BACKGROUND

Desired Outcome #1 of SAA’s strategic priority related to Diversity is as follows:

The Mosaic Scholarship will evolve into a program that encompasses a broad set of activities, including conference attendance, enhanced mentoring, and cohort development, and the number of Mosaic Scholarships that SAA (and/or the SAA Foundation) offers will increase to ten by FY 2013.

In developing measurable activities to support this desired outcome, the Council noted the need for a group to “articulate a vision of an expanded [Mosaic] program and determine associated costs” (Activity d.). In October 2010 SAA President Helen Tibbo appointed a task force of the Diversity Committee to: 1) develop a proposal regarding what the Mosaic Program might be and 2) prepare a work plan for achieving that vision.

She appointed the following Diversity Committee members to serve on the task force: Terry Baxter (Diversity Committee chair), Maria Estorino, Bergis Jules, Debra Kimok, and Farris Wahbeh. The task force met at SAA Headquarters from November 18 to 20, 2010. Estorino participated in a portion of the meeting via conference call; Tibbo and SAA Executive Director Nancy Beaumont attended the entire meeting; and Member and Technical Services Director Brian Doyle participated in a portion of the meeting.

DISCUSSION

Since initiation of its current strategic planning model in February 2005, the SAA Council has identified the following challenge to the profession as one of its highest priorities:

The relevance of archives to society and the completeness of the documentary record hinge on the profession’s success in ensuring that its members, the holdings that they
collect and manage, and the users that they serve reflect the diversity of society as a whole. (Strategic Priority #2: Diversity)¹

The Diversity Committee and the task force commend the SAA Council for identifying this challenge and, beginning in 2009, funding a Mosaic Scholarship to address it. (The Mosaic Scholarship has been funded out of SAA’s operations budget for two scholarships at $5,000 each for FY 2009 and FY 2010.) The Committee also notes that, despite a decade or more of organizational focus,² archivists of color are still under-represented within the profession and SAA. We believe that development of programs to attract and retain minority archivists is essential to the profession’s and SAA’s long-term viability. And we believe that expansion of the Mosaic Program as outlined in this proposal and work plan could have a significant and lasting impact on SAA’s capacity to address this challenge.

A VISION FOR THE MOSAIC PROGRAM

The purpose of SAA’s Mosaic Program would be to promote diversification of the American archives profession by providing meaningful financial and mentoring support and leadership development to individuals who are members of racial and ethnic minority groups and who have an interest in pursuing a career in archives. An important objective of the program would be to attract and retain individuals 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 Program would provide financial support for prospective and emerging archivists at three levels of education: undergraduate internships, graduate student (master’s-level) scholarships and travel awards, and doctoral student travel awards. In addition, the program would include a mentoring component and an annual Mosaic Symposium. Effective administration of the program, including grant reporting and preparation, systems development and tracking, recruitment and retention activities, and communication and marketing, would require the hiring of a Mosaic Program Officer. Initial funding would be sought from one or more granting agencies; ongoing funding might involve grants as well as support through SAA operations and/or the SAA Foundation.

Details are provided below and in the suggested work plan (Appendix).

Mosaic Internships, Scholarships, and Travel Awards

Provision of meaningful financial support is critical if the archives profession is to compete effectively with other professions that also wish to diversify.

Currently SAA provides (either directly or under its auspices) three types of funding for minority graduate (master’s-level) students:

- The **Mosaic Scholarship** (established in 2009) provides $5,000 to minority students who are enrolled in a graduate program or a multi-course program in archival administration or who have applied to such a program for the next academic year. Recipients also are given a one-year complimentary membership in SAA and free annual meeting registration for the year in which they receive the scholarship.

- The **Josephine Forman Scholarship** (established in 2010 by the General Commission on Archives and History of The United Methodist Church and administered by SAA) provides one $10,000 scholarship per year to a minority student who is enrolled in a graduate program or a multi-course program in archival administration or who has applied to such a program for the next academic year. Awardees may also be invited to attend the GCAH annual meeting and/or the Quadrennial Historical Convocation, with funding provided by GCAH.

- The **Harold T. Pinkett Minority Student Award** (a travel award established by the Archivists and Archives of Color Roundtable in 1993 and administered by SAA) provides to one or more graduate students complimentary registration, travel, and lodging for the annual meeting in the year in which the award is given.

The Mosaic Program would be the umbrella for all financial support provided to minority students and would broaden the base of prospective recipients beyond master’s-level students to include undergraduate and doctoral students. The Program would provide appropriate and relevant financial support as outlined below:

- **Undergraduate Internships** would foster the recruitment of promising undergraduate students into the archives profession. Applicants would be required to be enrolled in an undergraduate program and to have achieved at least “junior” academic status. The financial support goal would be to provide (in FY 2012) five paid internships (240 hours, 15 hours per week for 16 weeks) at $2,500 each, plus a one-year complimentary membership in SAA, free annual meeting registration, and travel and lodging to attend the annual meeting and the Mosaic Leadership Symposium (see below) during the internship year. Provision of internships would grow to 10 in FY 2013 and 15 in FY 2014. The Mosaic Program would also be responsible for administering an intern/host program matching service.

- **Graduate (Master’s-Level) Scholarships** would attract individuals to graduate archival education programs and, potentially, retain them in long-term professional and organizational relationships. The financial support goals would be to expand beyond the current Mosaic Scholarship level of $5,000 per student to a level that is more likely to compete with graduate-level academic programs in other professions and, per SAA’s *Strategic Priorities FY 2010 – FY 2014*, to expand the number of scholarships to 10 by FY 2013. (The Forman Scholarship is fixed by endowment at
$10,000 per recipient; the endowment is sufficient to provide funding for approximately 20 years.) The Mosaic Scholarship would continue to support a one-year complimentary membership in SAA and free annual meeting registration for the year in which the scholarship is received.

- **Graduate (Master’s-Level) Travel Awards** would foster retention via long-term professional and organizational relationships. With agreement by the Archivists and Archives of Color Roundtable, the Harold T. Pinkett Minority Student Award would be “housed” within the Mosaic Program, would retain its moniker, and would continue to provide complimentary registration, travel, and lodging to attend the SAA annual meeting in the year in which the award is received. Currently the award supports one or two individuals per year; the financial support goal should be discussed with the AACRT.

- **Doctoral Student Travel Awards** would foster retention via long-term professional and organizational relationships and, ideally, help to recruit individuals into archives education faculty positions. Applicants would be required to be enrolled in a PhD program in archival administration, to be focusing on archival administration within an MLS PhD program, or to provide proof of acceptance into an archival administration or MLS PhD program. The financial support goal would be to provide two travel awards annually that would cover registration, travel, and lodging to attend the SAA annual meeting during the award year.

**Mentoring**

The task force believes that effective mentoring can have a significant positive impact on retention of minority archivists within the profession. SAA has an established (although not yet robust) mentoring program and is in the process of developing an online Mentoring Directory that will more effectively match protégés with mentors. Rather than creating a separate Mosaic mentoring program, the task force recommends that the existing mentoring program and directory be strengthened and that they provide an opportunity for those individuals (both protégés and mentors) who wish to self-identify with a component group (e.g., AACRT or LACCHA) or with a racial or ethnic minority group to exercise that option. Mosaic Program administration would include the task of marketing the mentoring program to increase the number and level of engagement of mentors who are members of a racial or ethnic minority group.

The task force also recommends that the undergraduate internship program requirements for host institutions include a strong mentoring component. That is, host institutions must be willing to provide both supervision and mentoring for interns.

**Mosaic Symposium**

Retention of Mosaic Program participants at all levels (e.g., conversion from undergraduate intern to graduate student or from graduate student to practicing archivist) and creation of a leadership cohort will be contingent on providing ongoing support and
an environment in which individuals can continue to learn, grow professionally, and connect with the archives profession and with SAA.

The task force proposes development of a Mosaic Symposium, held in conjunction with the SAA annual meeting, that would bring together the 10 to 30 internship, scholarship, and travel award recipients each year as well as “alumni” from past years. The primary goal of the Symposium: Attendees leave wanting to be archivists. The task force envisions a one-and-a-half-day event (e.g., evening reception on Tuesday, full day of programming on Wednesday, closing reception on Wednesday evening) with:

- An invited keynote speaker.
- Break-out sessions, led by invited speakers, for undergraduates (e.g., how to get into graduate school, what a career in archives really means) and graduate students (e.g., professional development, preparing an effective résumé).
- A reception that includes participation by SAA leaders (to emphasize leadership development) and members of selected component groups and that encourages networking.

The financial support goals would be to fund registration, travel, and lodging for at least the current year’s internship, scholarship, and travel award recipients, as well as expenses associated with speakers, audiovisual support, and food and beverage. The first Symposium would occur in FY 2013 (i.e., at the annual meeting in New Orleans).

Program Administration

The task force understands that administration of an expanded Mosaic Program would require significant additional work. We discussed the feasibility of apportioning program duties among existing SAA staff and volunteers, but realize that this would require that other SAA work be put aside. Therefore the task force recommends that a new staff position – that of a Mosaic Program Officer – be created to administer the program. It is understood that some level of support from existing staff members also would be required for such activities as promotion, meeting support, reporting, tracking, technological support, and accounting. Staff work would begin immediately (even as a proposal for grant funding is prepared) and could amount to as much as 10% of several staff members’ time.

The Mosaic Program Officer position initially would be funded through a grant and would be responsible for developing and managing the application and internship matching processes, promoting and advocating for the program, communicating regularly with current and past program participants, tracking participants over time to determine retention within the profession, assisting in grant reporting, writing grants for continuing funding, and staffing the Mosaic Symposium. The Program Officer would be hired beginning July 1, 2012, at a cost of approximately $60,000 per year (with benefits at 28%) for three years.
The task force also proposes creation in the 2011-2012 committee appointment cycle of a four-member Mosaic Subcommittee of the Diversity Committee that would be chaired by the Diversity Committee representative to the subcommittee and would include the AACRT chair, the AACRT appointee to the Diversity Committee, and a vice presidential appointee. The latter three subcommittee members would, in turn, chair subgroups (each comprising the chair plus three appointees) responsible for selection of internship, scholarship, and travel award recipients. The subcommittee also would be responsible for recruiting mentors and assisting the Program Officer with development of programming for the Mosaic Symposium. The subcommittee would meet at the SAA annual meeting and possibly mid-year. The cost to SAA for a mid-year meeting would be approximately $2,250.

Funding

Although the current provision of two Mosaic Scholarships at $5,000 each per year (out of SAA’s operations budget) and the recent addition of the Forman Scholarship at $10,000 per year is admirable, these scholarships are not sufficient to diversify the archives profession.

Promotion of the Mosaic Program as a unified, long-range approach to diversification of the profession could begin immediately, but the expanded Mosaic Program envisioned in this report would require an estimated $450,000 to $500,000 to launch over an initial three-year period. If a grant were funded at that level, the issue of sustainability beyond the initial grant period would become critical.

The task force believes that, as the Council has suggested in the past, the Institute of Museum and Library Services may be the most appropriate funding agency for the Mosaic Program. IMLS has supported diversity efforts within the heritage professions and agency staff members have indicated via informal discussions an interest in SAA’s efforts to help diversify the profession and the organization. We understand that SAA may be planning other grant proposals to IMLS over the course of the next two years (e.g., A*CENSUS Phase 2), and we encourage the Council to ensure that the Mosaic Program remains a high priority as the Society seeks outside funding.

The task force considered the possibility of approaching the Mellon Foundation for funding to begin work on the Mosaic Program (presumably to expand the number of Mosaic Scholarships and establish doctoral travel awards) even as an IMLS grant proposal is being drafted.

The deadline for IMLS’s Laura Bush “21st Century Librarian” Grant Program is December 15. The task force recommends that the Council consider the following questions:

1. Who might be in the best position to draft a grant proposal for Mosaic Program funding? Options include SAA staff, a paid member, an internal team of volunteers, a professional grant writer, or some combination of these.
2. Does the Mosaic Program description provided above and in the suggested work plan (Appendix) provide sufficient information for the work of grant preparation to begin?

3. Is the Council willing to launch a grant-supported Mosaic Program at the level described, understanding that funding beyond the initial grant period may not be provided?

**RECOMMENDATION**

THAT the “Vision for the Mosaic Program” and work plan prepared by the Mosaic Task Force of the Diversity Committee (0111-III-D-MosaicPlan) serve as the basis for a grant proposal to be submitted to the Institute of Museum and Library Services in December 2011; and

THAT the Executive Director be charged to determine the most effective means of preparing a timely and successful proposal and, with Executive Committee approval, to implement the grant preparation and submission process.

**Support Statement:** The purpose of SAA’s Mosaic Program would be to promote diversification of the American archives profession by providing meaningful financial and mentoring support and leadership development to individuals who are members of racial and ethnic minority groups and who have an interest in pursuing a career in archives. An important objective of the program would be to attract and retain individuals 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 Program would provide financial support for prospective and emerging archivists at three levels of education: undergraduate internships, graduate student (master’s-level) scholarships and travel awards, and doctoral student travel awards. In addition, the program would include a mentoring component and an annual Mosaic Symposium. Given the scope of the envisioned program, grant support will be necessary to launch, and likely to sustain, the program. Initial funding would be sought from one or more granting agencies; ongoing funding might involve grants as well as support through SAA operations and/or the SAA Foundation.

**Fiscal Impact:** Fiscal impact will depend on the method chosen for preparing the grant proposal. Grant preparation costs could range from approximately $1,200 (for an honorarium paid to a committed member-volunteer) to $5,000 or more for a professional grant writer. Meeting expenses for a small group of members to prepare a draft would cost approximately $2,250.
APPENDIX

Work Plan for Development of Mosaic Program

The following work plan describes in greater detail the activities and tasks that would support the ideas provided in “A Vision for the Mosaic Program.”

Undergraduate Internships

This program matches interns with host repositories/programs, with a goal of recruiting promising undergraduate students into the archives profession. It solicits internship opportunities, vets internship partners, manages the application process (matching interns with hosts), and manages ongoing relationships with former interns in order to measure the effectiveness of the program. Funding and staffing for this program are contingent upon a successful grant application – most likely to IMLS, which does not require matching funds for student internships.

Activities

1. Develop application process and selection criteria for Mosaic Internships.

   **Why:** To award competitive internships, a transparent application and selection process must be created.

   **What:**
   - Establish timeframe(s) for announcing and soliciting applications.
   - Establish application deadline(s), review cycles (e.g., February for summer and fall internships, October for spring internships).
   - Create application form focusing on participant (student), to include one-page essay, résumé (or solicit information via the form itself), letter(s) of recommendation, unofficial transcripts; solicit information regarding ability to travel, preferred location, times available to participate.
   - Formulate review process/procedures (e.g., notify awardees two months after applications are due – April and December).

   **Who:** Mosaic Program Subcommittee, Mosaic Program Officer, SAA staff.

   **When:** January – July 2012.

   **Cost:** SAA staff time.
2. Identify, solicit, and vet internship partners (2:1 ratio to internships awarded).

**Why:** To build a bank of partner host institutions/repositories that will provide a positive, high-impact, valuable internship experience.

**What:**
- Establish selection criteria (e.g., geographic proximity to populations of prospective interns, quality of collections, active participation by archivists in the program, mentors identified, project proposal and definition of learning objectives, facilities and technological amenities, commitment to the profession; some “weight” afforded to SAA institutional members?).
- Identify number of institutions to be active at any given time (two times the number of interns).
- Establish application deadline(s), review cycles.
- Create mechanism to publish internship opportunities (or links to descriptions) on SAA website.
- Create application form with contents/contract to include SAA Statement on Diversity, statement of commitment to program mission (including mentoring), identification of archivists by name who will be serving as supervisors and/or mentors, project proposals.
- One internship per application; multiple applications permitted, evaluated independently.
- Identify prospective applicants for direct solicitation (e.g., educators, members involved in local, regional, and/or state organizations, college and university archivists, targeted career development offices).
- Register eligible partners with the program.

**Who:** Mosaic Program Officer, Mosaic Program Subcommittee, SAA staff.

**When:** January 2012 – July 2012.

**Cost:** SAA staff time.

3. Identify internship opportunities available with internship partners.

**Why:** To match interns with appropriate internships.

**What:** Project proposals are identified on the partner application—select projects that match intern needs.

**Who:** Mosaic Program Officer, Mosaic Program Subcommittee, SAA staff.

**When:** January 2012 – July 2012.

**Cost:** SAA staff time.

4. Recruit mentors for interns.
Why/What: To provide support for interns throughout the internship. Mentors will be chosen by partner institutions and approved by the Mosaic Program Officer and Mosaic Program Subcommittee.

Who: Archivists at partner institutions.

When: January – March 2012.

Cost: Staff time for partner institution.

5. Develop matching system for interns, internships, and mentors.

Why: To ensure that interns and host institutions have the best possible internship experience.

What:
- Geographic location.
- Intern interests and strengths.
- Times at which internships are offered and interns are available.

Who: SAA staff, Mosaic Program Subcommittee.


Cost: SAA staff time.

6. Manage internships.

Why: To ensure that the match and mentoring is successful and to intervene when necessary.

Part One: Planning

What:
- Create forms to be used for required performance assessments and progress reports from institutions and interns; tied to stipends.
- Create required final report forms to be submitted by institutions, interns, and mentors.
- Develop and implement a system to track institutional supervisors and mentors.

Who: Mosaic Program Subcommittee, SAA staff.

When: February – October 2011 (needed for December 15, 2011, grant application)

Cost: SAA staff time.
Part Two: Management

What:
- Disburse internship payments (from granting agency, through SAA, paid directly to interns; tied to reporting system).
- Interns: Interns required to report to the Mosaic Program Officer about their experiences (including interactions with their internship manager and with their mentor[s]), twice via short emails during the internship, once in more detail at conclusion of the internship.
- Institutions: Providers of internships required to report to the Mosaic Program Officer about their experiences, twice via short emails during the internship, once in more detail at conclusion of the internship.
- Mentors: Intern mentors required to report to the Mosaic Program Officer their experiences with mentoring and intern at conclusion of the internship.
- Review reports and assessments, make recommendations as necessary.
- Invite interns to Mosaic Symposium at SAA Annual Meeting and provide funding for travel, registration, and accommodations.
- Add interns to Mosaic Program participants listserv.

Who: Mosaic Program Officer, SAA staff.

When: Throughout internship program.

Cost: $2500 per intern per internship. Total cost dependent on grant, but would suggest 5, 10, 15 over three-year grant period for a total cost of $75,000. In addition, costs would include staff time for Mosaic Program Officer and SAA staff.

7. Reporting.

Why: To track intern progress and assessment of partners and projects, and to meet grant requirements. To keep the SAA Council, staff, and membership informed of program progress.

What:
- Grant Reporting: If a grant is awarded, SAA staff will be responsible for regular grant reporting. This would begin in fiscal year 2012.
- Mosaic Program Officer: The Program Officer will report on the Mosaic Program to the SAA Council at each of its meetings, and the Mosaic Program Subcommittee will provide a report to the membership at the annual business meeting.

8. Tracking recipients over time.

Why: To assess the level of success of the program and to revise the program as necessary.
**What:** Identify and implement mechanisms to track data over time (e.g., how many interns join SAA and are active in SAA groups, become archivists, obtain jobs in archives, etc.).

**Who:** Mosaic Program Officer, SAA staff.

**When:** Identify mechanisms by October 2011; undertake tracking of recipients through time.

**Cost:** TBD; SAA staff time and possibly software purchase.

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**Graduate Scholarships and Travel Awards**

This program coordinates four graduate scholarship and award categories – the Mosaic Scholarship (master’s level), the Forman Scholarship (master’s level), the Pinkett Travel Award (master’s level), and the Doctoral Travel Award. It manages some applications, coordinates scholarship administration, promotes graduate scholarships, tracks recipients through time, and raises money for the Foundation and scholarship funds.

**Activities**

1. **Develop and/or coordinate the application process and selection criteria for Mosaic scholarships and travel awards, with a goal of marketing all opportunities under the Mosaic Program “umbrella.”**

**Mosaic Scholarship**

**Why:** To provide funds to support master’s-level graduate education.

**What:**
- Master’s-level scholarship currently awarded by Mosaic Scholarship Selection Committee.
- Currently two at $5,000 each out of SAA operations; could be funded out of SAA Foundation.
- SAA has goal of 10 Mosaic Scholarships by 2013.
- Could be funded via grant while the SAA Foundation grows.

**Who:** Mosaic Program Subcommittee would take over selection process for recipients.

**When:** Up to two scholarships will be awarded in 2011-2012 under existing programs. If a grant is awarded, the program would expand to 10 scholarships awarded in 2013 – 2015.


**Cost:** $5,000 - $10,000 in 2011 – 2012; $150,000 (grant funds) in 2013 – 2015. Also staff time to promote the scholarship and manage distribution of applications to selection committee.

**Forman Scholarship**

**Why:** To provide funds to support master’s-level graduate education.

**What:**
- $10,000 endowed master’s-level scholarship.
- Endowment has sufficient base for at least 20 years of funding.
- Selection done by combination of SAA appointees and endowment staff.
- Only real “change” to this scholarship is to market it under the Mosaic brand.

**Who:** Retain current selection process.

**When:** Use existing award cycle.

**Cost:** Staff time to promote the scholarship and manage distribution of applications to selection committee.

**Harold T. Pinkett Minority Student Travel Award**

**Why:** To fund graduate students to attend the SAA annual meeting.

**What:**
- Master’s- or doctoral-level travel award to the annual meeting.
- Currently determined via application by Awards Committee subcommittee that includes leadership of the AACRT.
- Funded by the Pinkett Fund supplemented by SAA funds (complimentary registration).

**Who:** Propose to the AACRT that the Mosaic Subcommittee serve as the selection committee for the Pinkett Award and that it be designated a master’s-level award.

**When:** February 2011 and ongoing within current award cycle.

**Cost:** $3,000 for award, plus staff time to promote the travel award and manage distribution of applications to selection committee.

**Doctoral Travel Award**

**Why:** To provide travel support to doctoral students to attend the SAA annual meeting.

**What:**
• Designed to support PhD student travel to SAA annual meeting.
• Would be funded by grant funds and would include travel, lodging, and registration.
• Two awards of approximately $2,500 each per year.

**Who:** Selection by Mosaic Subcommittee.

**When:** August 2012 – August 2014.

**Cost:** $15,000, plus staff time to promote the travel award and manage distribution of applications to selection committee.

2. **Recruit mentors for scholarship recipients.**

**Why/What:** Provide mentoring support for scholarship and travel award recipients via SAA’s current mentoring program. The mentoring program should be flexible, should allow for multiple mentor relationships, and should be geared toward professional development. Mentoring Directory to enable mentor-protégé matches; option of self-identifying as member of a component group or a racial or ethnic minority group.

**Who:** Membership Committee, SAA Staff, Archival Educators, eventually Mosaic Program Officer.

**When:** February 2011 and ongoing.

**Cost:** Staff time plus software development costs (TBD).

3. **Reporting**

**Why/What:**

• Grant Reporting: If a grant is awarded, SAA staff will be responsible for periodic grant reporting, including disbursements of grant-funded scholarship funds. This would begin in fiscal year 2012.

• Scholarship Recipients: Recipients would be required to report to the Mosaic Program Officer about their experiences, including interactions with their institutions and with their mentor(s). This reporting requirement varies among the scholarships and travel awards.

• Mentors: Mentors would be required to report to the Mosaic Program Officer regarding their experiences with mentoring scholarship recipients. This would happen at the end of the mentoring period and perhaps periodically throughout the mentoring period.
• Mosaic Program Officer: The Program Officer would report on the Mosaic Program to the SAA Council at each of its meetings. In addition, the Mosaic Program Subcommittee will provide a report to the membership at the annual business meeting.

Who: Various as outlined above.

When: July 2012 and ongoing.

Cost: SAA staff time.

4. Tracking recipients over time.

What: Identify and implement mechanisms to track data over time, e.g., how many interns join SAA and are active in SAA groups, become archivists, obtain jobs in archives, etc.

Who: Mosaic Program Officer, SAA staff.

When: Identify mechanisms by October 2011; undertake tracking of recipients through time.

Cost: SAA staff time and possibly software purchase.

Mosaic Program Administration

Key personnel responsible for various aspects of administration of the Mosaic Program would be the following:

• Mosaic Program Officer: This position would be included in the grant proposal and would be funded initially through the grant. The MPO would function as an SAA staff member to provide direct support to the Mosaic Program. Specific duties are described throughout the program proposal and work plan. SAA would seek sustainable funding for this position once the grant period ends. This position would be hired beginning July 1, 2012, at a cost of approximately $60,000 per year (with benefits at 28%) for three years.

• Mosaic Program Subcommittee: This subcommittee of the Diversity Committee would comprise the Diversity Committee representative to the subcommittee (chair), the chair of the AACRT, the AACRT’s appointee to the Diversity Committee, and a vice presidential appointee. The first subcommittee would be formed with the 2011-2012 committee appointment cycle. The group’s work is described throughout the program proposal and work plan. The subcommittee would meet at the annual meeting and possibly at mid-year. The cost to SAA for a mid-year meeting would be approximately $2,250 per year.
• **SAA Staff.** SAA staff, in addition to the Program Officer, would have responsibilities for promotion, accounting, meeting support, reporting, tracking, technological support, and related activities. Staff work would begin immediately. Although there is no direct cost, the indirect costs could amount to as much as 10% of several staff members’ time.

1. **Logo development and branding.**

   **Why/What:** The Mosaic Program needs a unifying and identifiable image under which its services and products can be promoted. The logo could be developed within existing membership resources or by the graphic design firm that develops other SAA logos and materials.

   **Who:** Diversity Committee, SAA staff.

   **When:** February 2011 – July 2011.

   **Cost:** Staff time, or approximately $1,000 for professional logo development and treatments.

2. **Program Promotion**

   **Promote Existing Scholarships**

   **Why/What:** The Mosaic and Forman scholarships and Pinkett Travel Award need to be promoted as widely as possible and under the umbrella of the Mosaic Program.

   **Who:** Diversity Committee, Mosaic Program Subcommittee, SAA Awards Committee, SAA staff, SAA leaders.

   **When:** February 2011 and ongoing.

   **Cost:** SAA staff time.

   **Promote Mosaic Internships and Doctoral Travel Awards**

   **Why/What:** The new products (particularly the Internship program) should be promoted widely under the umbrella of the Mosaic Program.

   **Who:** Mosaic Program Officer, SAA staff, college and university archivists, archival educators.

   **When:** July 2012 and ongoing.

   **Cost:** SAA staff time.
3. Grant writing.

**IMLS Grant to Fund Expanded Mosaic Program**

**Why/What:** This grant would be used to create an expanded Mosaic Program, including internships, doctoral travel awards, increased number of Mosaic scholarships, Mosaic Program Officer, Mosaic Symposium, and overall program administration. Grant application deadline is December 15, 2011.

**Who:** Volunteer or contracted grant writer.

**When:** February 2011-December 2011.

**Cost:** Unclear due to variations in method; estimated $1,200 to $5,000.

**Mellon Grant**

**Why/What:** This grant would be used to begin expanding the Mosaic Program before an IMLS grant would “kick in.” We would seek funding to expand the number of Mosaic Scholarships and possibly the establishment of doctoral travel awards.

**Who:** Member volunteer.

**When:** February 2011 and ongoing.

**Cost:** SAA staff time.

**Mosaic Symposium**

**What:** The Mosaic Program would be responsible for organizing a Mosaic Symposium for current Mosaic Program participants, past participants (in future years), mentors, and various SAA leaders. The symposium would be designed to provide networking and professional opportunities as well as to build leadership cohorts within the profession. The Symposium would take place in conjunction with the SAA annual meeting and would be funded under the proposed IMLS grant.

**Who:** Mosaic Program Officer, SAA staff, SAA leaders, invited speakers.

**When:** August 2012 – August 2015.

**Cost:** TBD, as many participants travel as part of their funding. Costs may total $30,000 - $50,000 over three years.