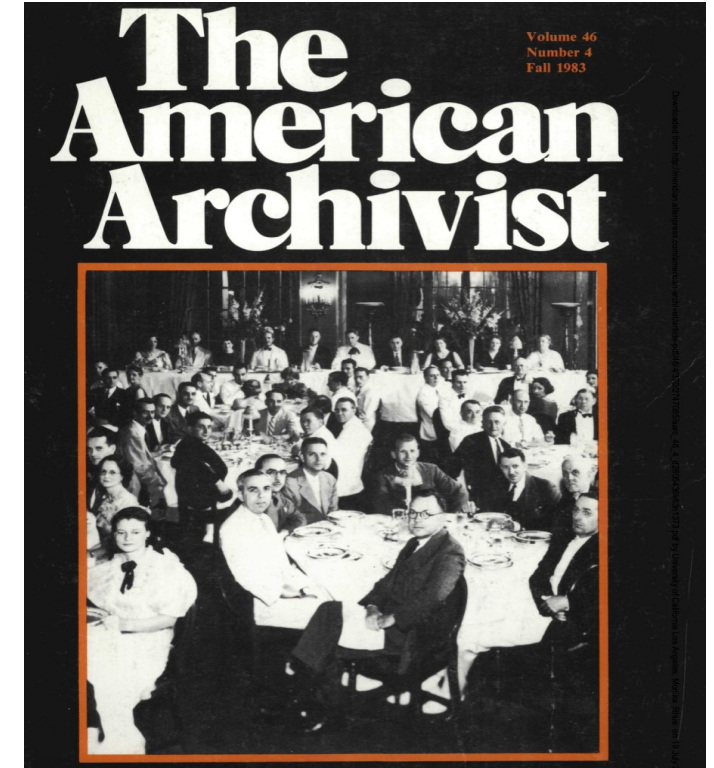
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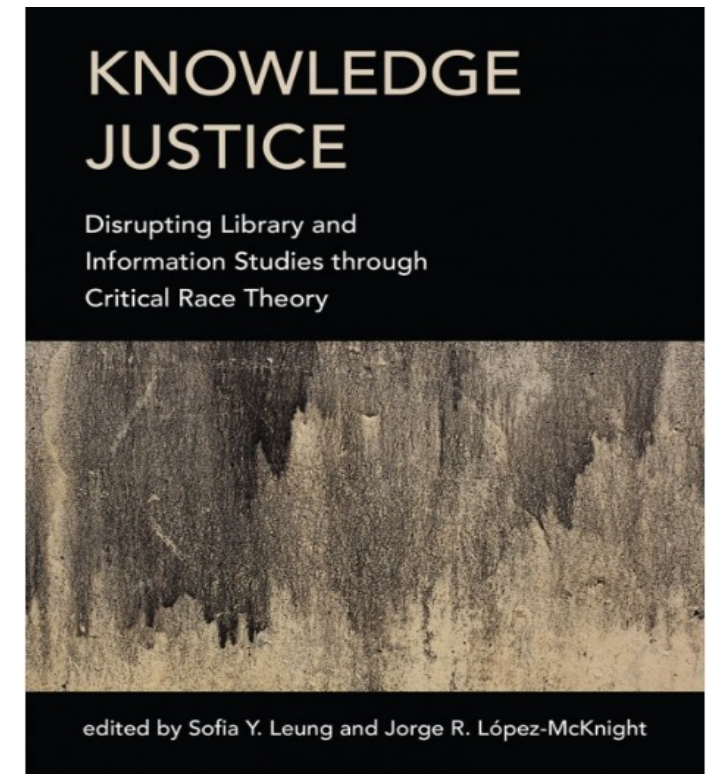
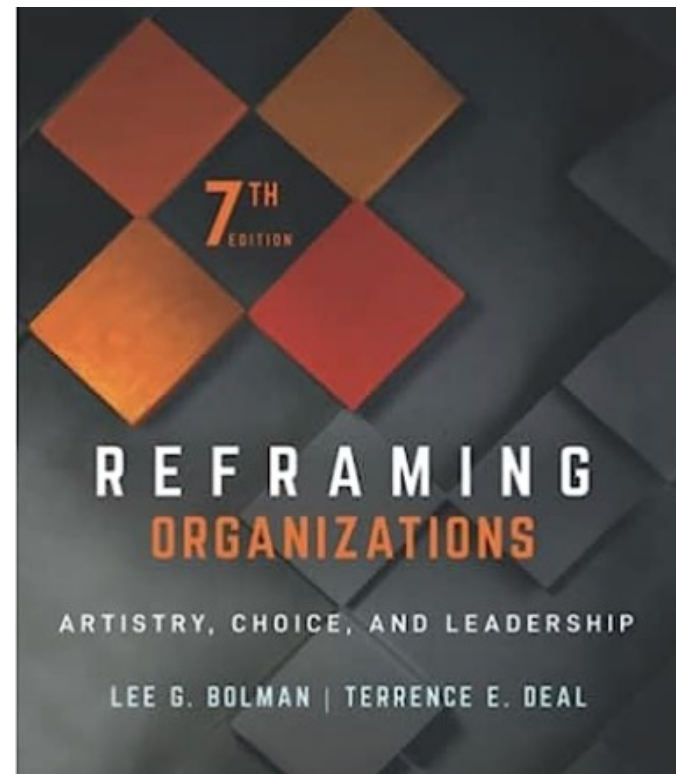
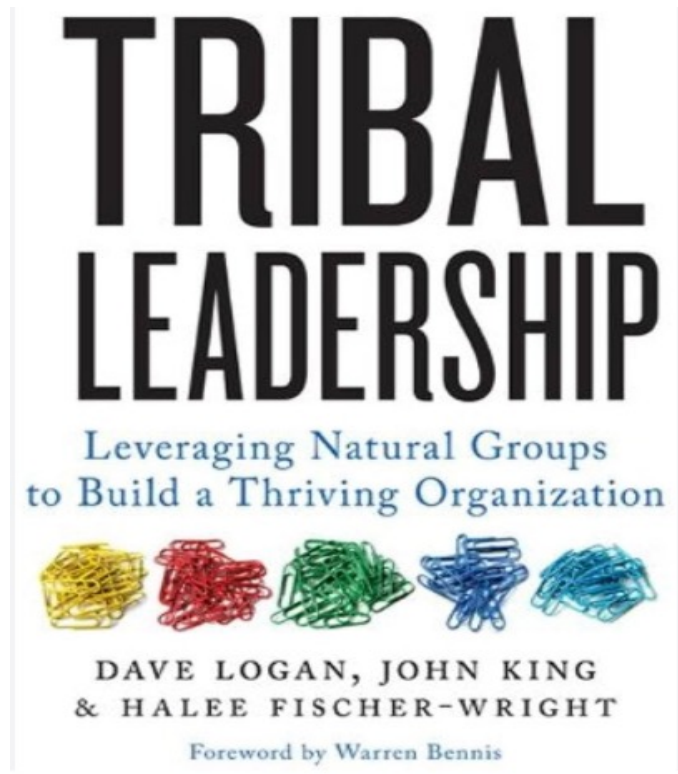
References



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