

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

**Report to the SAA Foundation:  
Update on FY12 Grant-Funded Projects**  
(Prepared by SAA Executive Director Nancy Beaumont, SAA Director of  
Publishing Teresa Brinati, and SAA Director of Education Solveig De Sutter)

**BACKGROUND**

In May 2011, the SAA Council requested funding from the SAA Foundation for projects related specifically to the Foundation's mission and funding priorities on behalf of the profession (publications, education, and scholarship). The SAA Foundation Board approved the SAA Council's request for funding, and the SAAF grant was incorporated into SAA's FY12 adopted budget.

Foundation funds were allocated to specific programs for specific projects. This report—which will also be submitted to the Foundation Board of Directors—provides an update on development of the next iteration of the Archival Fundamentals Series, on development of the Digital Archives Specialist continuing education offerings, on the 2012 Mosaic Scholarship, and on SAA representation at the ICA SPA 2011 meeting, as detailed in Motion 3 of the May 2011 Council meeting minutes:

THAT funding in the amount of \$38,775 be requested from the SAA Foundation to support the following projects that are within the scope of the Foundation's mission:

- \$30,425 from the Linda J. Henry Fund to support development of the next iteration of the Archival Fundamentals Series (\$20,325) and research and development of the Digital Archives Specialist continuing education offerings (\$10,100);
- \$5,000 from the Mosaic Scholarship Fund to support the second of two Mosaic Scholarships to be awarded in 2012; and
- \$3,350 from the Margaret Cross Norton Fund to support SAA representation at the International Council on Archives Section of Professional Associations (ICA SPA) 2011 meeting.

## **Report: *Archival Fundamentals Series II* / Fundamental Change Working Group**

<b>Grant received:</b>	<b>\$20,325.00</b>	
<b>Expenditures to date:</b>	<b>\$6,788.30</b>	<b>Member travel and accommodations</b>
	<b>\$981.54</b>	<b>Business meals</b>
	<b>\$150.00</b>	<b>Meeting room rental</b>
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	<b>\$7,919.84</b>	<b>Total</b>

*N.B.: This is the final report for this fiscal year. The expenditures listed above were originally reported in January. There have been no additional expenditures. Therefore, \$12,405.16 in grant money will not be expended.*

With assistance from the SAA Foundation's Linda J. Henry Fund, the SAA Fundamental Change Working Group held its first meeting in Chicago from November 4 to 6, 2011, to begin research and development on the next iteration of the best-selling *Archival Fundamentals Series II*.

The eleven-member working group is composed of a mix of members from the Publications Board and *The American Archivist* Editorial Board: Peter Wosh (New York University), Tom Frusciano (Rutgers University), Nicole Milano (AFS Intercultural Programs, Inc.), Michael Shallcross (Bentley Historical Library), Gregory Hunter (Long Island University), Paul Conway (University of Michigan), Donna McCrea (University of Montana), Christopher Prom (University of Illinois at Urbana-Champaign), Nancy Beaumont (Executive Director), and Teresa Brinati (Director of Publishing). The group is chaired by SAA Immediate Past President Helen Tibbo (University of North Carolina, Chapel Hill).

The working group focused on short- and long-term product development, including a modular approach to content and the possibility of implementing distribution options that would include eBooks. The proposed approach to delivering information involves discrete modules, like chapters in a book, that will communicate foundational archival knowledge. Unlike chapters, however, they will be conceived and written as stand-alone pieces.

The first modules to be produced will complement and fill in subject gaps in the existing titles in the seven-volume *Archival Fundamentals Series II*, which were published between 2004 and 2010. Completed modules will be available for purchase in print and/or electronic formats. We anticipate that users would combine these modules in various configurations to produce their own products. We hope that this new and modular approach to content distribution will provide the association with a more nimble and sustainable publishing model in a rapidly changing market.

Since March, the Publications Board has focused on implementing the "Fundamental Change" project. The modular approach is a work in progress and there are many details to

work out regarding editorial oversight, the universe of content, print and electronic production, and distribution.

The first three modules have been commissioned around the theme of arrangement and description. Christopher Prom and Tom Frusciano will serve as the editors of these modules. Gordon Daines (Brigham Young University), Daniel Santamaria (Princeton University), and Sibyl Schaefer (Rockefeller Archive Center) / Janet Bunde (New York University) have agreed to prepare modules on “Processing Digital Materials,” “Selecting and Implementing Archival Access Systems,” and “Standards for Arrangement and Description” (respectively). Work is underway and is following a very tight schedule, with an ambitious goal of having at least one of the modules available at the SAA Annual Meeting in August.

The next planned modules will address digital preservation and appraisal.

The Fundamental Change Working Group and SAA are grateful for the Foundation’s willingness to fund this important project, which will enable SAA to ensure that archivists have ready access via various formats to both “classic” and leading-edge information in the fundamentals of archival practice.

## **Report: Digital Archives Specialist Curriculum Development**

<b>Grant Received:</b>	<b>\$10,100.00</b>	
<b>Expenditures:</b>	<b>\$850.00</b>	<b>Examination development for existing courses</b>
	<b>\$7,250.00</b>	<b>New course development</b>
	<hr/>	
	<b>\$8,100.00</b>	<b>Subtotal</b>

With assistance from the SAA Foundation’s Linda J. Henry Fund, development of SAA’s Digital Archives Specialist Curriculum (DAS) began in July 2011 and is progressing rapidly. To date (as of late May 2012), more than 800 individuals have benefited from courses in the DAS curriculum and 296 already have committed to pursuing a DAS certificate!

To date, we have contracted with and paid small honoraria to the developers of existing courses to prepare examination questions and answers for those courses:

1. Basic Electronic Records
2. Basics of Managing Electronic Records: Getting You Started
3. Thinking Digital
4. Beginner’s Guide to Metadata
5. Electronic Records and Archives: The Next Step
6. Essentials of Digital Repositories
7. Digital Archives and Libraries
8. Achieving Email Account Preservation with XML
9. Archival Content Management Systems
10. Preservation Options of PDF

## 11. Managing Electronic Records in Archives and Special Collections

As of the drafting of this report, development of seven new DAS courses is complete:

1. Standards for Digital Archives
2. Digital Curation: Creating an Environment for Success
3. Preserving Digital Archives: Concepts and Competencies
4. Digital Repositories
5. Information Architecture
6. Legal Issues in Digital Archives
7. Appraisal of Electronic Records

Development of four new courses will be completed by the end of May 2012:

1. Arrangement and Description of Electronic Records
2. Developing Specifications and RFPs for Recordkeeping Systems
3. Inreach and Outreach for Digital Archives
4. Digital Forensics

The \$7,250 already spent for development of courses includes the seven completed courses and a portion of the four courses still to be completed. We anticipate that the \$2,000 balance from the grant will be expended for the remaining new courses before the end of FY 2012.

A final report on this Foundation-funded grant project will be made available to the Foundation Board in late June.

### **Report: 2011 Mosaic Scholarship**

**Grant Received:           \$5,000.00**

**Expenditures:           \$5,000.00   Scholarship awarded July 11, 2011**

The Mosaic Scholarship was created by the SAA Council in August 2008 to advance SAA's Diversity strategic priority: "To provide financial and mentoring support to minority students pursuing graduate education in archival science, to encourage students to pursue a career as an archivist, and to promote the diversification of the American archives profession. The award is given to applicants who demonstrate excellent potential for scholastic and personal achievement and who manifest a commitment both to the archives profession and to advancing diversity concerns within it."

The Mosaic Scholarship Fund was established as one of SAA's "Special Funds," which were transferred to the SAA Foundation with its incorporation in July 2011.

Six individuals have been awarded a Mosaic Scholarship: two in 2009 (both out of SAA operations as the fund was being established), two in 2010 (both out of SAA operations to allow the fund to continue to grow), and – with many thanks to the SAA Foundation – two in 2011 (one out of SAA operations and one out of the Foundation's Mosaic Scholarship Fund).

The Foundation's funding was used in 2011 to support the graduate education of Rose Chou of San Jose State University. Chou is a master of library and information science student, specializing in archives. Her goal is to work in an archives of color and use emerging technologies to expand the visibility and accessibility of archival materials and the many voices contained in them. As vice president of AHANA Leadership Council, the undergraduate student government for students of color at Boston College, she fought for the administration to implement a hate crime protocol, to diversify the core curriculum to include non-Western history perspectives, and to include sexual orientation in the university's statement on nondiscrimination.

Going forward, the SAA Foundation Board of Directors will determine the number of Mosaic Scholarships to be awarded each year. The SAA Awards Committee's Mosaic Scholarship Subcommittee will continue to administer the selection process.

### **Report: SAA Representation at ICA SPA 2011 Meeting**

**Grant Received:           \$3,350.00**

**Expenditures:           \$1,653.66 Member travel and business meals**  
**\$908.67 Registration (includes lodging)**  
**-----**  
**\$2,562.33 Total**

*N.B.: Given that the total expense was \$2,562.33, a total of \$787.67 in grant money will not be expended.*

With funding from the SAA Foundation's Margaret Cross Norton Fund, SAA President Gregor Trinkaus-Randall (2011-2012) represented the Society at the International Council on Archives Section of Professional Associations conference in Edinburgh, Scotland, August 31 – September 3, 2011.

Originally established from the estate left to SAA by Margaret Cross Norton, the Norton Fund was housed within SAA's "Special Funds," which were transferred to the SAA Foundation with its incorporation in July 2011. The Norton Fund historically was tapped by SAA to support representation at international conferences.

Trinkaus-Randall was invited to present a paper in the ICA SPA session on Managing Associations in Financial Hard Times. That paper, entitled "Diversifying Revenue Sources and Expenses: The Society of American Archivists in Economic Hard Times," is appended. The presentation was well received and extremely helpful to the leaders of other archival associations as they manage the challenges associated with their own organizations.

**Diversifying Revenue Sources and Expenses**  
**The Society of American Archivists in Economic Hard Times**

Gregor Trinkaus-Randall, President

Society of American Archivists

ICA SPA Meeting

Edinburgh, Scotland, September 1, 2011

Addressing the financial demands and needs of an organization is never an easy endeavor. It takes clear planning, a definite direction, close monitoring of current and potential financial issues, and the ability and willingness to make hard decisions that will affect everyone in an organization. Fortunately, the staff, officers, and membership of SAA, not always willingly, have made some difficult decisions that have had serious financial and political ramifications. In these trying economic times, the slightest change in direction can potentially have a dramatic impact on the finances of an organization. Therefore, it is crucial for all the important players to have a grasp of the big picture and how decisions might or might not affect the bottom line. With this knowledge, decisions are not made in a vacuum and people know what the potential impact of the decisions will be.

In 1791 the Massachusetts Historical Society was founded. It was the first major historical society among many independent historical societies to be founded and set the stage for preserving our historical record. In 1884, the American Historical Association was created and among its subgroups was the Conference of Archivists, created in 1909. The National Archives was created as an independent federal agency in 1934 and the Society of American Archivists (SAA) followed suit in 1936. Its first convention was held in 1937. At the end of World War II, the SAA supported the formation of the Ica to encourage and facilitate exchanges

among foreign and domestic archives. In the 1950s there was a focus on the development of professional standards. The 1960s saw the beginning of sharing of information on managing computer-generated records. Then in the 1970s continuing education and workshops took center stage. However, two other important milestones were reached in the 1970s: the hiring of an Executive Director and the establishment of a national headquarters in Chicago.

The Society of American Archivists has been fortunate in a number of ways in dealing with its finances. This by no means implies that the SAA is free and clear of worries or that the staff does not need to be constantly vigilant regarding costs and fees. So, let us begin with a brief description of the budget process. **(Slide 2)** At each January Council meeting, Council members examine SAA's Strategic Priority Outcomes and Activities to determine where the Society stands regarding its projected activities. At a previous Council strategic planning session, Council determined that the Society's strategic priorities need to focus on three areas: Technology, Diversity, and Advocacy/Public Awareness. In some ways, re-examining the Strategic Priorities allows the SAA staff to project certain expenses into the future. Let me explain. Under each priority there is an Issue Statement and the Desired Outcomes. Each Desired Outcome has measurable activities with various subsets under them. The importance of these subsets is that they include a listing of who will be responsible for achieving this activity, an estimated cost for achieving that activity when it is appropriate, and the timeframe in which it is projected to be accomplished. This is the "idea" stage. For example under

## **Technology:**

### ***Issue Statement:***

Rapidly changing information technologies challenge archival principles, practices, and communication protocols, demanding effective leadership from the archives community to access, capture, and preserve records in all formats.

***Desired Outcome #3:*** SAA will make increasingly effective use of current and emerging technology to enhance communication with internal and external audiences and stimulate collaboration among its constituents. [Internal Radar Screen]

***Measurable Activities:***

- a. Working with a contractor, redeploy SAA's website using the Drupal content management system. (FY 2010 – FY 2011)
  - Draft specifications and implement transition to Drupal. (Doyle, Common Places, Impact Solutions; January 2009 – January 2010) [Fiscal Impact: FY10 Capital Budget = \$45,000]
  - Revise and reorganize all website materials as content is migrated from Webitects to Drupal. (Staff; February 2010 – December 2010). - Implement Phase II development. (Doyle, Common Places; July 2010 – June 2011)

Once the Strategic Priorities have been reviewed, brought up-to-date, and accepted, the staff begins to develop the proposed budget for the following fiscal year. (Slides 3 & 4) The budget is developed initially by the Director of Finance and Administration, the Budget consists of between 40-50 Excel files that link together. This allows for the most current information to be inserted and checked throughout at the click of a mouse.



- In January the previous years' budget is imported into a new folder, and each file is checked to update links, column headers, etc. Then a test run is done to check that everything works.
- In February, the staff begins an analysis of the items that are allocated throughout all departments (payroll, benefits, utilities, etc.), and the Director of Finance provides financial data to department directors as needed or requested.
- In March and April, the Program Directors present "Program Planners" to the Director of Finance, which include a budget narrative for each department and a detailed description of revenues and expenses. **(Slides 5 & 6)**
- In mid-to-late April, the 1<sup>st</sup> complete draft of budget is presented to the Directors. It is loaded with all the "needs" **and** "wants" and usually has a large budget deficit.
- The last two weeks of April are spent re-examining revenues and expenses with the idea of reaching a balanced budget or one with a modest net gain.
- On May 1, the final version of the budget draft is ready with only cosmetic matters left to be accomplished. It is then reviewed by the Finance Committee.
- In early to mid-May, the budget draft is posted on the website two weeks before Council meets.
- In late May, Council reviews the budget, and based on the discussion/amendments/changes, makes adjustments.
  - The draft budget has a significant number of tables, graphs, and pie charts to illustrate the various components of the finances. It includes the past year's budget, the past year's actual expenses, and the proposed budget for the coming year, both regarding revenues and expenses. **(Slides 7 & 8)** Adjustments are effected into the budget and final version is presented for Council for approval.
- Finally, Council approves the budget.

By presenting this information in "plain English" as well as in numbers, staff, the Finance Committee, and Council are able to understand the current financial situation and make educated decisions regarding the next budget. With this brief explanation of how the budget process is connected to the Strategic Priorities and how staff develops the next year's proposed budget, let us look much more specifically at a number of areas that influence SAA's fiscal operations.

The SAA has projected a balanced budget in FY2012 due to some hard work on the part of the staff, the Finance Committee, and Council. A prime example of this was Council's decision to lower the anticipated number of registrants at the 2011 Annual Meeting for budgeting purposes. Based on the revised number, the staff could then estimate a reduction in the conference expenses and be realistic in their projections. SAA has made money on the meeting for many years and the Society counts on this net gain to support a variety of other vital services. Consequently, there is an effort to "maximize" the net gain by monitoring expenses carefully. Given the relative importance of the Annual Meeting revenue to other aspects of SAA's operations, it is crucial not to present a budget dependent on revenue that might not be realized. It is decisions like this one that have helped keep SAA on a fairly solid financial footing. Let me delve briefly into some of the reasons for this situation, even in the face of a few serious issues.

While SAA is an organization of some 6,000 members, membership dues are relatively inexpensive for a national organization. In addition, for many years SAA has addressed membership dues with a tiered approach, depending on several factors, the most important one being salary range. In addition, there is a student rate and a rate for retirees. As a result, in spite of the economic woes that our countries are experiencing, we have actually been able not only to retain members but have seen a steady growth in membership through the past several years. (3,699 in February 2004 to 6,000 in July 2011). During this period, the increase in membership has been on a steady upward curve and not risen or dropped dramatically. **(Slide 9)**

Annual dues for individual full members are:

- \$80 for those earning less than \$20k per year;
- \$101 for those earning \$20k-\$29k per year;
- \$124 for those earning \$30k-\$39k per year;

- \$152 for those earning \$40k-\$49k per year;
- \$180 for those earning \$50k-\$59k per year;
- \$205 for those earning \$60k-\$75k per year;
- \$225 for those earning more than \$75k per year;
- \$67 for retired persons; and
- \$47 for "bridge-rate" membership, a one-time benefit for renewing members who are unemployed.
- \$47 for a student membership per year

SAA had not had a dues increase in ten years when one was implemented in 2008. **(Slide 10)**

There was little debate about the issue for two reasons: 1) It had been such a long time since the previous increase that no one really doubted its necessity, and 2) the Treasurer and staff developed and implemented a communication plan that made a strong case for the increase. In 2010, as the staff and Finance Committee analyzed the Society's strategic planning goals and looked ahead to increasing demands on our infrastructure (particularly technology), it became evident that a second dues increase would be necessary. Because no one either wanted to wait another 10 years nor ask for an increase every two years, Council approached the membership with a proposal for a stepped adjustment that would spread over a three-year period the relatively insignificant change of \$5 to \$34 for individual members and \$53 to \$66 for institutional members. By approaching dues levels in this manner, the impact is less severe on the individual members at one time, and there is less chance of losing members due to the dramatic change needed were they to occur all at once. On the contrary, as noted above, membership numbers have continued to increase.

SAA has divided up its operations for budgeting purposes into eight departments. These are used both for revenues (8) and for expenses (10). By examining these areas it becomes apparent that SAA is not overly dependent on one or two sources of revenue and that expenses are spread out among these departments. In many organizations, the major source of revenue is

membership dues. As can be seen by the following percentages, this is not the case for SAA.

**(Slide 11)**

- Membership (31.48%)
- Annual Meeting (30.20%)
- Publications (17.50%)
- Education (13.54%)
- *American Archivist* (4.45%)
- Career Services (1.80%)
- *Archival Outlook* (0.55%), and
- General and Administration (0.48%)

At the same time, expenses were also fairly well divided among these departments plus two more. **(Slide 12)**

- Annual Meeting (23.64%)
- General and Administrative (20.37%)
- Education (14.15%)
- Publications (13.49%)
- *American Archivist* (6.83%)
- Governance (6.53%)
- *Archival Outlook* (6.05%)
- Membership (4.21%)
- Advocacy (3.86%), and
- Career Services (0.87%)

Another area in which the SAA has been able to continue to maintain and even increase attendance is the Annual Meeting. Because of the work of the staff, meeting costs have been kept reasonable. One example of this effort to cut costs has been the transition from printing and mailing the preliminary program to producing a pdf version that was then mounted on the SAA website. **(Slide 13)** The staff has also examined ways to keep down the cost of food, beverage, and audio/visual services, among other things. Consequently, the meeting registration fees have been kept relatively inexpensive. For years SAA has tried really hard to keep the Early-Bird registrations below \$300. This was possible until 2010 when that fee climbed above \$300 for the

first time. For example, the 2011 Early-Bird registration for members was \$319, for non-members was \$449, and for students was \$139. Advance registration was \$369 for members, \$499 for non-members, and \$209 for students. While not pennies, compared to many organizations these fees are reasonable. The result has been strong attendance at the Annual Meeting despite difficult economic conditions.

With SAA's 6,000 members one would expect to have a fairly large staff (**Slide 14**) to keep the organization running, plan for the Annual Meeting, run the publications program, provide numerous educational offerings (between 55 and 70 workshops around the country each year!), undertake outreach activities, and address the needs of the membership. However, the staff is really quite small, totaling only eleven. For every staff member there are 545 SAA members. Because the staff is so small, all must multitask within their areas of expertise, and there is little room for laying people off, as everyone is essential to the organization.

The staff has also emphasized keeping variable expenses down as much as possible without affecting their ability to serve the membership. The staff's office space is quite nice, but not expensive, in a city where leasing costs can be quite high. Files are maintained in paper format where necessary, but often they are in electronic form only. This reduces the amount of space needed for filing cabinets and other storage needs. Another way to address the space issue is to limit the size of inventory of materials on hand. Materials are purchased when necessary. As in any organization there are items, supplies, etc. that everyone would love to have on hand. The SAA staff, as with the other issues that arise, put the items that they would love to have on a "Want List." In this manner, when there is the possibility of obtaining some of these items, the list is there from which to choose. It should be noted that the Council has a "To Do" List that is

generated after every Council Meeting. Most of the items on this List are things that the various Council members or staff is responsible for accomplishing before the next meeting or by a certain deadline in the future. However, there are a number of items on the list that involve financial expenditures. Some can be addressed but, given the current state of affairs, many are also on the “Ideas” or “Want List” for Council and the Society to be revisited in the future when either the economic climate changes or new opportunities present themselves.

In the past educational offerings and publications sales have provided a substantial amount of the Society’s revenue. While this has changed to some extent in recent years, both areas continue to be strong and provide important services to members and non-members alike. **(Slide 15)** By “encouraging” authors to meet their deadlines, which was not always the case a number of years ago, SAA has been able to publish three or four best-selling volumes per year for three or four years. Obviously this has had an important impact on the non-dues income for the Society. It is also important to note that the publication of these best-sellers helps subsidize publication of other books that the Society produces because they are important for the profession, such as Randall Jimerson’s *Archives Power: Memory, Accountability, and Social Justice* and Elena Danielson’s *The Ethical Archivist*. In recent years, the Society has been increasing its offerings of e-publications that are available to members free of charge. The listing of these publications is available through the SAA Website at <http://www2.archivists.org/publications/epubs>. In addition to the monographic and e-publications that the Society publishes, it also publishes a bi-monthly newsletter, *Archival Outlook*; and a semi-annual journal, *The American Archivist*; and a bi-weekly online newsletter, *In the Loop*. Each of these publications benefits from some (modest) level of paid advertising. Receipt of the latter is a benefit of membership in SAA, but there also are 563

print/online/premium subscriptions world-wide. Because the subscription rates are \$139 for individual subscriptions for the print or online editions, \$169 for individual premium subscriptions (both print and online editions) and \$169 and \$199, respectively, for institutional subscriptions, these subscriptions resulted in more than \$98,000 in revenues for FY2011.

Concurrently, the SAA offers between 55 and 70 educational workshops around the country annually. This is a large number for an organization of SAA's size and capacity. In addition, the Society offers a good and growing library of online, on-demand Webinars available to members and non-members alike. **(Slide 16)** For example in FY2011, there were 58 in-person workshops that reached some 1,190 attendees. Four Webinars were also offered at 206 sites and reached some 827 participants. This means that the educational offerings reached 2,017 archivists in FY2011. It should be noted that the offerings cover a wide expanse of archival activity, including General Archival Knowledge; Selection, Appraisal, and Acquisition; Arrangement and Description; Reference Services and Access; Preservation and Protection; Outreach, Advocacy, and Promotion; Managing Archival Programs; and Ethical and Legal Responsibilities. Within each category there are between two and ten courses. (<http://www2.archivists.org/prof-education/course-catalog>) **(Slide 17)** Most recently Council approved a Digital Archives Specialist Curriculum leading to a Digital Archives Specialist Certificate. The curriculum will incorporate existing courses as well as new ones. It is anticipated that this program will not only fill a gap in archival education but also serve as a revenue stream for the Society. This information should make it clear that the educational offerings are still a major source of revenue for the Society and that SAA is trying to meet the educational needs of its membership as best it can.

At the same time, because of the increase in other areas, the percentage of the total revenue generated by publications and education has dropped somewhat. Revenue from the Annual Meeting and membership fees has increased and now makes up a much greater proportion of the annual budget than before, as noted above. These sources of revenue are also much more stable, as there is a tendency for the revenue from publications and education to be more cyclical as archivists may or may not have the funds to expend in either area, depending on the economic climate. **(Slide 18)**

Thanks to close monitoring of the budget and projections into the future by the Finance Committee and staff, the Society has been able to make some significant strides in redesigning and expanding its website and addressing various electronic needs, as well as other requirements necessary to keep the Society functioning while maintaining a strong balance sheet. This situation exists particularly because of strong cash and certificates of deposit positions combined with an absence of debt. As noted throughout, SAA is not limited to one major source of revenue, unlike some organizations. It is quite well diversified. An analogy can be drawn to the one-industry towns that exist, and existed in the 19<sup>th</sup> and early 20<sup>th</sup> centuries. When, for whatever reason, that industry folded, moved out of town, moved its operations overseas, was bought out by another company, or the demand for the products faded away, the industry and its workforce suffered immensely. Those industries that survived and prospered have, in many cases, diversified their product line so that they are less susceptible to the slings and arrows of economic misfortune. The Society of American Archivists has followed the same trajectory. For many years, the major source of revenue was its membership dues. Over time, as the Society has matured and branched out in other areas such as an expanded Annual Meeting, educational offerings, and publications, it has become less reliant on membership dues as its primary source



of revenue. This is not to say that revenue from membership dues is not still important, especially as the membership numbers have continued to increase, but it is not THE major source of revenue.

I hope that I have been able to present a clear picture of how the Society of American Archivists has been able to survive, and in some cases prosper, in these trying economic times. In no way has this been achieved without a lot of blood, sweat, and tears and just solid financial planning. However, it is because of this work and the diligence of the SAA Council, the Finance Committee, and the staff that this has been accomplished. Who knows what the future will bring, but at the moment SAA is in a position where it can ride out economic fluctuations relatively well. **(Slide 19)**