

**Society of American Archivists
Council Meeting
June 8 – 10, 2012
Chicago, Illinois**

2012 Leadership Forum and Orientation

(Prepared by: Courtney Chartier, Alison Stankrauff, and Council Members Terry Baxter, Beth Kaplan, and Bill Landis)

BACKGROUND

President Gregor Trinkaus-Randall asked Council members Terry Baxter, Beth Kaplan, and Bill Landis to convene an *ad hoc* group to:

1. Assess the February 2012 input gathered by Council liaisons from leaders of SAA component groups (see **Appendix A**).
2. Develop a plan for the August 8, 2012, Leadership Forum and Orientation (LF&O) in San Diego.
3. Recommend additional actions to make information and resources for leaders within SAA easier to find and use.

There was no formal charge for this group apart from item E45 on the 0112 To Do list that emerged from the January 2012 Council meeting:

“Based on leader responses, pitch top five ideas via Survey Monkey.
Develop agenda for August 2012 Forum based on response.”

Baxter, Kaplan, and Landis decided that participation of several current leaders of SAA component groups in this effort would be beneficial, and invited Courtney Chartier (Archives and Archivists of Color Roundtable co-chair) and Alison Stankrauff (Issues and Advocacy Roundtable co-chair) to participate in the planning effort. If a similar planning process is undertaken for future LF&Os, the Council might want to create a more formal structure for soliciting volunteers from current section and/or roundtable leaders to participate in shaping the forum. This also seems like a great effort in which the incoming class of Council each year could be asked to engage.

The planning history of the LF&O on the Wednesday of the Annual Meeting has been spotty, and primarily left to the current president and the SAA staff, who have many other things vying for their attention in planning the Annual Meeting. This year's approach is an experiment that the Council and the leadership group can evaluate and continue in some fashion if deemed useful. It seems clear from the February 2012 feedback gathered by Council liaisons from their various component group leaders that

more consistent year-round attention to leadership resources made available on the SAA website and more continuity in the annual LF&O would be welcomed.

REPORT

The 2012 LF&O Planning Group recommends the following structure for the 60-minute meeting:

- Very speedy introduction of the Council, SAA staff, and attendees, the latter just names and which SAA component group each person represents (10 minutes maximum).
- Seven lightning talks of four minutes each on a list of topics distilled from the February 2012 input from component group leaders. The list of topics and suggested presenters for each is included in **Appendix B** (45 minutes).
 - We suggest that the SAA president moderate these lightning talks.
 - We suggest the following:
 - Speakers are required to submit the text of their remarks a week in advance so that it can be linked to the online program prior to the LF&O event (and so be made available to those leaders who could not attend) and posted to a "Leadership Resources" section on the SAA website.
 - No AV is provided – meaning there will not be support for PowerPoint slides or Internet-based presentations.
 - The moderator keeps the discussion moving and allows a minute or so for audience questions after each presentation.
 - While we suggest that Council members give input to the president in cases where more than one presenter for a topic is suggested (Appendix B), the president and SAA staff should finalize the list of presenters and issue the invitations.
- Allow a brief amount of time for a few follow-up questions after all lightning talks are finished, and for attendees who have similar interests to self-identify and get together to have lunch following the LF&O session and/or arrange to continue their discussions at the Networking Café, open from noon to 5:00 pm the day of the LF&O (5 minutes).
 - Perhaps we could ask each lightning talk presenter to be available for a half-hour at a pre-arranged time during the Networking Café hours on Wednesday afternoon, following the LF&O, for anyone who wants to drop in and continue the discussion of her/his topic?

Having heard loud and clear from the input we reviewed that SAA's leaders desire clarity about who among staff and the Council to approach with specific types of issues, we further recommend that a handout be created to capture this information, and that a PDF of the handout be added to a "Leadership Resources" section on the SAA website. This will address the feedback we received that leadership resources need to be made easily available for those leaders who cannot attend the LF&O. Handout will include candid headshots of all 2012-2013 SAA staff and Council members along with an indication of

their primary functions vis-à-vis leadership contacts (i.e., what issues can they help SAA leaders deal with).

The LF&O Planning Group, with assistance from Brian Doyle, undertook the creation and distribution of a SurveyMonkey survey of a broader slice of SAA leaders (this included everyone who has served in a leadership position in the past five years, rather than just the current leadership from which Council liaisons sought input in February 2012). The survey was distributed via Lyris on May 3. We will not have time to analyze the survey results to include in this report, but plan to complete that analysis and distribute a summary of the responses to Council members as part of the discussion of this report at the June 8-10, 2012, Council meeting.

Finally, this LF&O Planning Group recommends that in the longer term, SAA work to provide leadership resources at the organization level collocated in a single, easy to find location. The planning group will continue to discuss, between now and the August Council meeting, ways of beginning to enhance these leadership resources (starting with the handout recommended above), with the aim of having something to demonstrate and on which to ask for feedback at the August 2012 LF&O session in San Diego (see lightning talk topics in Appendix B). We also recommend explicitly suggesting to each component group that it consider developing its own internal set of leadership orientation resources on its Drupal microsite to insure consistency and continuity as leadership changes each year.

Impact on Strategic Priorities: Although the LF&O does not impact SAA's strategic priorities directly, SAA relies heavily on component groups to do work towards setting and achieving those priorities. Better orientation of and communication with new and returning leaders of these groups will lead to more purposeful work by component groups on issues addressed in SAA's strategic priorities.

Fiscal Impact: Although this is not a formal motion for the Council's adoption, there are fiscal impacts to consider. Soft impacts include time of Council members and of SAA staff, so we feel it is important to state them explicitly in this report.

- Impact on the time of the SAA president and staff to coordinate the LF&O each year. This is already happening to some extent, and taking the recommended approach should not add too much in the way of additional time commitments.
- Impact on the time of the Council in defining, owning, and managing some type of LF&O planning cycle each year; soliciting and being responsive to leadership input on that planning cycle and the resulting annual LF&O; taking a more active role in monitoring a "Leadership Resources" section on the SAA website; and instigating the development of new resources when it is clear that these are needed. Some of this effort seems like simply a refinement or codification of what we already ask Council members to do as liaisons to SAA's component groups.

APPENDIX A: Summary of input solicited by Council members from the leaders of the groups for which they serve as liaisons

Synopsis of idea/observation re: Leadership Orientation	Number of people suggesting
<p>Introduction to elected leaders and Council -- A concise orientation to the SAA, its structure, and the functions of the pieces of that structure -- Make sure leaders understand the role of their Council liaison and how to place an item on Council's agenda -- Council Handbook is dense and intimidating, It would be helpful to have a resource or a presentation the would cut to the chase and get to the nuts and bolts of how to get things done, knowing who to go to and specifically how and in what way they can help would save a lot of the guess work that inhibits action, it also would encourage new leaders by showing that SAA wants to help them promote vision, innovation, idea exchange, and most importantly results -- Give a better sense of how SAA really works -- Make sure leaders get face time with SAA staff and Council -- Maybe pair incoming leaders with an SAA staff member so that they at least have one person they "know" who could help them triage questions and figure out who best to contact or how best to try and accomplish some goal -- Better education of new leaders about core SAA communications and processes that will help them be successful -- Address successful tactics for cutting through administrative and communication barriers, real or imaginary, to effectively interact with one's peers and move important initiatives forward -- Figuring out how the organization works and how you can actually get something accomplished; having an active Council rep has been key to getting things done in the past -- Better understanding of how Council does its work. Come up with 2 tips on facilitating better communication with Council and other constituent groups, keep it simple. -- More information on SAA's infrastructure and how to make it work for my group. everyone i've worked with in SAA so far has been helpful and responsive. -- It was especially helpful to hear from them just how they connect with our respective groups, and relay our concerns and communications with SAA Council, SAA Committees, SAA administrators. -- I've always preferred leadership orientations that focus on organizational culture. What is SAA's decision-making culture? How do you build consensus within SAA? Who are the various players? -- Have key SAA staff and SAA leaders talk about their lessons learned in how to get things done in SAA. For example, what makes for an effective request for Council approval, and what is lacking in requests that are poorly presented? -- It would be helpful to establish a foundation for communication, clearly identifying parameters for SAA groups, as well as noting when it's appropriate to involve SAA staff and/or Council in the group's decisions and activities. -- I have been very pleased with SAA's office & their timely responses, your help & suggestions as our liaison, and the willingness of volunteers to step up & help out. -- Overview of SAA's governance structure (council, committees, sections, roundtables Council liaison & contact information Staff roles & contacts has been very useful in past orientation. -- Get a good sense of who (which SAA staff members, Council members) to contact for which issues.</p>	19
<p>It would be good to have a case study presentation or two demonstrating examples of successful leadership around the organization. This promotes dialogue and also provides how to examples from the trenches on which others can build. It also serves as a way of communicating what SAA looking for in its leadership while providing encouragement to newer leaders that what they have in mind can be accomplished. Also, it gives people something to react to that is more likely to promote discussion and idea exchange -- Having some successful models for how leadership groups are communicating among themselves and with their members, and also how they are shaping</p>	15

<p>and advancing a work agenda. -- It would be helpful to newly elected leaders to hear some case studies of successful leadership that is accomplishing what SAA and the group's members want -- Success stories of how best to communicate/collaborate across distances as a steering committee, with your Section/Roundtable members, and with other SAA interest groups -- Have some current leaders talk about successful Section/RT projects, what worked and didn't work -- Address successful tactics for cutting through administrative and communication barriers, real or imaginary, to effectively interact with one's peers and move important initiatives forward -- Get ideas about what Section/Roundtable leadership structures have worked in the past and what made someone's leadership experience successful -- In the past, presentations from three Section and Roundtables leader who outlined practical strategies for invigorating their membership and getting work done was quite memorable. --Hear how different sections and roundtables operate, and maybe share tips on how to boost involvement among members; how do others solicit volunteers, communicate with them, and get them involved in Section/RT efforts? -- Tips for invigorating my group and successful strategies for doing outreach to encourage and expand group membership.-- Some suggestions on engaging members would be very helpful, particularly if someone has great ideas for keeping members invigorated all year round, and not just during the annual meeting and the few weeks following the meeting. -- Helpful for all attendees to hear some feedback from Leaders who have been in that position for several years: how they structure work to follow deadlines, how they prepare annual reports, how they share responsibilities with co-chairs, etc. -- Useful to get a sense of what has and hasn't worked in other sections and roundtables</p>	
<p>Have as much face time in small groups with Council as possible -- Plenty of time to network with other leaders -- Built-in time for discussion, dialog, and ideas exchange -- Small group discussions to focus on common themes/interests or specific collaborative ideas across groups -- Allow time for communication between incoming and outgoing leaders -- Give new leaders the opportunity to introduce themselves to others and get the advice they perceive they need -- Have breakout sessions where brand new, first-time leaders could get together and have their specific questions/concerns/fears addressed -- Start with larger group and then breakout so that those with common interests or needs can discuss -- Ample time for discussion should be built in: Leadership Orientation is one of the few networking opportunities for Section and Roundtable leaders, and attendees need to hear each other as well as see each other. -- Time to ask questions is always helpful -- Small discussion groups that include leaders from a variety of types of groups. -- It would be useful if the orientation included an opportunity to meet and network with the assigned Council liaison and any other leaders (subcommittees, related working groups, etc.) whose activities have a direct bearing on the work of the group represented -- I can see the value of having the leadership orientation not just to pass along useful information but also for the networking. -- Possibly invest in making the Leadership Orientation a session (either online or at the conference) where I could "meet" with others (in person or virtually) and ask questions. Would be really useful for leaders who aren't able to attend the conference to be able to participate virtually in the orientation, and probably beneficial to SAA as an organization as well. -- Allow networking time for new leaders to interact with each other and share ideas about the upcoming year. -- Having the chance to meet other leaders face to face is always helpful, as is having take-aways that I can refer to afterwards.</p>	15
<p>Never received invite while in past leadership position (steering committee) -- I actually didn't realize there was such a thing, and I think it sounds useful and wonderful! -- Needs to be better advertised -- Get the word out to the leadership list well ahead of the annual meeting -- Make sure outgoing leaders encourage incoming leaders to come to Leadership Orientation -- Previous co-chair didn't mention Leadership Orientation, so didn't know about (maybe I didn't engage with the email?) -- i didn't go to this last year as a new leader because i didn't really</p>	14

<p>understand what it was about and i wasn't sure what i would get out of it. i don't recall getting much info about it pre-conference (maybe one letter invite, or an email?), but no one recommended it so i quickly forgot about it. i'd say from the outset better marketing to new leaders. -- Was not aware that steering committee members were invited to attend the Leadership Orientation. -- 2011 invitation to L.O. specified chairs and co-chairs. It would be helpful if the Orientation is open for Steering Committee members as we usually recruit co-chairs from that group. -- Publicize well in advance so that interested leaders can take the orientation into account when they make travel arrangements. Unsure in the past whether this was open to steering committee members or just chairs and co-chairs. -- I hadn't realized that the Leadership Orientation was something I was invited to as a steering committee member. Make it clear in the invitation that all steering committee members are encouraged to attend. -- I don't recall being encouraged to attend the orientation. In fact, I didn't realize there was an orientation until reading this email.</p>	
<p>Consider developing a FAQ or a website with resources specifically aimed at people newly elected to leadership positions within SAA -- Keep minutes of the Leadership Orientation so that the shifting leadership group can develop a sense of its own evolution over time -- Develop central leadership site on SAA web site where leaders can find/post links to resources, perhaps have a central calendar of important deadlines, solicit collaboration ideas, etc. -- Handouts, minutes, or even a video of the Leadership Orientation session would be helpful to those leaders who aren't able to attend -- Maybe an online component to the orientation for those who need it later? -- Brian or someone else from the SAA staff might be able to show us how drupal can help, or other services that SAA can offer, maybe capture brief presentations on video and post them so they're available from year to year and people who can't attend the annual meeting can benefit from them. -- I might suggest making a portion of the orientation virtual so that those of us who can not attend the meeting for various reasons can still participate. -- Centralized information on what support SAA offers for leaders of sections and roundtables. -- I did find figuring out the 2 forms of the SAA website (saa.archivists.org and www2.archivists.org) to be confusing when it was time to update our leadership list. -- I guess what would be most useful to me would be something I could read or watch online ahead of time. -- I think SAA needs to be careful to not create (or reinforce) existing inequalities in our profession (financial and otherwise). I would hope that we want to encourage as diverse a leadership pool as possible and to provide the necessary resources for them to succeed, whether or not they can attend the annual meeting. Is there a way perhaps of having regional meetings and/or offering some sort of virtual solution? Helpful to have a tour of where to find important things in the manual and on the website.</p>	14
<p>Providing a clear sense of what kind of leadership is needed within SAA, organizational priorities, and a context for thinking politically within a professional organization (which most of us don't have much experience doing) -- Consider having the leadership group collectively develop some objectives for itself and track/refine/enhance them each year -- Clear sense of specific leadership responsibilities in relation to SAA Council -- I'd like to see Sections collaborate more to advance SAA's strategic priorities, and to bring about or lead the organization on a particular issue. There are times when I come away from an SAA meeting thinking the sections are working in their tiny orbits, and that works for some things like encouraging members to submit session proposals and, say, supporting the advocacy role of the section. But at times it feels completely inefficient from an organizational point of view. Joint section meetings should be encouraged, I feel -- More input from Council on where input and leadership from Sections and Roundtables can be effective in moving a broader SAA agenda forward -- -- Get a clear sense of expectations; am I doing enough if my group responds when asked and I plan our meeting at the annual meeting? --</p>	11

<p>Important to hear the President outline his/her understanding of how Sections and Roundtables contribute to SAA, its mission, and accomplishment of its strategic priorities -- A past orientation focused on SAA's strategic priorities and gave rise to a really interesting conversation concerning the possibility of having various sections and roundtables take on collaborative projects. I don't think that this discussion really went anywhere after the session ended, but the conversation itself was stimulating and I think it helped give some new leaders project ideas. -- When SAA leadership asks for input from your group, solicit input from your Section/RT members in crafting a response. -- I also really like the idea of having a structured discussion at the Orientation that helps to see just how sections and roundtables could possibly connect, on which (potential) issues. I think connections like these need to happen more. And it would be wonderful for SAA to be supportive of this, and to logistically help it to happen. -- It would be useful to include information about how leadership engage in advocacy efforts. I'm thinking of all the proposed changes to federal laws such as HIPAA, FERPA, Common Rule for Protection of Human Subjects. I think SAA can do a better job of connecting the leadership of multiple interested SAA Sections, Roundtables, Committees, and Council-appointed Working Groups and Task Forces together when these things come up. There were a couple instances where I felt I heard about issues after the fact or at the last minute. -- I think that it would be helpful to have a more in-depth introduction to the type of work done by SAA leaders. As a member of the leaders' list I see the calls for feedback and input, which is great, but beyond that it is sometimes a little difficult to know what what role I have in SAA leadership. I have to confess that I sometimes wonder if there is not more I could/should be doing for the larger organization.</p>	
<p>Holding the Leadership Orientation after the Section/Roundtable meetings would help newly elected leaders develop some questions and perhaps bring some real-life issues/challenges to the session -- Hold orientation at a later time slot [than 2011]. I realize SAA has a lot to take into consideration, but I certainly think it's worth investing in new leadership! -- Consider holding more than one Leadership Orientation session at the annual meeting to insure that as many as possible can attend -- Schedule it when there aren't a lot of other committee meetings going on, since many leaders have overlapping commitments -- Overall, I think the Orientation session is vital and should be expanded. I believe it was only an hour last year, and very early in the morning, which downplayed its value, I think. -- Make sure the orientation is held after new leaders are elected. -- It would have been useful to me to be able to attend a Leadership Orientation in the year that I was elected. I think there was not one in 2010. And if there had been one on Wednesday morning but I was elected on Wednesday afternoon, then I probably would not have attended anyway. So, I'd say the most important thing would be to have a leadership orientation every year and to time it so that newly elected leaders can attend -- Often scheduled against key committee meetings, which makes it difficult for many to attend -- Usually scheduled before in-person elections are held for many groups, so maybe it should be scheduled after the end of official elections at all roundtables/sections. -- Invite new leaders early so that they can make plans to attend.</p>	10
<p>SAA Leadership Manual is very helpful -- A quick overview of important deadlines and expectations (e.g., annual reports) at the Leadership Orientation is good -- A handout with important milestones that leaders need to be aware of for the coming year (a lot to absorb when it is embedded in the Leadership Manual) -- The Leader Manual is a great resource, and its importance should be drummed into the head of every newly elected or appointed leader. -- The leadership manual has been helpful. I look to it for practical advice, due dates, how to instructions. Email deadline reminders from SAA staff are useful. -- Leadership manual is a good tool and provides a lot of information helpful to new SAA leaders. -- Manual is a great resource for new leaders.</p>	7

<p>Develop some kind of leadership mentoring program that pairs outgoing chairs with incoming vice-chairs across the sections and roundtables as a means of encouraging and facilitating crosspollination -- At last year's Leadership Orientation I thought the Council updates were interesting, but didn't feel like I learned anything about how to be a better Section Leader. -- How to put together an agenda, manage a meeting, and move that agenda along -- How should new leaders tackle setting an agenda for their group and moving it forward during the course of the year -- What would be fabulous is if I could have a leadership mentor or buddy who I could ask questions on an ongoing basis, maybe stay in touch via quarterly phone calls or something? -- Can the mentoring process of new leaders be more institutionalized? I often felt that my co-chair and I were left to fend for ourselves. Perhaps there is a way of providing more ongoing mentorship/resources to (new) leaders that goes beyond the leadership orientation meeting? -- Perhaps a followup contact with a new leader a few months into the role to see if any help/guidance is needed</p>	7
<p>Encourage Sections and Roundtables to develop and maintain their own leadership manuals on their Drupal pages, this would help incoming leaders to keep a sense of continuity and not feel so uninformed (what constitutes a successful meeting for the group? how have useful past projects been accomplished?) -- Suggest outgoing leaders provide incoming leaders with a detailed list of administrative responsibilities, lessons learned, status reports on ongoing projects, etc -- Regular steering committee meetings and communication about them to members gives others more opportunity to participate actively and promote agenda items and projects. It doesn't happen in component groups if leaders don't make it happen. -- Encourage focused communication (maybe between incoming and outgoing leaders along with liaisons) regarding the group's structure, procedures, current issues, and work-in-progress. -- I've relied on past leadership of the roundtable to orient me. -- I would love to hear more about how we can be developing future leaders within our groups. The appointments process still feels rather mysterious to me.</p>	6
<p>Ideas for successful ways to support and encourage young professionals to assume leadership roles in Sections and Roundtables -- Understanding how delegation of activities within a Roundtable/Section can help to foster new generations of leaders and allies within the profession -- I had a positive experience with a very communicative, helpful senior co-chair, and I think this ability to communicate face-to-face with past leaders is something the Leadership Orientation can do for new leaders. -- Input and guidance of my (senior) co-chair and that of my colleagues who have served in the position beforehand, has been invaluable. It has been the mentorship of my colleagues that has helped me find my way through the process.</p>	4
<p>Encourage Section/RT leadership to gain a thorough understanding of what their members want from their membership in the group -- Encourage leaders to get input from their group's members, should the group have some kind of agenda or is planning session proposals and having a yearly face-to-face meeting enough? -- Real leadership involves sustained communication. The biggest disappointment in chairs is they don't communicate regularly with their membership. I suggest that simple point be impressed upon incoming chairs at an orientation session as much as possible. Give your Section/RT members something to do.</p>	3

Try to have Leadership Manual distributed to leadership before the annual meeting -- Have leaders of Sections and Roundtables submit questions ahead of time	2
Online "facebook" of photos of leaders to make it easier to connect names with faces -- Connecting faces and names really helps to remove some of the intimidation for new leaders	2
A moment to actually meet and shake hands with the top SAA leadership, to hear a few words about the value of new leadership, and some words of encouragement. Many Archivists are somewhat shy when it comes to this kind of personal interaction, but a few words of personally directed support to the new folks would probably be memorable to most. -- Appreciate having the chance to interact with Nancy Beaumont and SAA's officers.	2
Get a better sense of how to develop specific trainings (free webcases, live training) and pre-conference programs within Sections/RTs that meet needs of members of those groups and aren't covered in current SAA offerings, knowing what process to use so that we can shape useful projects that don't step on SAA's toes	1
Communication from Annual Meeting TF in San Diego about anything they're considering that might affect Sections/Roundtables and a chance for those leaders to react.	1

APPENDIX B

Recommended topics and speakers for lightning talks at the 2012 LF&O in San Diego (45 minutes of a 60-minute program):

Topic 1: SAA's governance structure and how to make it work for your group.
Possible presenter(s): Nancy Beaumont

Topic 2: The Council's expectations of SAA component groups and leaders.
Possible presenter(s): Donna McCrea or Kate Theimer.
Possible content: We ask that Donna or Kate say something about the Council-appointed Working Groups and Task Forces, as these are not included in the case studies suggested below.

Topic 3: Group leaders' expectations of their Council liaisons and SAA staff.
Possible presenter(s): Hillel Arnold

Topic 4: Leadership resources within SAA and for your group.
Possible presenter(s): Terry Baxter, Beth Kaplan, or Bill Landis

Topic 5: Case Study: Challenges and successes of a roundtable leader
Possible presenter(s): Erik Moore (Research Libraries), Courtney Chartier (Archives and Archivists of Color), or Alison Stankrauff (Issues and Advocacy)

Topic 6: Case Study: Challenges and successes of a section leader
Possible presenter(s): Jennifer Waxman (Preservation) or Joyce Chapman (Description)

Topic 7: Case Study: Challenges and successes of a committee leader
Possible presenter(s): Bergis Jules (Diversity)