Society of American Archivists
Council Meeting
November 10, 12, 2021
Virtual Meeting

Agendas and background materials for SAA Council meetings are publicly available via the SAA website at: http://www2.archivists.org/governance/reports. Each Council meeting agenda comprises Consent Items, Action Items, Discussion Items, and Reports, and the number/letter in the minutes (e.g., II.A.) corresponds to an item listed on the agenda. The minutes summarize actions taken and the outcomes of discussions. Reports generally are not summarized in the minutes, but provide a wealth of information about the work of appointed and component groups and the staff. To view the reports–and all other background materials– see the SAA website.

President Courtney Chartier called the meeting to order at 1:10 p.m. CST on Wednesday, November 10. Present were Vice President Terry Baxter; Treasurer Sharmila Bhatia; Executive Committee Member Meg Tuomala; Council members Eric Chin, Stephen Curley, Jasmine Jones, Dominique Luster, Derek Mosley, Mario Ramirez, Tonia Sutherland, and Rachel Winston; and SAA Executive Director Jacqualine Price Osafo, Publications Director Teresa Brinati, Finance/Administration Director Peter Carlson, Education Director Rana Hutchinson Salzmann, Information Systems Administrator Matt Black, and Governance Manager Felicia Owens.

I. COUNCIL BUSINESS

A. Adoption of the Agenda

Chartier introduced the agenda. Ramirez moved adoption of the agenda, Bhatia seconded, and the agenda was adopted unanimously (**MOTION 1**).

B. Status of Council To Do List

Council members briefly reviewed and provided updates on the status of actions listed in this internal working document.

II. CONSENT AGENDA

The following items were adopted by consent (**MOTION 2**).

Move Consent Items: Bhatia
Second Consent Items: Winston
Vote: PASSED (unanimous)

A. Ratify Council Interim Actions

THAT the following interim actions taken by the Council in October 2021, be ratified:

- Approved comments, drafted by the Intellectual Property Working Group, for the US Copyright Office on proposed small claims procedures for library and archives opt-outs and class actions. (Appendix) (October 1, 2021)

- Approved the August 2, 2021, and August 12, 2021, Council virtual meeting minutes. (October 26, 2021)

B. Ratify Executive Committee Interim Actions

THAT the following interim actions taken by the Executive Committee in September 2021 be ratified:

- Approved co-signing a joint statement drafted by the National Association of Government Archivists and Records Administrators (NAGARA), as recommended by the Committee on Public Policy, in support of the draft federal budget that includes substantial increases for NARA and NHPRC. (September 9, 2021)

C. Amendments to DAS Certificate Requirements

THAT the SAA Council approve the following amendments to the DAS certificate requirements:

DAS Curriculum Structure

Core Competencies

The DAS Program is structured to ensure that a DAS Certificate holder is able to:

1. Understand the nature of records in electronic form, including the functions of various storage media, the nature of system dependence, and the effect on integrity of records over time.
2. Communicate and define requirements, roles, and responsibilities related to digital archives to a variety of partners and audiences.
3. Formulate strategies and tactics for appraising, describing, managing, organizing, and preserving digital archives.
4. Integrate technologies, tools, software, and media within existing functions for appraising, capturing, preserving, and providing access to digital collections.
5. Plan for the integration of new tools or successive generations of emerging technologies, software, and media.
6. Curate, store, and retrieve original masters and access copies of digital archives.
7. Provide dependable organization and service to designated communities across networks.

Tiers of Study

The DAS Curriculum is broken into four tiers of study:

- Foundational Courses focus on the essential skills that archivists need to manage digital archives. They focus primarily, but not exclusively, on the needs of practitioners—archivists who

are or will be working directly with electronic records. These courses present information that an archivist might implement in the next year.

- [Tactical and Strategic Courses](#) focus on the skills that archivists need to make significant changes in their organizations so that they can develop a digital archives and work seriously on managing electronic records. They focus primarily, but not exclusively, on the needs of managers—those archivists who manage other professionals and who oversee programmatic operations. These courses present information that an archivist might implement in the next five years.
- [Tools and Services Courses](#) focus on specific tools and services that archivists need to use for their work with digital archives. They are practical courses focused on specific software products and other tools and they focus primarily, but not exclusively, on the needs of practitioner archivists. These courses present information that an archivist could implement immediately.
- [Transformational Courses](#) focus on the skills that archivists need to change their working lives dramatically and transform their institutions into full-fledged digital archives. They focus primarily, but not exclusively, on the needs of administrators—those archivists with oversight over the entire archival enterprise of an institution. These courses present information that an archivist might implement over the course of the next ten years.

Earning the DAS Certificate

A certificate participant has successfully completed (i.e., attended and/or passed examinations for) nine required courses from the four tiers listed below and additionally has passed a comprehensive examination. **A minimum of two courses must be taken in person**; the remaining seven courses may be taken online or in person. **A minimum of two courses must include a synchronous component** (in-person or virtual); the remaining seven courses may be taken synchronously or asynchronously. You have 24 months to complete coursework and up to an additional 5 months to complete the comprehensive examination following completion of coursework. More knowledgeable participants may elect to test out of Foundational courses.

- Four Foundational courses
- Three Tactical and Strategic courses
- One Tools and Services course
- One Transformational course

Maintaining Your DAS Certificate

The DAS Certificate is valid for five years. DAS certificate holders who wish to renew their certificates will need to complete four courses from the DAS course list, provided the following:

- Renewal classes may be a combination of courses from all tiers; however, only one foundational course may be taken as part of the renewal
- No more than one course may be completed for credit in the first year after the certificate has been awarded
- All classes must be new (no retakes) to the attendee

Support Statement: Adopting this change could provide an opportunity for expanded participation and completion of the DAS certificate.

Impact on Strategic Priorities: Adopting these changes supports goals #2.3 (Deliver information and education via methods that are accessible, affordable, and keep pace with technological change), of SAA's 2020-2022 Strategic Plan.

Fiscal Impact: This change to the DAS Certificate requirements should have an overall net positive effect on the SAA Education budget. More members will find the certificate accessible, leading to additional course enrollments and higher certificate completion rates. In addition, SAA Education will need to budget less for instructor travel reimbursements, meals, and hotel costs associated with in-person teaching.

III. ACTION AGENDA

A. Work Plan on Diversity, Equity, Inclusion, and Accessibility

Tuomala introduced the Work Plan on Diversity, Equity, Inclusion, and Accessibility, as drafted by the Council Working Group on DEIA and reviewed by SAA membership, to incorporate DEIA and cultural competency priorities across the organization. The Council discussed prioritizing the various objectives in the plan as well as designating ownership of these objectives to groups across the organization. The Council unanimously approved the plan, and will continue discussion on incorporating the Work Plan into the SAA Strategic Plan.

MOTION 3

THAT the Work Plan on Diversity, Equity, Inclusion, and Accessibility, as prepared by the Working Group and amended by the Council, be adopted. (See Appendix)

Move: Curley
Second: Ramirez
Vote: PASSED (unanimous)

Support Statement: This work plan is based on recommendations put forward in the Diversity Committee's March 2021 report on discussions at the Black Lives and Archives community reflections sessions of July 2020. These specific activities (both high-level and specific) were put forth by the Diversity Committee report, WG-DEIA discussions, and member comments and feedback.

Impact on Strategic Priorities: The Council has identified DEIA initiatives as a top priority for SAA. This work plan addresses strategic priorities within all four goals of the SAA Strategic Plan.

Fiscal Impact: The work plan as presented does not commit SAA or the Council to specific expenditures at this time. However, accomplishing the goals outlined will require financial support, as well as significant time investment from both leaders and staff, across multiple fiscal years. Of note, funding for specific DEI work was include in the FY 2022 budget.

B. Crisis Collecting Assistance Team (CCAT)

Winston introduced a proposal to create the Crisis Collecting Assistance Team program to provide remote guidance on documenting crisis to archivists and allied professionals within the United States, as well as partnering with the International Council on Archives (ICA) to translate

portions of the crisis resource kit. The Council reviewed and unanimously approved the proposal, and considered external groups that could be strong partners for the assistance team. The Crisis, Disaster, and Tragedy Response Working Group plans to launch the program in early 2022.

<mark>MOTION 4</mark>

THAT the SAA Council approve the Crisis Collecting Assistance Team program to provide remote guidance on documenting crises to English-speaking archivists and allied professionals within the United States; and

THAT the Crisis, Disaster, and Tragedy Response Working Group (CDTRWG) pursue potential collaboration with the International Council on Archives (ICA) beginning in 2022 for the purposes of translating portions of "Documenting in Times of Crisis: A Resource Kit" from English to additional languages.

Move: Tuomala
Second: Winston
Vote: PASSED (unanimous)

Support Statement: In order to fulfill its charge, the CDTRWG seeks the approval of the Council to publicly launch the Crisis Collecting Assistance Team (CCAT), initially staffed by members of the working group but with the potential for future expansion, that would be available to archivists and allied cultural heritage professionals based in the United States via a publicly-accessible web form. Further, the Working Group seeks approval of the Council to pursue a potential collaboration with ICA for the purposes of translating existing and future elements of the "Documenting in Times of Crisis: A Resources Kit" in order to better serve archivists and other cultural heritage professionals through working to eliminate language barriers.

Impact on Strategic Priorities: This supports Goals 1-4 of the strategic plan, and particularly Goal 3. The public launch of CCAT and potential collaboration with ICA address SAA's strategic priorities by providing tangible resources and expertise (both online and through individual experts) to cultural institutions and cultural heritage professionals in need of support documenting crises in their communities in order to begin forming a community of practice around the needs and concerns of archives and archivists engaged in this work. The launch of CCAT and potential collaboration with ICA for translation of resource kit materials will expand CDTRWG's ability to serve archives and archivists, while providing an opportunity to assess future needs of the profession in the area of crisis collecting and response. These initiatives have the potential to provide a direct benefit to members of SAA through providing an opportunity to engage in an emerging area within archival practice.

Fiscal Impact: The Working Group relies on SAA staff time to help with management/logistics of our meetings and the action items we pursue, such as communicating requests with the Council, creation and management of web forms and surveys, etc. It is likely that these two items will result in some additional fiscal impact on time, but within the expected amount based on the working group's objectives.

C. Other Action Items from Council Members

No additional actions items were brought forward.

D. Executive Session (As Needed)

The Council did not meet in Executive Session.

IV. STRATEGIC PLANNING

The Council held a strategic planning session, breaking into groups to review, revise, and consider new activities for the Strategic Plan 2023-2025, with a focus on the Strategic Plan Dashboard and incorporating activities from the new DEIA Work Plan.

The following documents were provided for reference:

A. Strategic Plan Discussion/Revisions (Internal Working Document)

B. Current Strategic Plan (Reference, As Revised May 2019)

I. COUNCIL BUSINESS (continued)

C. Adjournment

Jones moved adjournment, Ramirez seconded, and the Council meeting was adjourned by unanimous consent at 4:01 pm CST on Wednesday, November 10.

Friday, November 12, 2021

President Courtney Chartier called the meeting to order at 2:05 p.m. CST on Friday, November 12. Present were Vice President Terry Baxter; Treasurer Sharmila Bhatia; Executive Committee Member Meg Tuomala; Council members Eric Chin, Stephen Curley, Jasmine Jones, Dominique Luster, Derek Mosley, Mario Ramirez, Tonia Sutherland, and Rachel Winston; and SAA Executive Director Jacqualine Price Osafo, Publications Director Teresa Brinati, Finance/Administration Director Peter Carlson, Education Director Rana Hutchinson Salzmann, Information Systems Administrator Matt Black, and Governance Manager Felicia Owens.

Absent were Council members Stephen Curley and Rachel Winston.

I. COUNCIL BUSINESS

A. Adoption of the Agenda

Chartier introduced the agenda. Ramirez moved adoption of the agenda, Chin seconded, and the agenda was adopted unanimously (**MOTION 1**).

IV. STRATEGIC PLANNING

A. Strategic Plan Discussion/Revisions

The Council convened as a whole to review topics from Wednesday's breakout groups and discuss next steps for developing the final FY 2023-2025 Strategic Plan. The Council will next seek to connect with current SAA leaders and members refine the new draft plan and dashboard.

V. DISCUSSION ITEMS

A. Review of the SAA Bylaws and Constitution

Each year, second-year Council members are tasked with reviewing a portion of the SAA Governance Manual. Price Osafo recommended, and the Council agreed, that for the 2021-2022 term, Curley, Mosley and Winston review the SAA Constitution and Bylaws regarding removing the requirement for an all-member referendum on dues changes as well as consolidating the Constitution and Bylaws into one cohesive document.

B. 2022 SAA Annual Meeting Planning

Price Osafo provided an update on planning for the 2022 SAA Annual Meeting, currently scheduled to be held in Boston, MA, on August 202-27. SAA staff are exploring options for a hybrid conference that will allow attendees to connect however they are most comfortable and for the Society to adjust based on CDC requirements. Price Osafo continues to meet with the Boston Sheraton hotel and Boston convention center to negotiate our contract to better reflect current realities with the ongoing health crisis. SAA will soon be issuing a survey to the general community to determine interest and willingness to attend in-person in Boston versus virtually. Staff will continue to provide updates as planning progresses.

C. Other Discussion Items from Council Members

Jones brought forward an inquiry from the Graduate Archival Education Subcommittee regarding a survey to support revisions to the Best Practices for Internships, and the Council provided various suggestions and feedback, encouraging the subcommittee to move forward with the survey.

VI. REPORTS

Reports are discussed by the Council only as needed and generally are not summarized in the minutes (with the exception of the Executive Committee report, which details interim actions of the Executive Committee). They do, however, provide a wealth of information about the work of appointed and component groups and the staff. To view the reports–and all other background materials–see http://www2.archivists.org/governance/reports.

The Council reviewed, but did not discuss, the following reports:

A. **President**
B. **Vice President/President-Elect**
C. **Treasurer**
D.1. **Staff: Executive Director**
D.2. **Staff: Membership**
D.3. **Staff: Education**
D.4. **Staff: Publications**
D.5. **Staff: Annual Meeting**
D.6. **Staff: Technology**
E. *American Archivist* **Editor**
F. **Publications Editor**
G. **Final Report: 2021 Program Committee**
H. **Annual Report: Awards Committee**
I. **Annual Report: Committee on Education + Subcommittees**
J. **Annual Report: Committee on Ethics and Professional Conduct**
K. **Annual Report: Committee on Public Awareness**
L. **Annual Report: Committee on Public Policy**
M. **Annual Report: Committee on Research, Data, and Assessment**
N. **Annual Report: Diversity Committee**
O. **Annual Report: Membership Committee**
P. **Annual Report: Standards Committee + Technical Subcommittees**
Q. **Annual Report: Crisis, Disaster, and Tragedy Response Working Group**
R. **Annual Report: Intellectual Property Working Group**
S. **2019-2020 Section Annual Reports (Compiled)**

T. Other Reports from Council Members/What Are You Hearing from Members?

No additional reports were brought forward.

I. COUNCIL BUSINESS (continued)

C. Review of November 2021 To Do List and Talking Points

Council members reviewed the draft list of action items stemming from the meeting.

D. Meeting Debrief

The Council briefly reflected on the highlights from the meeting and suggestions for improving future virtual Council meetings.

E. Adjournment

Ramirez moved adjournment, Mosley seconded, and the Council meeting was adjourned by unanimous consent at 3:58 p.m. CST on Friday, November 12.

Society of American Archivists
Work Plan on Diversity, Equity, Inclusion, and Accessibility
(As Approved November 10, 2021)

1. RECRUITMENT AND RETENTION	
GOAL: Ensure practices support hiring and retention of a diverse archival workforce. Publish guidance and recommendations for archives and archivists to use at their repositories and places of employment.	
WHY: Hiring, supporting, retaining black, Indigenous, and people of color (BIPOC), archives workers is a priority. - Equity is a concern, and SAA should contribute to transparency in the recruitment process (including requiring pay scales in job postings) and advocating for a living wage for all archivists. - Community building at the local/organizational level should be addressed, archives workers should be hired into supportive and inclusive communities where they can thrive at and outside of work.	

Strategy 1	Task/Action Title
1.1	**Salary reporting and inclusive job descriptions**
	-require salary reporting on SAA job board [COMPLETED]
	-research and develop guidelines for appropriate (and aspirational) salaries for archival workers
	-develop and distribute guidelines for creating inclusive job descriptions and posting
1.2	**Contingent labor and pathways to a secure career for BIPOC, LGBTQIA+, and disabled archival workers**
	-review and adopt recommendations regarding contingent labor based on existing documentation
	-develop guidelines and best practices for making diversity fellowships a pathway to a secure career
	-address the issue of retention and professional development/advancement for BIPOC, LGBTQIA+, and disabled mid-career archivists and archival workers - advancement pathways to leadership and management roles
	-research pathways to a secure career as an archivist or archival worker that doesn't require higher education credentials
1.3	**Conduct A*CENSUS on a regular schedule**

1.4	**Provide/increase financial support for BIPOC archives workers**
	-increase funding for Mosaic scholarships
	-provide support for a Mosaic scholarship network to build community among recipients
	-increase number of Mosaic scholarship recipients, and amount given for each recipient
	-create plan to retain Mosaic scholarship recipients as SAA members and archival workers
	-explore other ways to financially support BIPOC archives workers
	-strategy for retention of Mosaic scholars within SAA and the profession
	-support for Indigenous archival workers through NAAS, and work with ATALM to identify what's needed + partnering with them on implementation strategies
	-see 4.2
	-create and/or advocate for scholarships or funding for BIPOC, trans and gender diverse PhD students and study
	-increase funding for SAA-related professional development and travel
1.5	**Recruit diverse students into the profession**
	-work with grad and undergraduate programs and high schools to recruit diverse students into the profession
	-develop outreach programs for these audiences: grad, undergrad, high school
	-develop manager training on addressing and interrupting micro-aggressions, and dismantling white supremacy culture in the workplace
	-ensure grad programs are aware of SAA's Best Practices for Internships as a Component of Graduate Archival Education
1.6	**Provide archives workers and archival organizations resources for community building**
	-work with human resources (HR) or organizations in the community to provide new hires with local guides promoting and showcasing BIPOC owned businesses and services (e.g., Black Pages)
	-pilot and/or create guidance for creating affinity or employee resource groups that bring together archives workers who share cultural commonalities
	-create training for archivists on community building/asset based development
1.7	**Provide/increase financial support for archives workers with disabilities and caregivers**
	-explore ways to financially support archives workers with disabilities and caregivers
	-create and/or advocate for scholarships for funding students with disabilities and caregivers

2. STRUCTURAL BARRIERS

GOAL: Examine and eliminate structural barriers that exist within SAA, so that leadership represents membership. Design inclusive and accessible spaces for members, both physical and digital.

WHY: Leadership, hiring committees, and panelists at our annual meetings should be as diverse as our membership. The services we provide should be inclusive and accessible to our membership.

Strategy 2	Task/Action Title
2.1	**Include consideration of equity and inclusion when determining membership costs.**
	-collect data on compensation that includes race and disability status as a demographic dimension
	-investigate membership dues model - away from income-based, taking into account student loans, debts, etc.
2.2	**Diversify leadership in the organization: address the issue of predominantly white, cisgendered, neurotypical, and able-bodied leadership.**
	-research and implement models in use at other organizations
	-focus on recruitment and retention of BIPOC, LGBTQIA, and disabled members - with the Membership Committee, design a strategy for recruiting and retaining a diverse membership
	-eliminate "for life" positions within SAA component groups
	-examine guidelines and process for SAA fellows nomination and award to ensure it is inclusive of all members
2.3	**Revise calls for participation in conferences and publishing opportunities to be more inclusive.**
	-implement new guidelines for annual meeting panels that factor and encourage diversity of speakers/presenters/perspectives
	-encourage/offer networking and/or affinity groups model for members (i.e. member resource groups/networks)
	-develop a mentorship program specific to publishing (w/ SAA)
	-encourage single papers that can be grouped/placed with panels missing a broad range of perspectives
	-encourage/provide a platform for formation of diverse proposals - akin to the networking documents that already exist
	-encourage an "Own Voices" requirement or guideline to the annual meeting program committee and publishing program: if an outsider is proposing to present on another's

	work or experience, would this be better contributed by a member of the group being discussed?	
2.4	**With the Membership Committee, identify inclusive and supportive services for members.**	
	-see 1.6; 2.7	
	-empower the Host Committee to implement inclusive and supportive services at physical and virtual venues at annual meetings	
	-encourage/offer networking and/or affinity groups model for members (i.e. member resource groups/networks)	
	-focus on recruitment and retention of BIPOC, diverse sexualities and genders, and disabled members - with the Membership Committee, design a strategy for recruiting and retaining a diverse membership	
	-develop a new member onboarding program with DEIA focus	
	-implement new member cohort program for connection and networking	
	-support trans inclusion through including pronoun options whenever applicable, instructing speakers and moderators to use gender neutral language, ensuring gender neutral restrooms at meetings and events	
2.5	**Transparent and inclusive planning and leadership.**	
	-implement diversity statements as a requirement for SAA leaders [COMPLETE]	
	-implement a more inclusive strategic planning process, engaging the membership in strategic planning, rather than just leadership and Council	
2.6	**Provide more local and regional opportunities for participation**	
	-examine annual meeting model and provide recommendations for accessible (physically and financially) meeting cadence and location	
	-host or partner on joint meetings, pop-ups, and other outreach efforts with regional, local, and allied professional organizations	
2.7	**Ensure physical and digital spaces and services are inclusive and accessible, considering learning styles and abilities, physical/sensory and cognitive abilities, and lived experiences**	
	-explore WCAG 2.0/2.1 compliance for SAA website	
	-provide accessibility guidance to component groups for microsites and other websites and services	
	-ensure SAA-developed communications, presentations, publications, and education programming is accessible and inclusive	
	-provide guidance, in the form of best practices, to presenters to improve presentation accessibility	
	-ensure the built spaces that SAA operates in and/or uses are physically accessible to our membership	

3. DEI TRAINING AND EDUCATION FOR ARCHIVES WORKERS

GOAL: Develop and offer DEI training for members and incorporate issues of equity and inclusion in all course and certificate offerings.

WHY: The work of inclusion is both personal and institutional. We want to provide resources to archives workers that ensure they can make changes to discover their own bias, and help push the profession forward.

Strategy 3	Task/Action Title
3.1	**Review SAA's educational offerings, and ensure that courses and certificates cover issues of diversity, equity, inclusion, accessibility, community building, anti-racism, and trauma-informed archival practice**
	[NOTE, this has been identified by the Diversity Committee as a desired first step/set of actions]
	-establish ongoing review of course offerings via course evaluation forms and regular audits
	-hire an outside reviewer to evaluate current SAA educational offerings and establish courses that address cultural humility
	-offer free webinars that advance cultural humility
	-offer free webinars that guide members through evolving professional standards
	-explore adding a DEIA course program
	-encourage an "Own Voices" component to the training/educational program: would this be better designed and led by BIPOC, LGBTQIA+, and/or disabled people?
	-see 4.4
3.2	**Provide easy access to existing resources for archivists on anti-racism and DEIA topics**
	-create a core reading list and advocate inclusion of those same resources on Academy of Certified Archivists (ACA) reading list and exam
	-facilitate discussion, learning, and accountability groups
	-develop an anti-racism toolkit geared towards archivists
	-create a train the trainer program for DEIA and anti-racism curricula
3.3	**DEIA foundations training for SAA staff and leadership (Executive Committee and Council)**
3.4	**Advocate for DEIA informed curriculum at graduate archival programs**

	-work with programs to include DEIA and cultural competency programming/training as part of curriculum
	-provide toolkit for students to start conversations with administration/faculty and/or form resource or affinity groups
	-see 1.4 - scholarships and funding for PhD study

4. ARCHIVAL PRACTICE

GOAL: Ground our core archival practice in DEI principles.

WHY: Our collecting and descriptive practices should represent our DEIA work and re-center the narrative within our collections by fostering relationships with the communities in which we work, revisiting legacy description, and contextualizing the historical record.

Strategy 4	Task/Action Title
4.1	**Support critical reexaminations of descriptive practices and language used for description, narratives, and exhibits. Promote inclusive language.**
	-create or endorse guidance or best practices reparative description
	-create or endorse guidance or best practices for public service audits
	-ensure new and existing standards are evaluated for biased and harmful language and/or practices and revised accordingly
	-create new/revise existing standards related to DEIA in consultation with the SAA Diversity Committee
	-create training or guidance on advocating with funders (institutional or donor) to support community building projects and other types of inclusive outreach
	-ensure that there is a diversity of communities and individuals involved in the creation of guidance, best practices and standards
	-create a directory of committees, institutions, and individuals working on this topic - build together rather than separately
4.2	**Build and sustain relationships with BIPOC communities to better support community archives.**
	- SAA Foundation grant for community archives fellow program (or another sponsor or funder)
	- Funding that supports archival projects that do not require an archivist on staff, which is a barrier for many community archives to qualify for existing funding
	- create resource toolkit ("backpack") for community archives
	- develop a program for free training and consultation for community archives
	-build strategies for the direct and undirected support of memory workers in community settings
	-see 4.1

		-See 1.6
	4.3	**Support post-custodialism, radical empathy, communication, and ethics in collecting.**
		-offer trainings and educational offerings on these topics to membership
		-develop and/or endorse standards, guidelines, or best practices on these areas/topics
		-ensure that there is a diversity of communities and individuals involved in the creation of guidance, best practices and standards
		-create training or guidance on advocating with funders (institutional or donor) to support community building projects and other types of inclusive outreach
		-See 1.6
	4.4	**Address the shortcomings of archival description and the presence of bias.**
		-create a statement/guidelines/best practices that address the shortcomings of archival description and the presence of bias.
		-ensure that there is a diversity of communities and individuals involved in the creation of guidance, best practices and standards
		-promote and encourage the use of this statement publicly, on archival description/finding aids
		-create a directory of committees, institutions, and individuals working on this topic - build together rather than separately
	4.5	**Address the shortcomings of archival collecting and the presence of bias.**
		-create a statement/guidelines/best practices that addresses the shortcomings of archival collecting and the presence of bias.
		-ensure that there is a diversity of communities and individuals involved in the creation of guidance, best practices and standards
		-promote and encourage the use of this statement publicly, on archival accession records and in donor agreements.
	4.6	**Create guidance on inclusive reference/reading room practices**
		-promote and encourage the adoption and use of these practices
		-ensure that there is a diversity of communities and individuals involved in the creation of guidance, best practices and standards