

**Archives Management Section  
Annual Meeting  
Saturday, August 3, 2019  
10:00-11:15  
J W Marriott – Austin, TX**

**Welcome and introduction of Steering Committee**

Archives Management Section chair David Benjamin called the meeting to order at 10:02am. He then introduced the current leadership roster:

**Section Chair**

David Benjamin, University of Central Florida, 8/18/2018 - 8/3/2019

**Vice Chair / Chair-Elect**

Brenda Burk, Clemson University, 8/18/2018 - 8/3/2019

**Recording Secretary**

Ann Case, Tulane University, 8/18/2018 - 8/3/2019

**Council Liaison**

Audra Yun, University of California, Irvine, 7/29/2017 - 8/9/2020

**Immediate Past Chair**

Nancy Lenoil, 8/18/2018 - 8/3/2019

**Steering Committee**

Chrystal Carpenter, Elon University, 8/6/2018 - 8/13/2019

Lynn Eaton, George Mason, University, 8/17/2013 - 8/15/2019

Joy Novak, Washington University in Saint Louis, 8/18/2018 - 8/7/2021

John Slate, City of Dallas Archives, 7/9/2017 - 8/9/2020

Jason Speck, University of Maryland Libraries, 7/29/2017 - 8/9/2020

Tamar Zeffren, JDC Archives, 8/18/2018 - 8/7/2021

**Approval of minutes of the last meeting, August 15, 2018, Washington D.C.**

The minutes of the last meeting were introduced for approval {\*A copy of the 2018 meeting minutes had been made available for review on the Section's web page at <https://www2.archivists.org/groups/archives-management-section/meeting-minutes-and-presentations>}. No additions or corrections were offered. A motion was made for the minutes to be approved; the motion was seconded. A vote was taken to approve and all approved with no dissenters.

## Reports from Council and Other Groups

Audra Yun, liaison with Council, gave a quick update of Council's actions during the [council meeting of August 1, 2019](#), when they:

- Issued a [statement](#) cancelling the American Archivist Brown Bag Lunch scheduled for Sunday, August 4, at ARCHIVES\*RECORDS 2019;
- Approved a [resource kit of documents and templates](#) developed by the Tragedy Response Initiative Task Force, to be posted to the SAA website;
- Approved a [petition](#) to form a new Accessibility and Disability Section, dedicated to engaging the archival profession on accessibility topics including archivists with disabilities, users with disabilities, collections representing people with disabilities, and the accessibility of collections, spaces, and workflows;
- Approved [revisions](#) to the Guidelines for Standardized Holdings Counts and Measures for Archival Repositories and Special Collections Libraries;
- Approved [revisions](#) to the standing rules to rename the now Collection Management Section; and
- [Created a task force](#) to review and recommend revisions to the criteria for the selection of SAA Fellows.

If anyone has any questions or concerns about these actions, or believe that they have an issue to bring to Council's attention, please feel free to contact Audra Yun ([audra.yun@uci.edu](mailto:audra.yun@uci.edu)).

No further announcements or Group Reports were given.

## Introduction and Discussion of Today's Program

David gave an introduction about his plan for today's session, and gave some historical context for why the Archives Management Section leadership chose this program for this year's meeting. Last year in several sessions (one general session and at our annual meeting), the idea of creating some kind of archives management boot camp, or coursework, arose. We discussed the idea at last year's meeting with Rosemary Flynn, regular instructor of SAA workshops, who walked us through the various options of formatting such a program, and she talked about what SAA could manage.

Rather than have the Archives Management Section leaders unilaterally decide what people might want in an Archives Management workshop, David convened several meetings of the Steering Committee and said that he would rather use the upcoming (2019) annual meeting of the section to ask the members to come up with an outline for what they thought needs to happen in a manager boot camp.

Several months later, he was contacted by SAA's Education Committee and was invited to attend an Unconference themed about management at the 2019 annual

meeting that they were hosting. This was verification that our idea was not only of interest, but also that it was needed since several entities within SAA were thinking along parallel lines. This makes us more confident that this is something that we need to do.

David attended the Unconference, held on the Thursday of Preconference programming, and said that it was very interesting and that there was a great deal of good information. The organization of the day was such that in the morning, there were 10 lightning rounds; nine were planned, and two people got up and gave one on the spot, which was really impressive and was really good. There were a wide variety of topics, including

- Working with students
- Grieving, with regard to with donors who might pass away after
- Assist and record matrix
- Strategic Planning
- Cultural Competency
- Remote Work

In the afternoon, there was a think tank where they worked around additional issues, such as issues with education series, what's lacking, etc. They had hired a consultant who ran the Unconference. The section may want to do something similar for future programming.

He asked if others would share their takeaways from the Unconference.

- It's easy to become very isolated as a manager, but in fact there are lots of people in the same boat
- There was a really high level of trust in the room. Actually being able to express concerns and talk about things in a way that felt unencumbered

Members of SAA's Education Committee, the group that organized the Unconference, were in the room, and they spoke a few words about it as well.

David then described how we would proceed with our planning session: everyone was asked to break into small groups where they were seated, and each group would be assisted by a facilitator from the Steering Committee. The groups would spend the first 15 minutes brainstorming ideas about what they would want to see if they were going to attend an archives management boot camp, or participate in an education series themed on management. Each small group would rank its ideas, and then focus on their top several priorities and try to flesh out what they think should happen around that topic.

Taking the results of all of the groups' discussions, the Steering Committee can continue working on this during the coming year, under Brenda's leadership, to flesh out this program and create something much more concrete. Originally the

leadership thought that Archives Management Section would try to run this ourselves, like the business archives, but because of the interest in this topic from SAA education, this likely will change. Archives Management leadership wants to work with SAA education, to bring our ideas together with the ideas that came about at the Unconference on Thursday, to present to SAA a complete picture of what people would like to see in some kind of archives management work, and the results of the group work would immeasurably inform the description of what is desired.

David reviewed the ground rules for the group work: introduce yourself at the beginning; everyone's voice is the same; be active listeners; be neutral; make sure that everyone has a chance to speak, and that no one person dominates the group; and be aware of the time, since there is a lot to accomplish in a very short amount of time. Steering Committee members were enlisted to act as assist as facilitators, when possible. Groups were given large flipcharts or pads to record their ideas.

### **Breakout Groups' Focus Points and Preferred Methodology**

#1- This group decided that there would have to be different ways of doing things (like the Unconference did), with case studies, group table work, other ways that people engage with people and material. Other formats might include 10-15 minute free TED talks that are just online for anybody to access, or cohorting experiences with archival management. One thing that people wanted was access to more resources. The group also tried to figure out how Archives Management Section can develop the idea into a structure that's routine, e.g., how the business archives have done in that colloquial way. They also had discussions about getting the listener more active, doing fishbowl where people throw out three topics. Since the section won't have the ability to do this every year, to sustain this, people can throw in their ideas to help to inform the next colloquium.

#2 – This group basically wound up with the same overarching, thematic areas, understanding that these are very much intertwined. There are topics under communication skills that also show up under headings of administrative tasks and program management: these would include policy writing, mentoring, coaching, hiring, recruitment. Thinking about the format of presenting this workshop or educational offering, the problem is, “How do you manage all of that?” because for people in the archives world, who don't get any institutional support for professional development, it would be very difficult to attend an in-person session like this.

Rather, they would recommend something like a live webinar that may extend over the course of four weeks, e.g., one session every four weeks with time in between for peer review with cohorts, and for office hours for the instructor so they don't feel like they're on-call for 24 hours a day over those four weeks (the feedback is that SAA instructors are not paid well

enough to do that). A preferred feature would be to have some sort of recording or streaming option for the sessions that are in-person, e.g., streaming, a Zoom meeting, or some other type of conference meeting for some of the in-person work so people who are attending remotely can also participate.

Something that came up often on Thursday at the Unconference was the concept of a resource portal, so if someone really just wanted to look at a variety of policy statements on a specific topic, or types of job descriptions, they could do that.

To summarize, this group recommended a progressive multistage course setup with some sort of mentoring program, including a virtual meeting component.

#3 – This group focused on navigating the problems of being a middle manager. After they brainstormed ideas, they realized that the ideas were all just components of being a middle manager. Main topics were managing or supervising people whom don't have direct authority over; balancing manager responsibilities with archival responsibilities, e.g., processing records and other daily archival tasks.

They didn't discuss the format, but wanted to make sure that whatever is done should be designed to continue the momentum that is built in the first session so that it will carry into something else--whether it's the same kind of session, or whether it's a resource portal or something else. They just wanted to reiterate the fact that we need to continue the momentum.

#4 – This group's conversation circled around these two core concepts:

- How to Derive a Strategic Plan – Most managers could use some support on building one, since a strategic plan needs to make sure that it is built on a shared sense of purpose, so that all of the staff feel like they are contributing towards that plan and they feel like their work is contributing to a bigger mission. The group talked about adaptability and making sure that these plans and the staff are able to make changes, and handle change. They would appreciate help in learning how to communicate these types of plans to higher administration, the campus, and a larger environment, perhaps obtaining some skills with business communication in general.
- Managing Human Resources - this was probably the bigger conversation piece of the two topics. One of the primary topics discussed was advocacy for staff, making sure that managers are providing professional development opportunities to enrich the staff, since some of these positions are not eligible for vertical promotion. How do you make sure that staff feel that

they are appreciated, and also that they can still grow in their position? Other issues that could be touched upon are grief and psychology – how does someone handle the death of a patron or donor with whom they had a longstanding relationship? Multi-generational and cultural competency issues, and professional development were the most-discussed issues within managing human resources.

The group discussed the methods that could be used to design a course, and saw that there could be some difficulties. A workshop concept and talking within groups can be very helpful, but the group also said that if the session was recorded, the participants might be wary of speaking, or might not be as forthcoming as they would have otherwise, as there are likely to be personal conversations that describe specific situations that would not be meant for mass consumption. They would recommend that the format be less public, if it can. Also, a lot of the participants' issues may be specific to a particular institution or state, but a national resource is going to have to be generic enough to be applicable to all; that it's going to be a challenge to face. So they would recommend a workshop facilitating small groups, and something that would lead to creating networks and a cohort -- having a group of people that people can reach out to would be of interest.

#5 – This group started out with ideas around team building: conflict resolution, supervising different personality types, managing or mediating between different approaches by colleagues (e.g., an archivist and a metadata librarian) who have to work together, different levels of life or workforce experience, different work statuses, change management issues. As for format, they thought that the best approach would be through an in-person workshop because you're trying to learn how to build a team, which should include some interaction. Exercises might be based on personality-type activities, or different kinds of ways of looking at personality types. For a facilitator, it might be best to bring in someone from outside of the archives field who has done enough homework and understands the archival world. It's very interactive, so they can understand the issues specifically within archives.

Also, the group talked about advocacy, outreach and donor relations relating to storytelling-- depending on who you're telling the story to, it might be different. Other issues that were discussed include legal issues like copyright, donor agreements, negotiation, rogue donor agreements, and other aspects of donor agreements besides copyright, like access restrictions and privacy. Their discussion veered off into ethics, and talked about differences and things that archivists probably want to avoid or to do, if something is or isn't legal. As they were talking about working with donors, other aspects of working with donors besides just the legal issues came into the discussion. Then they discussed the topic of community

engagement -- working with underrepresented, marginalized communities, understanding the barriers, the perceptions of archives, and just in general understanding the principles of engagement, e.g., what it means to truly engage. It's a two-way street, not just people doing what one side wants them to do. Getting someone in to talk about that, possibly including some community members in these kinds of educational offerings, would be of interest.

For the format, it was suggested that some kind of an in-person workshop or webinar combination might be a good approach because there are certain principles that could be learned by reading prior to going into a workshop.

#6- This group started with this idea of a managers one-on-one, but then they broke it down to three core competencies or tracks: managing people, managing cultures, and managing resources.

- **Managing people** would be focused on communication skills -- getting good feedback with difficult conversations, delegation, identifying what people can do, knowing what you need to know versus what your staff needs to know, developing policies, and then also understanding how HR works. That could include both creating positions, e.g., writing job descriptions, and also hiring practices.
- **Managing cultures** would focus on team building, but also on organizational knowledge, how to manage the toxic work environment, trying to prevent a toxic work environment, motivation, strategic planning, and advocacy.
- **Managing resources** would focus on budgets, grants, IT and facilities.

### **Wrap Up, Summary, Next Steps**

David thanked the group and said that he would spend the rest of the summer transcribing the flipcharts. He said that he would work with members of SAA's Education Committee about how this idea of an Archives Management workshop/ bootcamp/training series can shape out. The Steering Committee will also continue to meet via telephone conference in order to keep this project moving forward.

### **Introduction of New Officers and Steering Committee Members**

Results of the online election:

- Vice Chair/Chair Elect: Tamar Zeffren, Archival Collections Manager, American Jewish Joint Distribution Committee
- Recording Secretary: Ann Case, University Archivist, Tulane University
- Steering Committee: Lisa E. Duncan (2019-2022), Collections Management Archivist, University of Arizona Libraries
- Steering Committee: Cara Howe (2019-2022), Assistant Director for Archives and Special Collections, Upstate Medical University
- Steering Committee: Mott R. Linn, Jr. (2018-2021), Chief Librarian and Archivist, Los Alamos National Labs, is going to take over the rest of Tamar's term on the Steering Committee, since Tamar, who previously held a spot on the Steering Committee, is moving up to the Vice Chair/Chair Elect position.

**Announcements:** Ann Case asked for everyone to sign the attendance sheet being circulated on a clipboard.

**Question:** A member asked if the leadership would be summarizing the contents of today's meeting in some way so that the membership can review it. David responded affirmatively, saying that the ideas and suggestions would be summarized and disseminated in some way, likely via the listserv and in the draft minutes, which will be posted on the section's microsite.

### **Adjournment**

Incoming chair Brenda Burk thanked everyone for their contributions and participation in the session, adding that she and the Steering Committee will be calling upon the Archives Management Section to help flesh out the details of the project as it goes forward.

David also thanked everyone, and the meeting adjourned at 11:20am.

Respectfully Submitted,

Ann E. Smith Case  
Recording Secretary