

Council Minutes

*February 12-14, 1999
Sutton Place Hotel
Vancouver, British Columbia*

Friday, February 12, 1999

President Duranti called the meeting to order at 8:35 a.m. Friday, February 12, 1999. Present were Vice President Thomas Hickerson, Treasurer Robert Sink, and Council members Valerie Browne, Fynnette Eaton, Anne Gilliland-Swetland, Dennis Harrison, Peter Hirtle, Karen Jefferson, Jane Kenamore, Helen Tibbo and Wilda Logan Willis. Also present were Executive Director Susan Fox and Meetings Director Debra Mills.

Adoption of the Agenda

Hirtle moved and Eaton seconded the motion to adopt the agenda as amended. PASSED.

Report of the Executive Committee

Hirtle reported on electronic votes by Council held between meetings. Council supported issuing a statement in support of a brief filed to open records of grand jury testimony in the Alger Hiss case; Council authorized Steve Hensen to submit an application to the Delmas Foundation to bring together the three major descriptive standards, ISAD(G), EAD, and RAD. This summer Hensen would submit an NEH proposal on SAA's behalf to fund a standards officer in the Chicago office. In addition, the Executive Committee approved an application to NCLIS requesting support for SAA participation in international archival activities, and a letter to the Library of Congress Copyright Office addressing distance education issues relating to copyright. Hickerson commended Hirtle for the speed and the articulate nature of his response to the Library of Congress. Eaton moved and Harrison seconded the motion to accept Executive Committee and Council actions between meetings. PASSED.

Report of the President

Duranti said she had no report.

Report of the Vice President

Hickerson said he had appointed the 2000 Program Committee, with Jackie Dooley as Chair and the 2000 Host Committee with Steven Fisher and Joan Howard as Co-Chairs. Debra Skaggs agreed to chair the Appointments Committee.

Report of the Treasurer

Sink reviewed SAA's reserve policy in which Council mandated a reserve of at least six months' operating expenses. The Society currently had 21 of the 26 mandated weeks in reserve. He said the mandate also stipulated that SAA set aside 3% of its annual budget to build the reserve (although some Council members had questioned whether the Society really needed six months or not and whether Council should consider a shorter time span). Sink said he planned to convene an email list of three past treasurers to discuss reserve fund policies and he would present those recommendations at the summer Council meeting.

Sink reviewed the FY99 budget as of 12/31/98. He said that most budget categories should be around the 50% mark, as SAA was halfway through its fiscal year. Some categories, however, were frontloaded, particularly the annual meeting. He reviewed each category in detail. He said projections indicated SAA would conclude the fiscal year with a deficit of approximately \$7,000 due mainly to decreased annual meeting attendance in Orlando. He emphasized that since the Society was under a mandate to maintain a budgeted reserve fund, which was not placed in the current budget, in reality the projected deficit should be between \$28,000 - \$30,000. The projected \$7,000 deficit did not adequately reflect the Society's financial situation. Nonetheless, he proposed that SAA cover the deficit from return on investments.

Hickerson questioned why the reserve contribution was not met in prior years. Sink said that was not done because the Society did not have the funds to do so. He said that some Council members also felt that six months reserve was excessive and the general sense was that since the Society had 21 weeks' reserve it was better not to show the organization in a deficit. Hickerson said that was misleading in terms of fiscal responsibility, which in fact the Society was not where it was two years ago. He said membership expressed a desire for a fuller explanation of the budget at the annual business meeting. He was concerned that members receive a very accurate picture and not to present otherwise. He recommended striking a full balance of disclosure

between membership and among Council. Hirtle questioned whether or not Council should consider at least adding an inflationary increase to the reserve fund. Sink said the inflation rate was extremely small.

Sink then went on to review the FY98 auditor's report. After general discussion and explanation of specifics in the report, Council began preparations for a conference call with the Deputy Archivist of the U.S., Lewis Bellardo.

Conference Call with Deputy Archivist Lewis Bellardo

Council introduced themselves to Bellardo and Duranti thanked him for his time. Bellardo gave a report, followed by a question and answer session with Council. Bellardo said that NARA continued to address electronic records issues and was working with a number of agencies to see what kind of questions they wanted NARA to address. He said they were also looking to colleagues outside of government for comment. NARA was working with the Department of Defense (DOD), not in a regulatory sense, but to begin to move forward on electronic records issues and to try to develop technical capabilities. He said NARA endorsed DOD's requirement document (which DOD referred to as a standard) with some caveats for other agencies to consider.

The GRS20 issue continues to unfold. He said that NARA promulgated a series of GRS administrative files that exist across government. Not all, but many went through public comment and NARA met with Mike Tankersley of Public Citizen to come up with a better set of instructions. At some point in the next several months NARA would be issuing an IT schedule for public comment within IT departments. The Electronic Records Working Group (ERWG) had recommended that NARA rethink the schedule, the agency did that, and now the schedule was in an internal NARA review stage. He said he hoped to get the schedule out for Chief Information Officer (CIO) council members to look at informally in order to determine whether that would represent how they do the work in their departments. The next phase would be to issue a bulletin to begin internal discussions within government. Once that happens a major process takes place. The bulletin issued in March would address how agencies should schedule their electronic records, with the assumption that the court would support that approach. The next move would be to move forward out from under court jurisdiction. It wouldn't be immediate, but Bellardo was optimistic that would be the case. NARA had not received a verdict from the court of appeals but NARA wanted to move forward with the bulletin in any case.

Bellardo expected by the end of the fiscal year NARA would have a more aggressive records management program working to help solve record management problems. When NARA gained independence it gave up record management responsibilities and had not been able to give agencies the support they needed. At this point NARA was starting some pilot programs and hoped that if they were successful they could be expanded in the following year.

Bellardo reported that plans were going forward for Archives I. NARA received funding for design work and some work was also going forward for design work in Alaska, with space being the major initiative. They were in the process of developing some standards that would have to be promulgated before the reimbursable records program went into effect in October. This would address how records center regulations would look. He said there would be a meeting with representatives of the industry, people NARA would be competing with but would be responsible for regulating. Following that meeting NARA would issue a regulation which would be open for public comment then the final regulation would be issued before the reimbursable program would go into effect.

At this point Bellardo opened the discussion for question and answer. Duranti noted that he did not mention the issue of education, which was looming large in current Council discussions. She asked if he would give a report on NARA's review of its internal training program.

Bellardo said they had been reviewing the program. This year's goals and objectives were to study the issues and to gather input from others. He said it was not easy to move forward, but he was aware of the concerns and interests of the archival community and the historical community. Those concerns were not congruent. He said he would like to see an archives and records specialty that would allow NARA to draw upon skills of technology, library and archival education backgrounds more broadly than in the past. The inside training program needed to be rethought as well.

Hirtle said he heard rumors that NARA was starting to rethink the definition of an archivist specifically that NARA was thinking about revising the F14 manual, both issues of great interest to SAA. He asked Bellardo if there was any truth to the rumors and if so if SAA could participate in the dialogue.

Bellardo said it was still too early to know whether or not NARA would revise the classification. If they did, it would directly involve the agency with the Office of Personnel Management and therefore would not be a quick process. In any case he said SAA would be consulted. He welcomed a formal position statement articulating what skills and attributes qualify an archivist. He also welcomed individual feedback on the issue.

Hirtle said that the issue of a formal definition of an archivist was an ongoing part of Council discussions. He suggested that NARA also involve SAA's CEPD in a formal way, especially if NARA had to go to OPM to have the definition changed. SAA could help NARA by lobbying on the issue. He saw two tracks that needed attention and that both organizations should think of developing ways for NARA and CEPD to engage in discussions. Duranti noted that Ken Thibodeau was serving as CEPD Co-Chair this year and would be a good NARA liaison. Bellardo reiterated that there were other perspectives from the historical and political science communities, and possibly from the library community.

Duranti addressed other educational issues. She said Council concluded that changes in the profession were such and so rapid that in order to provide support for SAA members confronted by them more research support was needed. She said Gilliland-Swetland had reflected on the fact that the profession was not thinking about its own work, concepts, and principles. She believed that NARA should encourage the profession to do more reflecting. One example would be for NHPRC to fund doctoral and academic research. The profession needs deep research which comes from PhD students and academia. She asked Bellardo for his thoughts on the issue.

Bellardo said he couldn't speak for NHPRC because it is an independent entity apart from NARA. He understood that NHPRC had funded research projects in the archival world. He noted that what he heard Duranti articulate was funding for individuals. It would certainly be a question for the Commission, whether their authority covers grants to individuals. He would need to conduct some follow-up on the issue.

Duranti asked if it would be worthwhile for SAA to write a letter to NHPRC Executive Director Anne Newhall. Bellardo suggested SAA ask for NHPRC's current policy and its latitude and copy the letter to John Carlin, in his role as Chair of NHPRC. He said authority to support individual research might be there, but there might be statutory limitations on how the funds would be allocated. He said the letter should include how significant SAA would think this research support would be for the profession.

Hirtle remarked that he hadn't heard Bellardo mention the NARA budget, but it looked good for the new fiscal year. He said SAA was ready to support NARA appropriations when needed.

Bellardo said there would be a time when members of the Appropriations Committee would want to hear from constituents and SAA insights will be of particular use to them. He said he would be eager to share information with SAA as they learn it.

Hirtle said he heard Bellardo say that some items would be published in the Federal Register for comment. One thing SAA discovered this year was that no one had time to peruse the Federal Register on a regular basis. Could NARA notify the Chicago office on a regular basis?

Bellardo said even he did not read the Federal Register on a daily basis. He said the NARA website would be amended with a hot link that will take citizens to an online version of the register. He would also see to it that notification of this would be placed on the Archives and Archivists list-serv.

Hirtle noted that Bellardo did not mention declassification issues. He said Bellardo may have seen that SAA joined a lawsuit to open access to Alger Hiss grand jury testimony.

Bellardo said that in terms of declassification the big issue of concern was the proposed Kyl amendment which would have significantly slowed the declassification process. He thought that the plan basically called for in that bill in its current incarnation was unworkable. It would depend on how DOE did its review work. With help from SAA and others, NARA managed to ameliorate the most negative aspects of the bill while it was in congress, along with help from the administration. A new version of the Moynihan bill, which may or may not move, may receive sympathetic treatment due to his impending retirement. However, SAA would need to be aware of the very real probability that there would be other "Kyl amendments." There may be a situation where an "apple pie" declassification bill would be paired with Draconian "close-it-down" legislation coming out of the Intelligence and Government Oversight Committees. The intelligence communities -- at least some of the agencies -- are not happy with the draft of the Moynihan bill. It is making progress, but NARA would have to see how the Kyl amendment plan would damage efforts to keep records open. It will depend on how DOE in practice implements it.

Hirtle said SAA was aware of a proposal to establish an Assassination Review Board within NARA. Council was reluctant to endorse it without first talking with NARA, especially the suggestion that NARA create another public board.

Bellardo said if that's the direction they wanted to go that board would have more clout than directly assigning the function to NARA. NARA currently had authority to direct agencies to turn over records of value more than 30 years old. If they continue to have value agencies can hold onto them but would need to submit a written statement that they needed them.

Hickerson asked Bellardo what role he would see such a body play.

Bellardo said in the abstract it would be a board which stood outside of government. He noted that on the other side some people had said there was a need for many JFK review boards. He said what came out of the initial JFK Assassination Review Board was an artificial set of documents. From an archival standpoint he would not want that to happen, as opposed to an organic set of records.

Hirtle brought up the Coble bill which was intended to provide quasi-copyright protection for public domain information. Council was now looking at the archival implications of the bill and SAA may take a position. It would be interesting to have the perspective of NARA lawyers on this issue. Could Bellardo recommend someone?

Bellardo said he would ask someone to track the bill and look at its implications. He said he'd share what he learned, specifically for federal records and the federal government.

There being no more questions, Duranti again thanked Bellardo for his time and ended the call.

Council returned to the Treasurer's report. Sink introduced the auditor's management letter and addressed each of the items therein. Sink moved acceptance of the FY98 auditor's report. Kenamore seconded. PASSED.

Report of the Executive Director

Fox gave an update on the development of an on-line course addressing electronic records. Gilliland-Swetland commended the course, especially because it made good use of SAA publications, it was well conceived, and it would reach a much broader audience through an excellent use of SAA resources. Her only caution was that there was possibly too much reading and the time frame may be too short. She said the learning outcomes would have to be evaluated separately.

Fox reported that she received a resignation notice from Joan Sander to become effective at the close of business March 12, 1999. She said that she would bring on a temporary person to fill the position at least through June. This was, however, an opportunity for Council to rethink the Society's continuing education program and service delivery. Council agreed to take up the issue again at the June Council meeting and requested Fox to develop scenarios addressing alternative configurations of the continuing education program and their fiscal impact.

Fox directed Council to Teresa Brinati's update on activities of the Publications Office. Brinati reported on the status of the new design of the *Archival Outlook* as contained in the July/August issue. The first semiannual issue of the *American Archivist* appeared with the Winter/Spring 1998 edition. This too featured a new design. She forecast the journal would be back on schedule sometime in late spring.

Brinati also reported on a Publications Board Summit which took place in November, convening the Publications Board Chair, the Publications Editor, herself and the Executive Director. She said an "advanced topic series" is taking shape which may potentially include six titles addressing ethics, privacy and confidentiality, law, licensing, copyright and architectural records.

The Publications Editor and the Publications Director met with their respective counterparts at ARMA headquarters to discuss a joint publication of *Records Management/Archival Forms Manual* with the goal of making it available sometime in 2000. In addition, SAA produced two new books and acquired 17 new publications for distribution.

Fox reported that installation of the new association management software was proceeding well, although there were inevitable issues that needed resolution before the system could be considered fully functional. She praised the staff for their patience, persistence and hard work in implementing the new software.

Fox reported that, with unanimously favorable reviews from members, she reappointed both Philip Eppard as Editor of the *American Archivist* and David Haury as Publications Editor. Both terms would be extended to the year 2002.

Fox said that the website upgrade was taking a little longer than expected due in part to the diversion of attention to the software transition, but that she expected the upgrade to be complete by June 30, 1999.

Report of Council Committees

Eaton reported that Nick Burckel, Chair of the Committee on the Selection of SAA Fellows asked that Council move up the nomination process of SAA Fellows. Eaton then moved that Council choose members to the Committee to Select SAA Fellows to the Winter from the Summer meeting. Harrison seconded. Passed.

Eaton said that a subcommittee consisting of herself, Kenamore, and Browne would draft a procedure address the Committee on SAA Fellows nomination process.

Gilliland-Swetland reported that the Ethics Committee drafted procedures for handling ethics complaints. She said their approach followed that of the Association of Canadian Archivists which handled ethical issues in the role of wise counsel rather than through a procedural action. The Ethics Committee met at the annual meeting and came up with the draft and now asked for Council feedback on whether or not it felt this was the direction it wanted the committee to move.

Council was amenable to the committee's approach. Hirtle said that once the procedure was finalized it would be important to post it to the web on the Code of Ethics page.

Gilliland-Swetland said CEPD submitted a report to Duranti. Duranti said that the committee had a specific plan with three initiatives, workshops, revising the M.A.S. Guidelines, and providing coordination and collaboration within SAA.

Gilliland-Swetland said she received an email from Tim Ericson in his role of Chair of the 1999 Program Committee. The Pittsburgh meeting would have a total of 55 sessions including three plenary sessions. The Committee deliberately decided to reduce the number of sessions in order to eliminate the large number of concurrent sessions. The meeting would also have several non-archivists speaking and approximately 20 non-American participants.

Hirtle presented the petition to form an International Affairs Roundtable and moved acceptance of the petition. Harrison seconded. Passed. Harrison agreed to serve as liaison to the roundtable.

Eaton reported on the Task Force on the Annual Meeting. Ericson apologized for lack of a final report, due to a minor car accident. Bill Wallach was collating responses from an email survey on the annual meeting conducted by the task force and the draft final report was in the process of being vetted among task force members. Eaton would present the final report on the Council listserv at a later date.

Jefferson presented the final report from the Task Force on Diversity. The report contained three recommendations: 1) that efforts in diversity are tied into the strategic plan and spread out among all Society activities; 2) the establishment of a Committee on Diversity to monitor diversity goals; 3) SAA issue a position statement on diversity. Hirtle moved and Browne seconded acceptance of the final report from the Task Force on Diversity. Passed.

Council engaged in a discussion of the report, including how to monitor progress. Hickerson noted that the Appointments Committee should be made aware of the diversity issues and address those issues during the appointments process.

Jefferson said she would post a draft position statement on diversity to the Council listserv along with the task force identified objectives in order to determine which could be addressed. Hirtle suggested that she just post the position statement and save the task force recommendations for the summer meeting. Jefferson agreed.

Tibbo presented the Publications Board report from its Chair, Greg Hunter. She noted the chronic challenge of the board to get authors to meet deadlines in a timely manner.

Hickerson suggested the Publications Board may want to develop a reader that addressed documentation issues of diverse cultural groups, "Documenting Under Documented Groups."

Browne reviewed the status of SAA's representation and the minimal funding available to support representative activities outside those addressed by the Executive Director.

Kenamore presented a request from the SAA-ARMA Joint Committee requesting support for SAA members to attend the committee meeting in Kansas City. Fox said that normally she would not bring this to Council due to the low amount requested, but since it was a deficit year she felt the need to be cautious about all expenditures. After discussion the sense of Council was to give the Joint Committee \$500 in support of their work.

Old Business

Hirtle reported that SAA submitted a letter of comment to the Library of Congress Copyright Office addressing distance education and copyright.

Hirtle reported on the issuance of a second version of AMIA rules for cataloging archival moving image material. He said their use of the term "archival" was incorrect. However, his practical side said there was little to be gained by pursuing them to use another term.

Fox presented a letter from Chris Courtwright requesting that SAA support legislation establishing a JFK Assassination Review Board within NARA. Hirtle recommended that SAA not become involved unless and until there was a concrete legislative proposal.

Hirtle gave an update on medical privacy legislation. He said he was going to get a proposal from the Science, Technology & Healthcare and from the Privacy & Confidentiality Roundtables.

Proposal to Reorganize Council

Tibbo gave background to the initiative to reorganize Council. She said it was inefficient for Council to keep track of more than 80 units when some deserve more attention than others. At the annual meeting Council members often end up devoting five minutes or less per unit meeting. This practice has not made the most effective use of Council time nor was it a useful way to transmit information.

She proposed that Council agree to disband the three subcommittees and resurrect three different subcommittees: education/standards, programs/publications, and a committee on representation. Council discussed this proposal and feedback obtained from the Leadership Luncheon on whether or not all units should have a Council liaison. Feedback was mixed.

Hirtle brought forth a counterproposal. He suggested having Council as a committee of the whole serve as liaison to Sections and Roundtables. Since most if not all Council members also belong to certain Sections and Roundtables, the arrangement would allow for Council members to represent those groups they would attend in any case.

Hickerson said that the Council representative to the Executive Committee would be the person responsible for coordinating the allocation of Section and Roundtable liaison assignments to Council members, keeping the assignments in close alignment with individual interest.

Hirtle said that instead of having Council liaisons to Society Representatives, the Executive Director would be charged with soliciting the reports, then Council as a Committee of the whole could receive the reports.

In sum, Hirtle proposed two subcommittees for Council: a committee on education and standards, and a committee on programs and publications. Each of the two committees would have four Council members. The Council representative to the Executive Committee would be excused from service on either committee.

Hirtle moved to abolish the Council Committee on Sections and Roundtables and to reassign responsibility to Council as a Committee of the whole. Sink seconded. Passed.

Hirtle moved to abolish the Council Committee on Boards and Representatives. Kenamore seconded. Passed.

Hirtle moved to abolish the Council Committee on Committees and have the Council representative to the Executive Committee assign liaisons for the committees to individual Council members. Eaton seconded. Passed.

Hirtle moved the Council Executive Committee member be exempt from serving as a liaison. Eaton seconded. Passed.

Council agreed that the new assignments will be completed by the 2000 Council representative to the Executive Committee.

Duranti introduced a letter from the Society of Southwest Archivists inquiring if SAA would be amendable to designating October National Archives Month. The sense of Council was that SAA is amenable.

Fox said that Teresa Brinati had recently completed 10 years of service to SAA and that Bernice Brack would complete 20 years of service in June. Given their exemplary loyalty and service to the Society, she request that Council issue citations recognizing their contributions.

Hickerson moved and Kenamore seconded the motion that Council award statements of recognition to Brinati and Brack for their lengthy, exemplary service to the Society. Passed.

Fox said that Council needed to appoint an ad hoc subcommittee to oversee the Archives and Archivists listserv. Hirtle, Tibbo, and Eaton agreed to do so.

Fox said she had received a request from Rob Spindler of Arizona State University to have SAA participate in sponsoring an electronic records conference to be held at the university. Due to technical difficulties, she was unable to access the material and said she would share it on the Council listserv.

The meeting adjourned at 5:01 p.m.

Saturday, February 13

Duranti called the meeting to order at 8:30 a.m.

Sink presented the Task Force on Dues and Member Benefits final report. He summarized the process that went into creating the report and noted that all task force members came to agreement on the recommendations therein.

He said that dues represent an important part of the SAA budget, at 34% dues are the largest revenue stream. The Task Force felt that it did not have a lot of information about what members really valued and whether or not there were areas of benefits that members did not want. The Task Force requested and received permission to commission a professionally administered membership survey. It was an expensive undertaking, but it gave useful data that will guide SAA over time and can be supplemented in the future for less cost.

The Task Force was charged to examine new options for dues. It rejected the notion of a flat dues rate because such a structure would be untenable because a sharp dues increase in the lower income categories would result in an unacceptable loss of members in those tiers. The Task Force did agree that the present income gradation for dues assessment should continue.

The member survey revealed that benefits were fairly evenly valued. No clear winners or losers emerged. Members wanted to cut back on those benefits such as student chapters, the mentoring program, roundtables, and future surveys. As a result, the Task Force decided that a cafeteria approach to member services would not offer great benefit.

The Task Force recommended that the student rate not be changed and that the students be given a third year at that rate. The Task Force also recommended that

a bridge rate equivalent to the student rate be offered for archivists who have graduated but have not yet obtained a job and for contract archivists between jobs.

The Task Force recommended a dues increase of 7%. Sink personally believed that for the Society to just stay even an additional \$34,000 would be advisable, which is what SAA needs to add each year to the reserve fund, but which currently is not.

Council engaged in a wide-ranging discussion of dues categories and debated whether or not to eliminate the lowest one. Hirtle recommended indexing the categories to reflect annual cost of living increases. Gilliland-Swetland suggested increasing the student rate to four years in order to accommodate PhD students. She proposed creating a new dues category for those earning \$70,000 and above. Sink noted that the Society was also pursuing an institutional category to accommodate large national institutions such as NARA.

Sink said it was necessary to consider a worst case scenario. Based on the 1994 dues increase, SAA lost 2-3% of its members in the lowest categories. The middle categories stayed the same and the upper categories increased. With the current proposed increase we should consider the impact if SAA would lose 6% of the lower category members, 3% of those in categories 3 and 4, and 2% in categories 5 and 6. If those losses are realized, he calculated that the net increase would be around \$14,000.

Hirtle moved and Harrison seconded the motion to accept the recommendation of the Task Force on Dues and Member Benefits to bring to the annual business meeting a recommendation of increasing dues by 7% in all income categories. PASSED

Hickerson moved and Tibbo seconded the motion that Council bring a proposal to the annual business meeting to institute a Consumer Price Index (CPI) increase in dues every other year for the next six years. PASSED.

Hirtle presented the Task Force recommendation that SAA Sections and Roundtables are converted into units with no distinction between the two. A second recommendation on the table was to set up a cafeteria plan to select from a fixed number of special interest groups on the membership form. If a special interest group did not meet a requisite number of members it would no longer be formally affiliated with SAA.

Council engaged in discussion of the proposal, concluding that more information was needed before making such a move and opting to retain the current structure.

Sink moved and Harrison seconded adoption of the Task Force recommendations for a bridge rate. PASSED, with Jefferson opposed.

Sink moved and Harrison seconded the motion that Council adopt a category of "major archival employers" as an institutional member and allow the Executive Committee to negotiate the dues rate on behalf of the employer or the employees for that category and then return to Council with a recommendation. PASSED.

Hirtle moved and Eaton seconded the motion that the 7% dues increase approved by Council earlier in the day should not apply to students, with the effect that student dues rates remain as they are. PASSED.

Hirtle moved and Eaton seconded the motion to amend the constitution to read, "Individual student membership shall be open to students in degree-conferring programs." PASSED.

Gilliland-Swetland recommended that faculty members should sign off on the student dues rates.

1999 and 2003 Annual Meetings

Mills gave a brief review of plans for the 1999 annual meeting in Pittsburgh. She distributed the week's schedule for the 1999 annual meeting. She then presented options for the 2003 meeting, with a focus on New York or Boston. Council asked Mills to further investigate alternatives and present them at the summer meeting.

Committee to Select SAA Fellows

Browne recommended that Council appoint Fran Blouin, Waverly Lowell and Paul Chestnut to the Committee on the Selection of SAA Fellows. Browne also recommended two alternates if one more of the three could not serve.

Eaton moved and Browne seconded the motion to accept the suggested slate from the Council subcommittee for members to serve on the 1998-1999 Committee on the Selection of SAA Fellows. PASSED.

Chicago Office

Sink summarized the recommendation of the Task Force on Dues and Member Benefits that Council, working with the Executive Director, commission a group to review the SAA office service and functions. The review would be completed prior to the 1999 SAA Annual Meeting.

Duranti said the idea originated in the September Council meeting. She said it was necessary for SAA to become much more creative and to find more options for delivering SAA services. An objective observer to examine office operations could find alternative ways of doing things.

Fox said that while she appreciated the need to identify savings at every opportunity, commissioning a group with members to examine office operations would place Council on a slippery slope toward micro management. She appreciated the need to run operations as efficiently as possible, which she saw as her prime duty. She did not object to an examination by a group of peers, fellow association executives, such as that offered by the American Society of Association Executives. She researched that possibility but found at \$10,000 it was too expensive for SAA to consider. If affordable, such an assessment would indeed be worthwhile.

Jefferson asked Council what were the savings they were trying to find. Given the budget, she did not see much room to maneuver.

Hickerson reminded Council that a few years earlier it had conducted a full scale study to ascertain what savings could be achieved by contracting with an existing association management firm to outsource all Chicago office functions. Council found outsourcing to be substantially more expensive than in-house production.

Sink noted that at the time Council investigated into association management firms staff salaries were exceptionally low, they have since come up to nonprofit market rates.

Hirtle said the issue was what Council wanted to do with the education program. He saw a need for big strategic thinking around the issue of whether SAA should be involved with continuing education and, if so, is the Society doing it in the right way? Are there ways a board would want to change? Council would then instruct the Executive Director to implement the change.

Hickerson said if the Society could afford it, it would be ideal to have an outside review every five years. At present he was wary of spending the money required to do so. However, he was not sanguine about the current set of cost/benefit ratios. On the education issue, he wouldn't mind looking at it as a separate piece, perhaps have a subcommittee of Council take it up. The subcommittee could determine the amount of staffing needed, the possibility of reducing the number of offerings, and decide what is or is not acceptable for continuing education. SAA may be putting too much money into running the program. This was an issue Council could focus on.

Duranti thought June was too late to begin the process. She recommended that Fox gather information on options for the continuing education program, post it to the listserv, and begin debating via email. She said SAA needed to rethink how it delivers continuing education. It was necessary to find grant money to support some workshops, or corporate delivery. CEPD should take a position, think of continuing education programming in creative terms.

Hickerson said that however the pie is sliced it will not represent significant savings, \$20,000 at most. SAA may well find it more expensive to outsource the department. If addressed through grants then SAA would need every cent of current expenditures to continue the programming before receiving the grant funds, in the short term the program would be running in deficit.

Hickerson said Council needed to find someone to speak to them about identifying prospects for raising money for associations. He saw a need for outside advice. The possibilities for fund-raising were exciting, and could attract wider public interest in the Society's central issues.

Kenamore cited statistics from the membership survey which reported 79% of the respondents thought continuing education an important service. She said SAA would have to make continuing education accessible to the entire membership and would need to at least keep offering it at the annual meeting. Perhaps the rest of the year could be outsourced.

Council directed Fox to investigate the details of outsourcing the education director position and what it would cost to have an individual to advise Council about fund-raising strategies and chances for success. Duranti also asked that Fox send a letter to universities inquiring whether or not they would want to assume a portion of SAA's continuing education program, engage in strategic partnerships to extend continuing education opportunities across the country. Duranti said she would instruct CEPD to examine the delivery and content of the continuing education program in light of the changed circumstances.

Strategic Planning

Tibbo recommended that Council assign two members to each of the critical areas identified at Planning Day. The group would then return in June with a list of goals, objectives, measurables, timetables, and benchmarks for each of those areas. The assignments were as follows: Education, Kenamore and Gilliland-Swetland; Member Benefits, Harrison and Willis; Political Role, Eaton and Sink; Standards, Hickerson and Hirtle; Dissemination of Publications, Duranti and Tibbo; External Networking, Browne and Jefferson. Council members agreed that issues of leadership and diversity would inform all six areas.

Duranti said that if Council came to agreement about the objectives could then post to the web and announce on all lists. She asked that the Council subcommittees think about which groups in SAA would be particularly interested in their goals. Duranti said she and Hickerson would co-write the April Archival Outlook column on strategic planning.

Sink read the to-do list.

The meeting adjourned at 4:55 p.m.