

# Kansas City Area Archivists Association

*The First 25 Years*

## EXECUTIVE SUMMARY

By Patsy Moss  
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# **Kansas City Area Archivists Association The First 25 Years**

## **EXECUTIVE SUMMARY**

### **Summary**

The Kansas City Archivists Association is a highly successful organization in a period of stagnation. The basic structure of the association is sound. Its financial position is strong. Yet officer and committee chair positions go empty, educational seminars are no longer held, membership numbers and meeting attendance sag. Throughout its history, membership numbers and organizational activity have ebbed and flowed, so also has statistical record-keeping. Despite incomplete records, trends show an essentially healthy association in need of energy. Analysis reveals that the period from the mid 1980s to early 1990s, was the time of the association's greatest growth and success. During that time, the association set objectives and regularly followed a simple and timely plan of activities. Meeting sites, professional programs, and social activities balanced.

This report recommends:

- Development of reasonable objectives
- A return to the simplicity and consistency which strengthened and invigorated the association during the mid 1980s to early 1990s
- A focus on new perspectives in locations and presentations of meetings while continually honoring the service of past members.

### **Analysis**

#### ***Administration***

Governance structure of senior co-chair, junior co-chair, secretary, treasurer and steering committee serves the Kansas City Area Archivists Association well. Committee structure works well. But despite the excellent organizational structure, without people to work within it, the structure fails.

#### ***Finance***

Published and/or available financial reports up to 2001 demonstrate a financially secure association. See Figure 1. Reports since 2001 are unavailable so current status cannot be determined. Dues structure works.

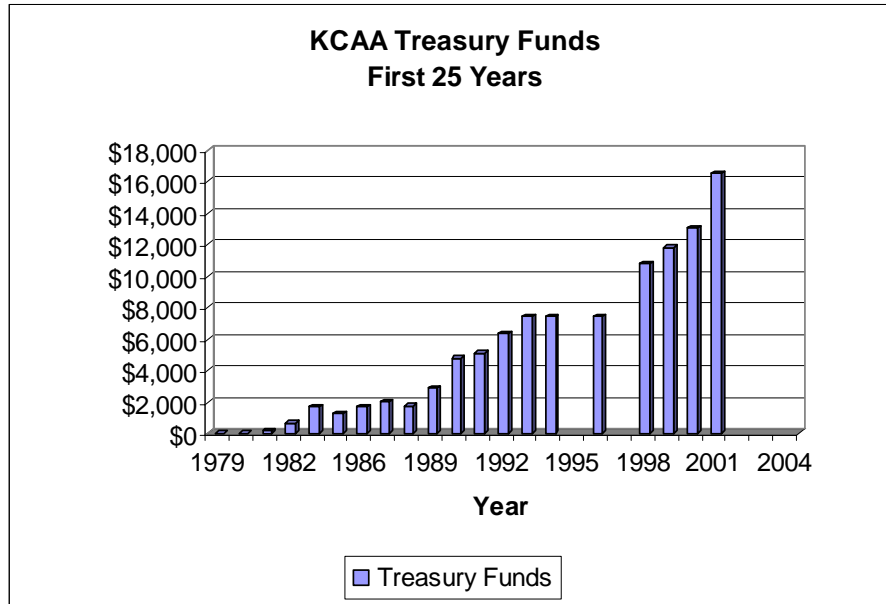


Figure 1 KCAA Treasury Funds 1978 – 2001

## **Committees**

### **Awards & Nominations Committee**

The number of awards given by the organization has fluctuated. (Figure 2) This report recommends limiting the number of awards to two per year. This is the average number throughout the 25 years. If more than two recipients are nominated and approved, two should be selected and the others held in reserve for the following year. In many regards this is a moot point as the numbers of awards are declining. Within the recommendation of simplicity and consistency, is the recommendation that two awards be given per year whether by nomination or selection. The Steering Committee needs to assure consistency.

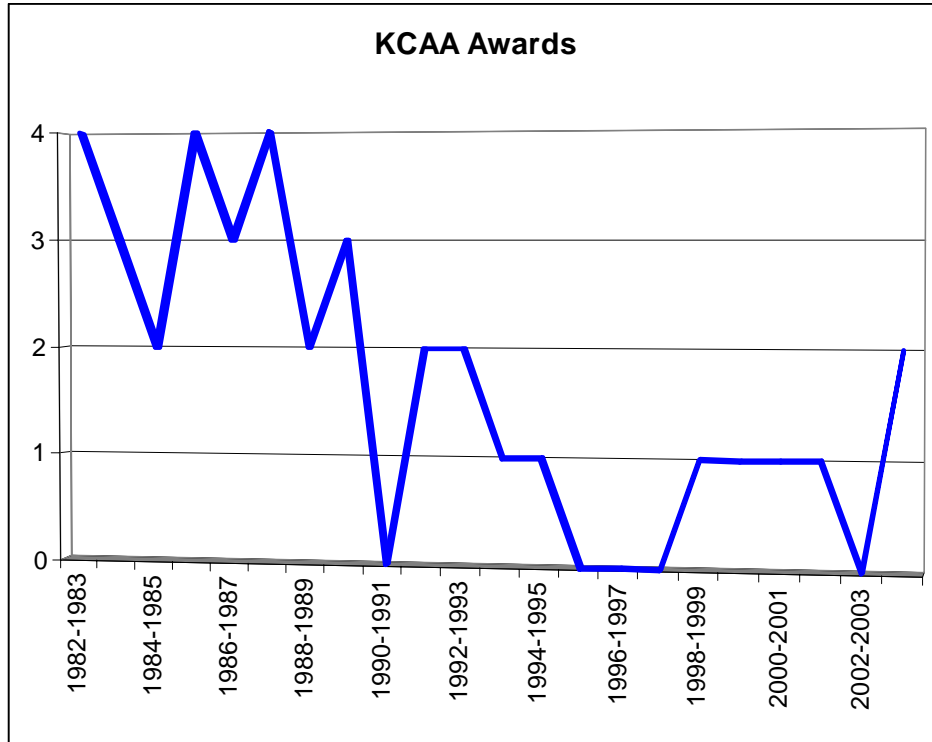


Figure 2 Kansas City Area Archivists Association Awards 1983 - 2004

It is further recommended that the Awards & Nominations Committee work with the Membership Committee to recognize long-term commitments to the association. The association has a steady membership population. I recommend acknowledging 5, 10, 15, 20, and 25 years of membership in a tangible way. Notify the recipients prior to the award. On a go-forward basis, tie the membership recognition to unbroken dues payment, for example, for each late payment, delay recognition one year. By tying the recognition to dues payment, the need for perpetual reminders may lessen. Most importantly, by acknowledging the members' consistency, the association is strengthened.

### Education Committee

Throughout the years the Education Committee has provided outstanding education to the archival community, **Table 1**. The programs are germane to association's mission, relevant to the period, and well-attended. From the amount of space devoted to programming in the association's archives, it appears that the symposia are of interest to the membership. Despite past success of educational programming, the association has failed to produce programs in recent years. If the organization can revitalize itself, presumably symposiums will again be planned and held. Or conversely, planning another symposium may serve as a stimulus to organizational revitalization.

It is noted that one archival outreach has been presented in the recent past. These appear to meet with great success. It is recommended that these outreach programs be institutionalized on an annual basis in revolving locations.

Table 1 **KCAA Educational Symposia, 1978-1998**

<b>Year</b>	<b>Program</b>
1982	<i>The Lasting Image: The Identification and Preservation of Historic Photographs</i>
1983	<i>Disaster Planning on a Budget or Shoestring</i>
1983	<i>Microfilm Symposium</i>
1984	<i>Midwest Archives Conference</i>
1985	<i>Bridging the Gap - Bringing History to the Community</i>
1986	<i>The Archivist is In</i>
1986	<i>Computer Symposium: History On-Line</i>
1987	<i>Thesaurus Workshop: Subject Headings as Finding Aids</i>
1989	<i>Mixed Up About Mixed Media and Mysterious Photographs</i>
1990	<i>Marketing History: Reaching Your Public</i>
1990	<i>Speaking of History...An Exploration of the Methods and Uses of Oral History</i>
1992	<i>Grand Granada Gala -- Alias Jimmy Valentine</i>
1992	<i>Saving the Moving Image</i>
1993	<i>And the Walls Came Tumbling Down: A Diasaster Preparedness Symposium</i>
1994	<i>The Cutting Edge: Digital Formats for Access and Presentation</i>
1995	<i>Archival Law and Order: Legal Issues in Archives and Manuscripts Collections</i>
1996	<i>Untangling the Web: Computer Access to Historical Materials</i>
1997	<i>Everything About Archives You Never Learned in Kindergarten for Archivists, Librarians, Curators and Records Managers</i>
1998	<i>ARCHIVES FROM 0 TO 1: Using digital technology to make your holdings accessible</i>

## **Membership Committee**

Available membership numbers and meeting were analyzed. Results can be seen in accompanying tables and figures. Trends can be identified. In membership numbers, those trends include:

- Maximum regional membership obtained
- Maximum regional membership numbers remain throughout its history.

In meeting attendance, trends reveal that

- Meeting attendance fluctuates on the basis of location and program; season is not a factor.
- The *new* factor in location or program increases meeting attendance.

Membership Numbers

Membership numbers were derived from minutes of the association, from the annual dinner when available, and from physically counting membership numbers in early records or in the Membership Directory. Since the numbers of members are always in flux due to the status of dues payment, a margin of error of +/- 5 members should be expected. See Table 2.

Year		Individual	Institutional	Total
1978	1979	8	0	8
1979	1980	19	0	19
1980	1981	44	0	44
1981	1982	38	0	38
1982	1983	55	0	55
1983	1984	81	0	81
1984	1985	74	4	78
1985	1986	75	4	79
1986	1987	86	6	92
1987	1988	105	10	115
1988	1989	125	11	136
1989	1990	132	18	150
1990	1991	115	19	134
1991	1992	129	27	156
1992	1993	105	24	129
1993	1994	115	18	133
1994	1995	108	16	124
1995	1996	126	18	144
1996	1997	141	19	160
1997	1998	130	27	157
1998	1999	151	34	185
1999	2000	111	40	151
2000	2001	141	31	172
2001	2002	138	31	169
2002	2003	118	28	146
2003	2004	114	36	150

**Table 2 KCAA Membership, 1978-2004**

When graphed, Figure 3 and Figure 4, the numbers reveal that from its creation, KCAA membership climbed fairly steadily to reach a peak of 156 in 1991-1992. Membership then seemed to rollercoaster.



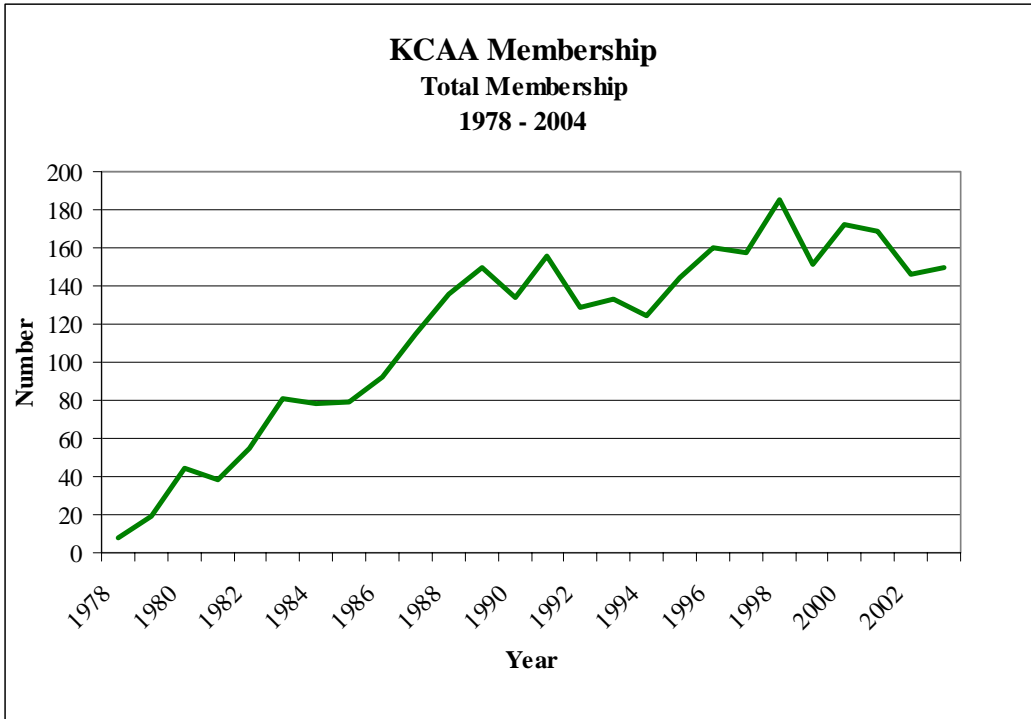


Figure 3 KCAA Membership Total Membership, 1978-2004

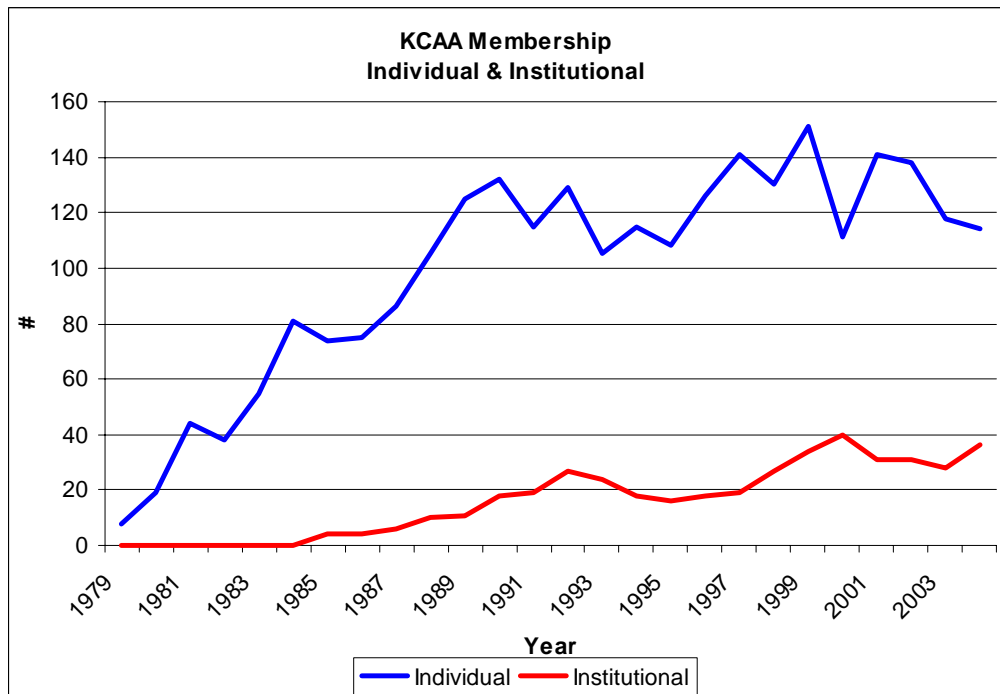


Figure 4 KCAA Individual & Institutional Memberships, 1978-2004

When five-year averages are tallied, however, as in Table 3, the rollercoaster disappears. After the steep incline a very slow but steadily upward moving plane appears, Figure 5 and Figure 6. The conclusion is that KCAA membership has nearly reached its maximum in the region, but needs to be maintained.

<b>Year</b>	<b>Individual</b>	<b>Institutional</b>	<b>Total</b>
1978 1979	8	0	8
1979 1980	19	0	19
1980 1981	44	0	44
1981 1982	38	0	38
1982 1983	0	0	55
	<b>21.8</b>	<b>0.0</b>	<b>32.8</b>
1983 1984	81	0	81
1984 1985	74	4	78
1985 1986	75	4	79
1986 1987	86	6	92
1987 1988	105	10	115
	<b>84.2</b>	<b>4.8</b>	<b>89.0</b>
1988 1989	125	11	136
1989 1990	132	18	150
1990 1991	115	19	134
1991 1992	129	27	156
1992 1993	105	24	129
	<b>121.2</b>	<b>19.8</b>	<b>141.0</b>
1993 1994	115	18	133
1994 1995	108	16	124
1995 1996	126	18	144
1996 1997	141	19	160
1997 1998	130	27	157
	<b>124.0</b>	<b>19.6</b>	<b>143.6</b>
1998 1999	151	34	185
1999 2000	111	40	151
2000 2001	141	31	172
2001 2002	138	31	169
2002 2003	118	28	146
2003 2004	114	36	150
	<b>128.8</b>	<b>33.3</b>	<b>162.2</b>

**Table 3 KCAA 5-Year Average Memberships - Individual & Institutional**

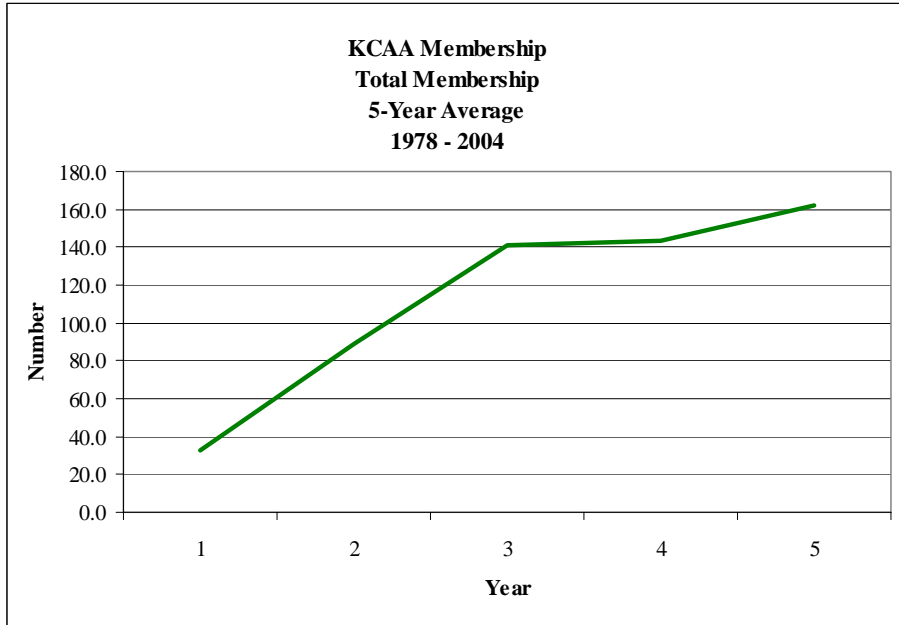


Figure 5 KCAA 5-Year Average Total Memberships, 1978-2004

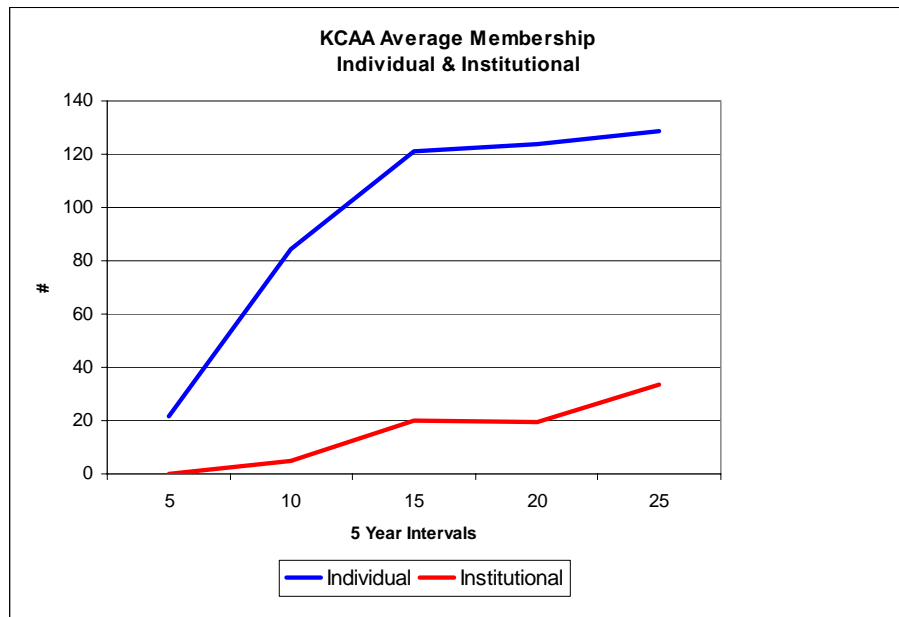


Figure 6 KCAA 5-Year Average Memberships - Individual & Institutional

### Meeting Attendance

Of the approximately 100 meetings of the KCAA in its first 25 years, meeting attendance was recorded for 26 regular membership meetings. Since an average of three regular membership meetings were held each year, the representative sample is 1 in 3. Given the lack of complete records, conclusions are generalized based on those records.

- Average attendance is 20

- From the association's inception, trend line indicates a significant increase in attendance could be expected. (See Figure 7)
- Taking into account the rapid increase in membership in the early years, the first few years may not be indicative. Figure 8 eliminates the years prior to 1981, the year chosen to represent the association's stability as evidenced by publication of the first Membership Directory.
- Figure 8 indicates expectation for a relatively stable expected attendance, but one slightly higher than the average attendance of 20.
- Figure 9 demonstrates that seasonality is not a primary factor in meeting attendance. Although 25% fewer people may attend meetings in winter, the trend remains near 20.

Table 4 is a detailed listing of meetings with recorded attendance sorted by highest number of attendees. Annual Dinners are factored out. In membership meetings with recorded attendance, the most popular meetings appear to be those:

- with an informational program transferable to members’ institutions, or
- a “new”-association, i.e., one recently in the news and/or newly opened or new to the membership.

I recommend the association consider holding one meeting per year outside the “inner circle” of the Kansas City – Lawrence area in order to demonstrate inclusiveness to regional members. The commitment may also increase attendance due to the *new* factor.

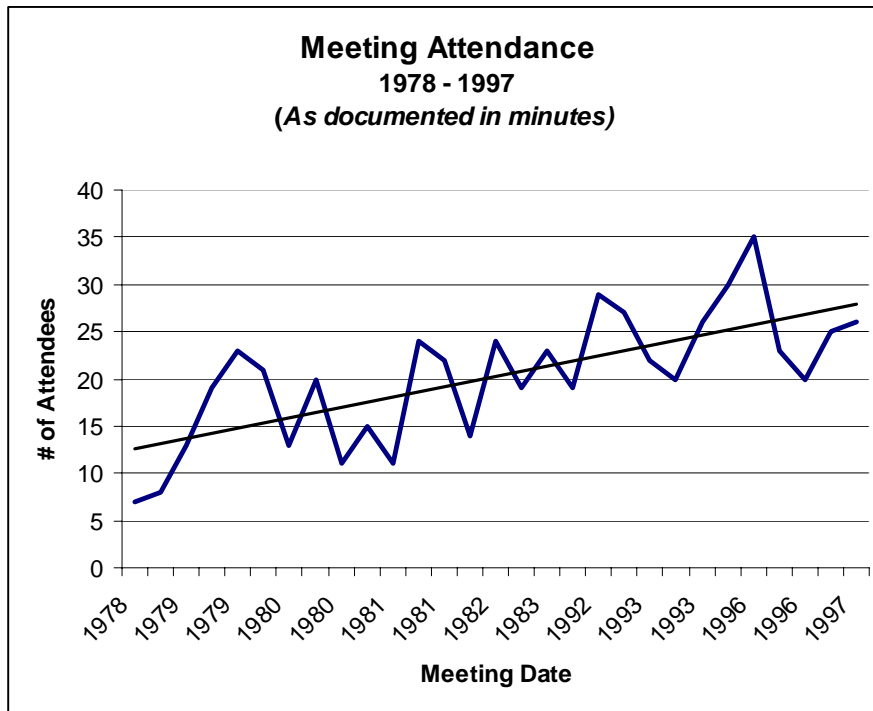


Figure 7 Meeting Attendance, 1978-1997, with Trend line

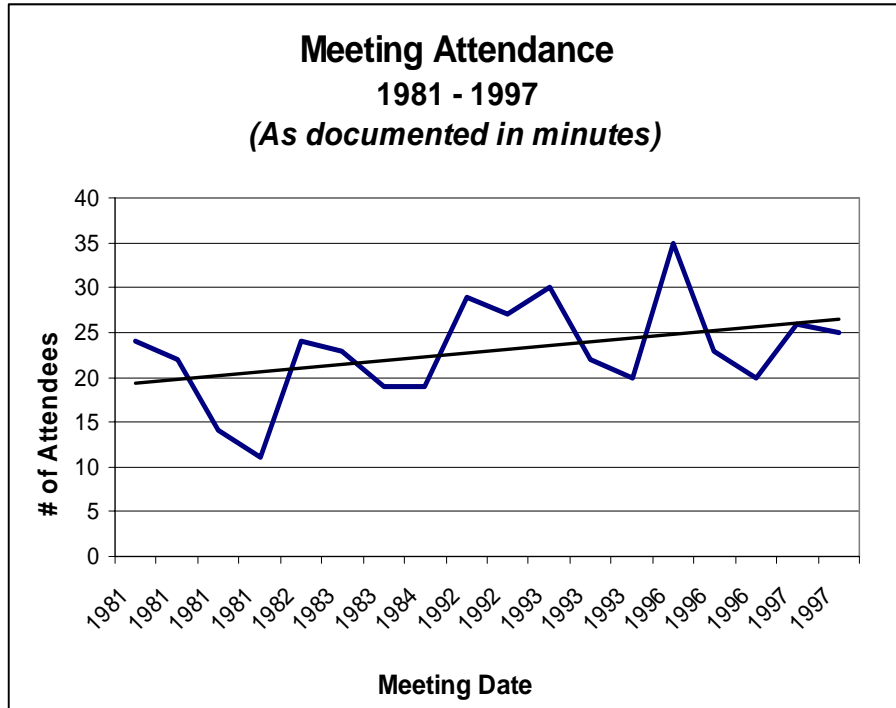


Figure 8 Meeting Attendance, 1981-1997 with Trend line

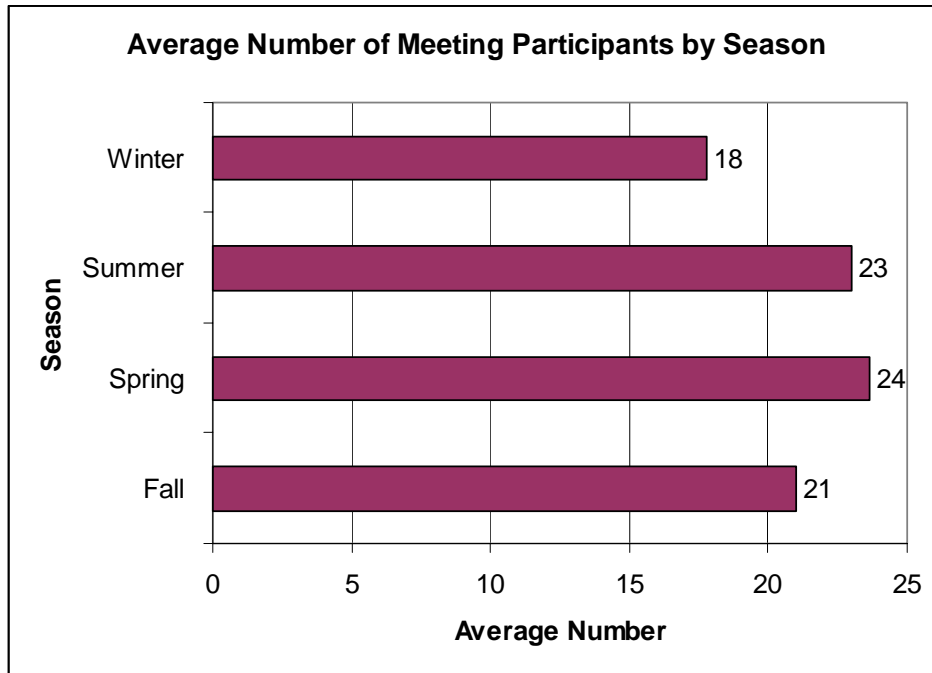


Figure 9 Average Number of Meeting Participants by Season

**Table 4 Meeting Attendance Detail for Meetings with Recorded Attendance**

<b>Year</b>	<b>Mon</b>	<b>#</b>	<b>Location</b>	<b>City</b>	<b>ST</b>	<b>Program</b>
1996	Mar	35	Linda Hall Library	Kansas City	MO	Demonstration of the Leonardo information system
1993	Dec	30	Reorganized Church of Latter Day Saints' Temple	Independence	MO	Electronic Technology: Standardization vs. Historical Content, Attitudes
1992	Sep	29	Johnson County Archives & Records	Olathe	KS	Tour of Archives
1992	Dec	27	Steamboat Arabia Museum	Kansas City	MO	Tour and history
1997	Mar	25	Haskell Indian Nations University	Lawrence	KS	History of Haskell and the Frank A. Rinehart Collection of glass plates
1981	May	24	Hallmark Cards	Kansas City	MO	Antique Card and Photograph Collections
1982	Aug	24	Loose Park	Kansas City	MO	Second Annual Summer Picnic
1979	Oct	23	Liberty Memorial	Kansas City	MO	Tour of Liberty Memorial & Presentation on Oral History Project at JCCC
1983	Mar	23	Church of the Nazarene Headquarters	Olathe	KS	Three Years at the Nazarene Archives
1996	Sep	23	Kenneth Spencer Research Library	Lawrence	KS	Security issues for manuscript repositories
1981	Sep	22	Federal Archives & Records Center	Kansas City	MO	Improvements in Preservation Operations
1993	Mar	22	Northwest Missouri Genealogical Society	St. Joseph	MO	Trolley Tour of St Joseph, Missouri
1980	Feb	21	UMKC Library	Kansas City	MO	Tour of the Archives office and materials; Underground storage at the Space Center
1980	Aug	20	Kansas State Historical Society	Topeka	KS	Tour of Kansas State Historical Society
1993	Sep	20	Lanesfield School	Edgerton	KS	Interpretation of the Site and Surroundings
1996	Dec	20	Unity School of Christianity	Lee's Summit	MO	History and tour of Unity School of Christianity Archives and Library
1979	Jun	19	Truman Presidential Library	Independence	MO	Truman Archival Program Description and Tour
1983	Jan	19	?			Mid-winter Blahs Party
1984	Oct	19	Linda Hall Library	Kansas City	MO	History of Science Collection -- Archives Experiences, British Museum in London
1980	Nov	15	Kansas Collection, Spencer Library, University of Kansas	Lawrence	KS	Tour of University Archives, Special Collections, and the Kansas Collection
1981	Dec	14	Wyandotte County Museum	Bonner Springs	KS	Graduate Training Programs
1979	Feb	13	Federal Archives	Kansas City	MO	Tour of the Archives
1980	May	13	Church of the Nazarene Archives	Olathe	KS	Tour of Office and Archives
1980	Oct	11	Western Historical Manuscripts Collection	Kansas City	MO	Presentation of Western Historical Manuscripts Collection
1981	Feb	11	St. Luke's Hospital Archives	Kansas City	MO	Tour of St. Luke's Hospital Archives; presentation on progress and future goals
		20	= Average Attendance			

### Meeting Locations

In 25 years, KCAA has held approximately 100 meetings and maintained records for 97. Of those 97 recorded meetings, 47 have been held in Kansas; 50 in Missouri.

In Kansas in those 25 years, KCAA met in:

- Lawrence, thirteen times
- Topeka, nine times
- Bonner Springs, five times;
- Olathe, five times
- Kansas City, four times
- Overland Park, three times
- Leavenworth, twice
- Lenexa, once
- Baldwin once
- Edgerton, once
- Pittsburg, once
- Shawnee, once
- Westwood, once

In Missouri in those 25 years, KCAA met in:

- Kansas City, thirty-four times
- Independence, eight times
- Lee's Summit, three times
- Columbia, once
- Liberty, once
- Parkville, once
- St. Joseph, once
- Sugar Creek, once

Figure 10 and Figure 11 express these numbers graphically.

Location, however, must be considered not only by city and state but by the organization that hosted the meeting. The degree of diversity breaks down somewhat through the organizational parsing. (Table 5, Figure 12) It is recommended that KCAA consider holding more meetings at a greater variety of locations.



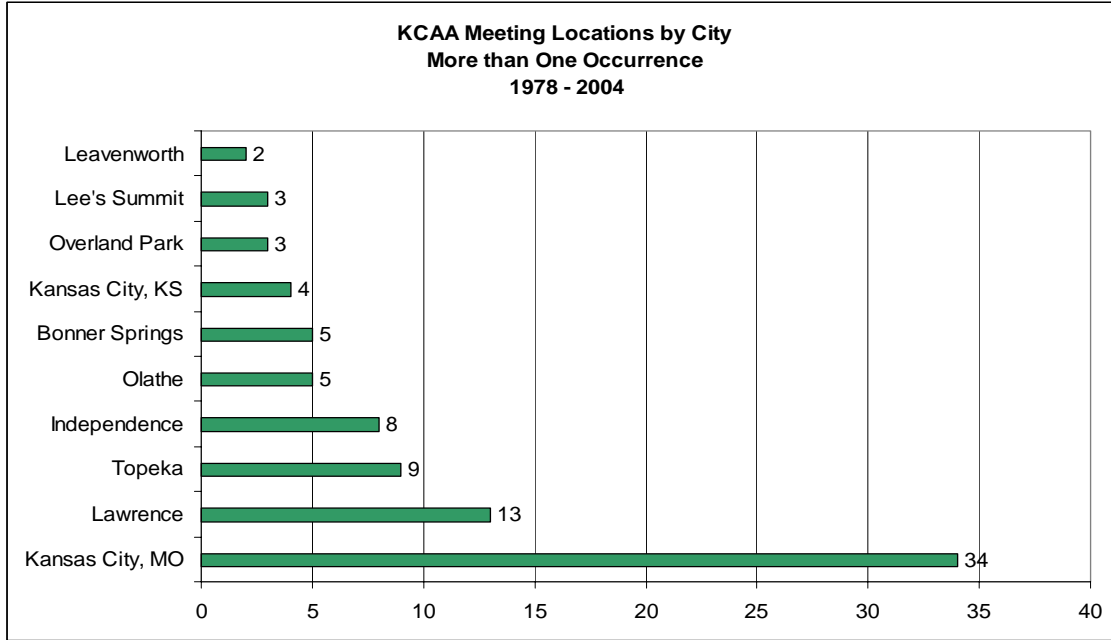


Figure 10 KCAA Meeting Locations by City

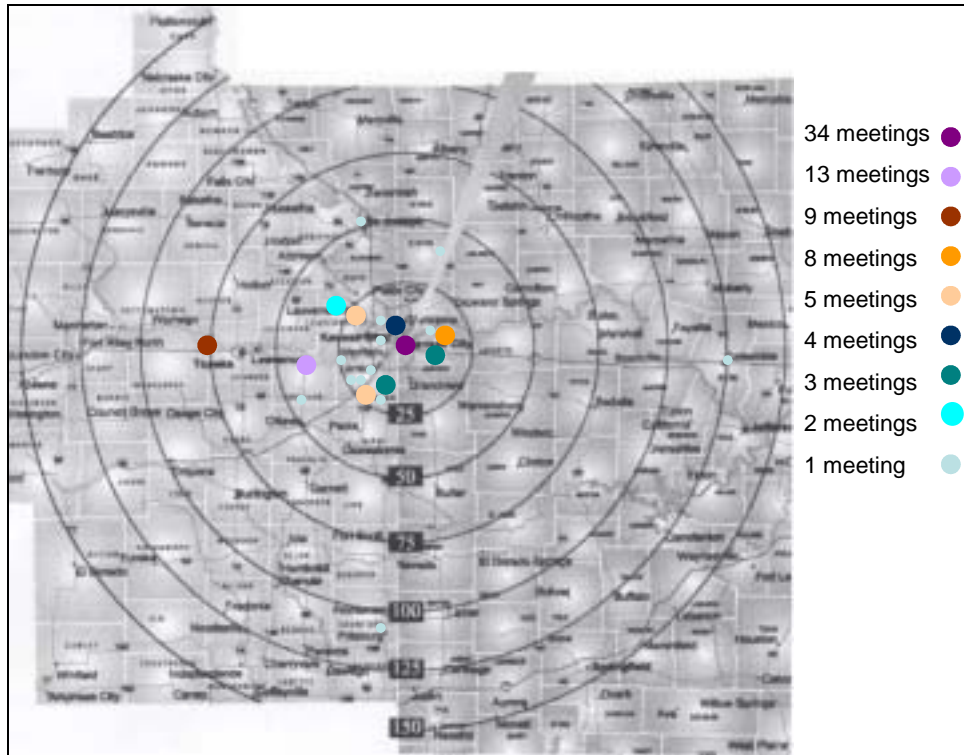


Figure 11 KCAA Locations by City within Regional Map

**Table 5 KCAA Meeting by Organizational Location, 1978-2004**

<b>ORGANIZATION</b>	<b>MEETINGS HELD</b>
Spencer Research Library, University of Kansas	6
Kansas State Historical Society	4
Liberty Memorial	4
Western Historical Manuscripts Collection / University of Missouri - Kansas City University Archives	4
Wyandotte County Museum	4
Federal Archives & National Archives and Record Administration	3
Church of the Nazarene Archives	2
Hallmark Cards Archives	2
Harry S Truman National Historic Site	2
Jackson County Historical Society	2
Johnson County Archives & Records	2
Kansas City Museum	2
Kansas City Public Library	2
Kansas Museum of History	2
Linda Hall Library	2
Reorganized Church of Latter Day Saints' Temple Archives	2
Steamboat Arabia Museum	2
Truman Presidential Library	2
Baker University	1
Bruce R. Watkins Cultural Heritage Center	1
Clendenning Medical History Library, University of Kansas Medical Center / University of Kansas Medical Center Archives	1
Elizabeth M. Watkins Community Museum, Douglas County Historical Society	1
Fort Leavenworth Army Museum	1
Haskell Indian Nations University	1
Johnson County Central Resource Library	1
Johnson County Museum of History	1
Kansas City Parks & Recreation Archives	1
Kansas Geological Survey	1
Kansas University Alumni Center	1
Lanesfield School	1
Leonard A. Axe Museum	1
Mahaffie House	1
McAfee Memorial Library, Park College	1
Menninger Foundation Archives	1
National Archives and Records Administration, Lee's Summit	1
Northwest Missouri Genealogical Society	1
Robert J. Dole Institute of Politics	1
Save-A-Connie Museum	1
St. Luke's Hospital Archives	1
UMKC Library	1
Unity School of Christianity	1
University of Missouri - Columbia	1
William Jewell College	1

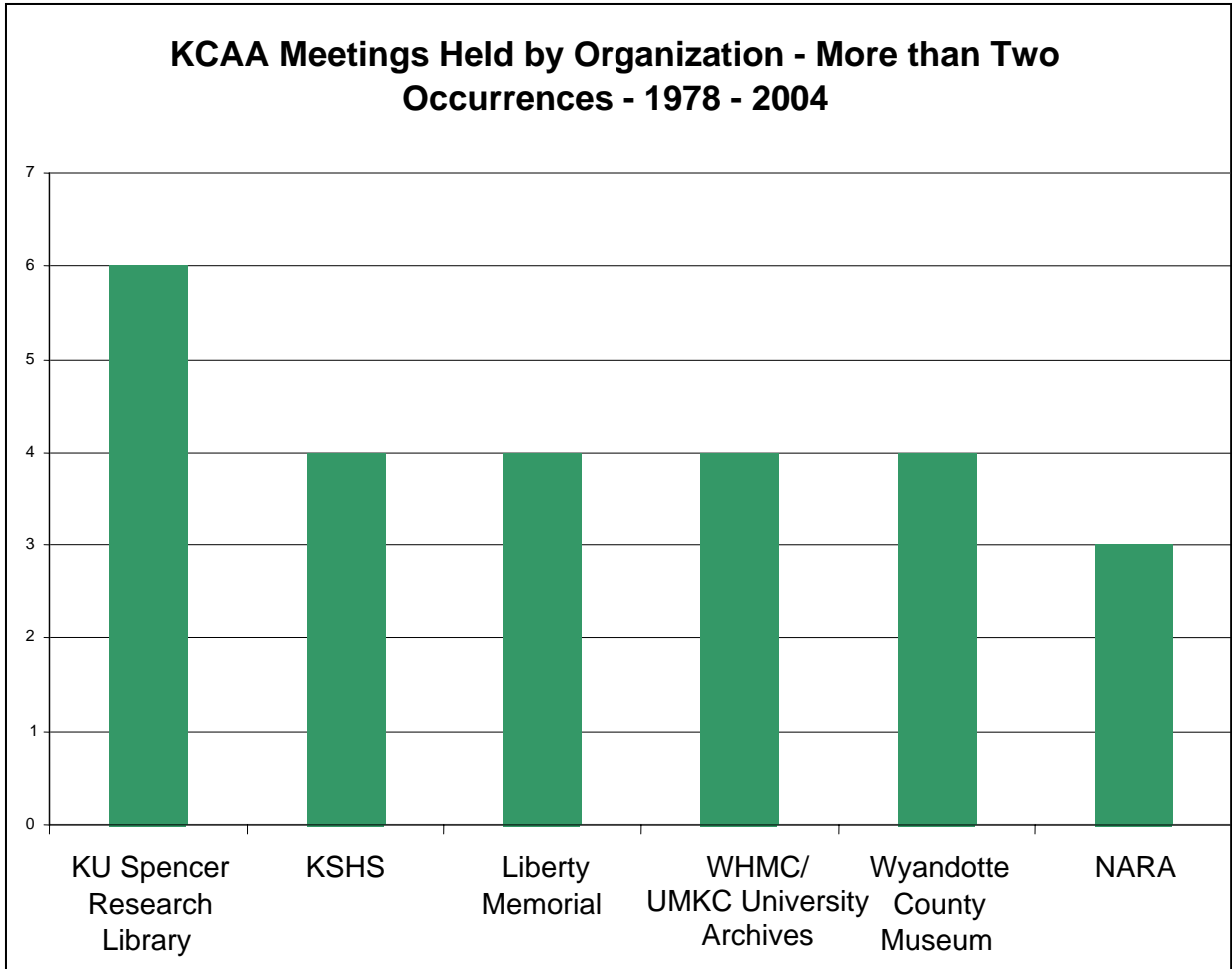


Figure 12 KCAA Meetings Held by Organization, 1978-2004  
More than Two Occurrences

**Newsletter Committee**

The newsletter is the voice of the organization and needs to be heard. In the early, growing years of the association, the newsletter was published regularly. In the mid-1980s it was established as a quarterly communication whose publication was tied to meeting dates. As the quality and size of the newsletter has grown, its regularity declined (Table 6). Thus, the voice of the association has often been silent. This lack of communication through inconsistent newsletter publication is perhaps the greatest weakness of the current association. All analysis reveals the time of greatest organizational strength to be the mid-1980s to the early 1990s. The newsletter was published on schedule during that time frame. In the 1990s, newsletter publication became increasingly intermittent. I perceive this as cause and effect. Lack of communication yields lack of commitment which translates to lack of energy. There is no doubt that the quality of the newsletter in the 1990s is excellent, but it can be argued that dependability is of greater importance than quality. The numbers in other sections of

this analysis argue the importance of dependability over quality. I recommend a simple newsletter published on a quarterly basis to include timely publication of minutes and a firm “save the date” calendar of upcoming meetings. KCAA meetings and events should be listed separately from other archival organizations on such a calendar. The quality articles can be saved for perhaps an annual on-line journal whose timely publication would not be essential.

Table 6 KCAA Newsletter Publication Dates, 1981-2004

VOL.	NO.	MONTH	YEAR
Vol. 1	No. 1	Apr	1981
Vol. 1	No. 2	Jun	1981
Vol. 1	No. 3	Aug	1981
Vol. 1	No. 4	Oct	1981
Vol. 2	No. 1	Jan	1982
Vol. 2	No. 2	Mar	1982
Vol. 2	No. 3	May	1982
Vol. 2	No. 4	Aug	1982
Vol. 2	No. 5	Oct	1982
Vol. 3	No. 1	Feb	1983
Vol. 3	No. 2	Apr	1983
Vol. 3	No. 3	Aug	1983
Vol. 3	No. 4	Oct	1983
Vol. 4	No. 1	Feb	1984
Vol. 4	No. 2	May	1984
Vol. 4	No. 3	Aug	1984
Vol. 4	No. 4	Oct	1984
Vol. 5	No. 1	Jan	1985
Vol. 5	No. 2	No Date	1985
Vol. 5	No. 3	Aug	1985
Vol. 5	No. 4	Oct	1985
Vol. 6	No. 1	Feb	1986
Vol. 6	No. 2	Apr	1986
Vol. 6	No. 3	Sept	1986
Vol. 6	No. 4	Dec	1986
Vol. 7	No. 1	Mar	1987
Vol. 7	No. 2	Jul	1987
Vol. 7	No. 3	Oct	1987
Vol. 7	No. 4	Jan	1988
Vol. 7	No. 4	Mar	1988
Vol. 8	No. 1	Jun	1988
Vol. 8	No. 2	Oct	1988

VOL.	NO.	MONTH	YEAR
Vol. 8	No. 3	Feb	1989
Vol. 8	No. 4	Apr	1989
Vol. 9	No. 1	Jul	1989
Vol. 9	No. 2	Oct	1989
Vol. 9	No. 3	Jan	1990
Vol. 9	No. 4	Apr	1990
Vol. 10	No. 1	Summer	1990
Vol. 10	No. 2	Fall	1990
Vol. 10	No. 3 – 4	Winter – Spring	1991
Vol. 11	No. 1	?	
Vol. 11	No. 2	Oct – Dec	1991
Vol. 11	No. 3	Jan – Mar	1992
Vol. 11	No. 4	Apr – Sep	1992
Vol. 12	No. 1	Apr – Sep	1992
Vol. 12	No. 2	?	1992
Vol. 12	No. 3 – 4	Jan – Jun	1993
Vol. 13	No. 1	Jul – Oct	1993
Vol. 13	No. 2	Nov – Feb	1993
Vol. 13	No. 3	1993- 1994	1993
Vol. 13	No. 4	?	1993
Vol. 14	No. 1	?	1994
Vol. 14	No. 2	?	1994
Vol. 14	No. 3	?	1994
Vol. 15	No. 1	Apr	1995
Vol. 15	No. 2	On-Line	1995

VOL.	NO.	MONTH	YEAR
Vol. 15	No. 3	On-Line	1995
Vol. 16	No. 1	On-Line	1996
Vol. 16	No. 2	On-Line	1996
Vol. 16	No. 3	1996- 1997	1996
Vol. 17	No. 1	On-Line	1997
Vol. 17	No. 2	1997- 1998	1997
Vol. 17	No. 3	1997- 1998	1997
Vol. 18	No. 1	Incl. 1999	1998
Vol. 18	No. 2	Incl. 1999	1998
Vol. 18	No. 3	Incl. 1999	1998
Vol. 18	No. 4	Incl. 1999	1998
Vol. 19	No. 1 - 2	1999 – 2000	1999
Vol. 19	No. 3	1999- 2000	1999
Vol. 20	No. 1	Spring	2001
Vol. 20	No. 2	Fall	2001
Vol. 20	No. 3	Winter	2001
Vol. 21	No. 1	Spring	2002
Vol. 21	No. 2	On-Line	2001
Vol. 21	No. 3	On-Line	2001
Vol. 22	No. 1	On-Line	2002
Vol. 23	No. 3	Winter	2003

## **Virtual Communication**

Not a committee, but perhaps important enough to warrant one, is the virtual communication established in the late-1990s through the website and the list serve. The website is located at <http://www.umkc.edu/KCAA/>; the list serve at <http://www.umkc.edu/KCAA/KCAAList/Listserv.htm>. The website and list serve could be the replacement or enhancement to the newsletter. The website is not so much a voice of the association as a view into it. Although the website, list serve, and email communication have the potential to effectively replace a hard copy newsletter, the information superhighway still bypasses smaller sites. The membership's various access levels must be balanced. KCAA might spend time polling the membership for a vision how best to enhance an association dedicated to preserving the past through the technology of the future.

## **Recommendations**

In 1986, the Kansas City Area Archivists Association formulated several objectives:

- Four regular quarterly meetings on the first Thursdays of:
  - September – business with educational presentation
  - December – business and social gathering
  - March – business with educational presentation
  - June – annual business meeting
- Announcements sent prior to each meeting
- Quarterly newsletter mailed a few weeks following each meeting
- Steering committee meetings two weeks prior to quarterly meetings

Those objectives appear to have been followed in the mid-1980s. According to analysis detailed above, during the mid-1980s, the association experienced its greatest growth and activity. The newsletter was only a few pages long, but simple and straightforward. Symposia were directed toward archival issues.

About 1990-1991, KCAA newsletters became longer but more infrequent. Symposia became more complicated. Again, analysis shows a decline in the association's membership about the same time. I do not believe this to be coincidence. The Kansas City Area Archivists Association is most successful when it keeps its objectives simple and meets those objectives. I strongly recommend that KCAA re-assess and define reasonable goals.

### ***Administration***

Governance Structure sound. No recommendations.

### ***Finance***

Financial Status appears sound. No recommendations.

## **Committees**

### **Awards Committee**

- Steering committee should assure that two awards be given each year
- Longevity of membership should be honored and tied to dues structure

### **Education Committee**

The Education Committee is an excellent committee in need of revitalization. No specific recommendations. It is presumed that as the association itself revitalizes so too will the Education Committee.

### **Membership Committee**

Membership is relatively stable, but efforts need to be made to increase meeting attendance. I recommend the association:

- Hold one meeting per year outside the “inner circle” of the Kansas City – Lawrence area in order to demonstrate inclusiveness to regional members.
- Look for a *new* factor in meeting location and program

### **Newsletter Committee**

Recommend a simple quarterly newsletter with housekeeping notices:

- Meeting dates and locations a year in advance
- Meeting minutes
- Additional materials that can reasonably be submitted and published within publication schedule

## **General Recommendations**

- Establish an advisory board of the members who have remained at the core of the association for the past 25 years
  - New officers should meet with advisory board within one month after election
  - Advisory board should be on-call for new officers as a mentorship experience
    - This will allow
      - Participation by experienced members without major time commitment
      - Mentoring of inexperienced members to assure consistent quality
      - Leadership training
  - Advisory board can include emeritus members
  - Advisory board annually polls itself to establish emeritus members and new members. Emeritus status voluntary and non-permanent. New members can be added to advisory board on simple majority vote of existing members.
  - Advisory board members may hold current board positions, but a time frame should be established so that hard workers do not burn out. That

is, there should be a mandatory sabbatical period every five to seven years where an active member “retires” for two years. They do not serve on current board, any committees, or on the advisory board. They belong simply as members. After two years, the member can again serve in any capacity with the associations.

- Not only will this sabbatical period prevent burn-out, it will bring a fresh perspective.
- Even if the member on sabbatical is part of a supporting archival institution, arrangements need to be made a year in advance for duties to be transferred to another archival institution throughout the sabbatical.<sup>1</sup>
- Members on sabbatical are not advisory board members.
- Sale of items such as t-shirts and publications generate excitement within the association, name recognition outside the association, and improve the association’s financial stability. It would be advisable if such motivators can be incorporated regularly into new goals, if such goals can be realistically met.
- Technological issues, particularly in regard to communication, should be analyzed.

The Kansas City Area Archivists Association is a remarkable one. It is well-structured and organized. The Association has accomplished an admirable amount of work in its 25 years, uniting the archival community and professionalizing it. KCAA needs to refresh itself in preparation for another 25 years of excellence.

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<sup>1</sup> The exception is archival materials – Western Historical Manuscripts Collection-Kansas City will still receive items for processing.