

MARAC
Arline Custer Memorial Award Committee Report
Winter Steering Committee Meeting
University of Baltimore – February 1, 2013

Activities

One each Arline Custer Memorial Award and C. Herbert Finch Online Publication award and checks were given out at the Fall Conference, with the second Custer award and check mailed out to the winner in Clinton, NY.

Once again, the Excel spreadsheet used for reviewing and tabulating the entries was used successfully by the Committee members and went without a hitch. All books have been mailed back to their points of origin.

Physical copies of recent Committee reports (including this one) continue to be saved for future reference.

A copy of the Custer Committee Handbook was sent to Danna Bell-Russel in late November.

Award Committees Structure Changes

At the Richmond meeting, it was proposed that the Finding Aid Award Committee should assume responsibility for administering the C. Herbert Finch Award online publication award. The rationale was given that the Custer Committee reads, reviews, and ships physical books, exhibition catalogs, and articles, which takes a considerable amount of time. The purpose of the Finch Award and Finding Aid Award Committee are quite similar, since they both consider methods that archivists use to provide outreach and access to their users. The Custer Committee members will help in this transition as needed.

Respectfully submitted,

Glenn Gardner
Senior Co-Chair
Custer Committee

MARAC

Mid-Atlantic Regional Archives Conference

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TO: MARAC STEERING COMMITTEE

FROM: MARIANNE KASICA, CHAIR DEVELOPMENT COMMITTEE

RE: DEVELOPMENT COMMITTEE REPORT – JANUARY 29, 2013

History Associates donated \$1000 to the Disaster Assistance Fund. A thank-you letter was sent by Ed Galloway to Brian Martin the president.

There is no other news to report at this time. The Chair has been assisting the Erie Local Arrangements Committee.

Ad Hoc Committee on Disaster Relief

Winter Meeting Steering Committee Report

February 1, 2013

Since the last Steering Committee meeting, the Ad Hoc Committee on Disaster Relief awarded \$2,650 since: one grant to the Museum of Reclaimed Urban Space in New York City for \$650, and one grant to the New York City Police Museum for \$2,000. Both were applications for assistance in response to Hurricane Sandy.

We received one other application related to the Hurricane Sandy but declined to fund it because a conversation with the applicant revealed that the institution's insurance policy was covering the cost of recovery.

Submitted faithfully,

Jordon Steele

Member-at-Large and Chair of Ad Hoc Committee on Disaster Relief

MARAC Education Committee Report
Brian Keough, January 23, 2013

Leonard Rapport Modern Archives Institute Scholarship.

Andrew Sulavik, Description and Metadata Librarian at Howard University Libraries, is the winner of the Winter 2013 Leonard Rapport Modern Archives Institute Scholarship, which covers the tuition, and up to \$600 in travel expenses.

Funding Proposal for Travel Awards and MAI Scholarships

The Education Committee, in consultation with the MARAC Treasurer, drafted a proposal for funding conference travel awards and MAI scholarships that will be discussed under new business. The proposal was distributed with the report.

Upcoming Workshops

The Education Committee has organized the following workshops, which are eligible for Academy of Certified Archivist re-certification credit. To register for any of our upcoming workshops, please go to:

<http://www.marac.info/workshops>

Copyright Fundamentals for Archivists and Librarians

Thursday March 7, 2013

Location: Buena Vista Conference and Reception Center, New Castle, DE

Instructor: Peter Hirtle, Cornell University Library

Description: Even in the best of times, the uncertain copyright status of archival and special collection materials makes many archivists and librarians uncomfortable. As more and more repositories think about making material available on the web, anxiety about possible copyright infringement increases. This workshop will explore what strategies special collections can follow to minimize the risks inherent when reproducing and distributing unique and/or unpublished material. Topics covered will include an introduction to basic copyright law and the Digital Millennium Copyright Act; exemptions to copyright such as fair use and the specific exemptions for libraries and archives; methods for assessing the copyright status of materials; and issues associated with particular formats. Attendees should leave with a better understanding of the basics of copyright and be in a better position to work with senior administrators to establish a mutually acceptable level of institutional risk.

EAD Stylesheets/Transforming EAD with XSLT: Learn to Read Before You Write

When: April/May 2013

Location: Center for Jewish History, New York City

Instructor: Mark Custer, Smithsonian Institution

Description: If you've heard suggestions like "just do it with a stylesheet" before, and you'd like to know what you can do with EAD, then this workshop is for you. The instructor will cover the basics of XML, XPath, and XSLT, while using examples from typical EAD documents. Participants will learn how to read and modify preexisting EAD XSLT stylesheets with confidence. By the end of the workshop, they will also have experience writing and refining their own transformations from scratch, leveraging the expressive power of XSLT for their own needs. Basic familiarity with XML and EAD is assumed. Previous exposure to XSLT is helpful but not required. To participate in all of the lessons, participants will need to install a trial version of the oXygen XML editor prior to the workshop. A free 30-day trial version of the software can be downloaded at www.oxygenxml.com.

Project Management for Archival Processing

When: June 2013

Where: TBD

Instructor: Vincent Novara

Description: This workshop focuses on introductory techniques and common tools for project management. Workshop participants will learn how to establish, define, plan, implement, and execute archival projects. Attention is given to strengthening prioritization skills and workflow planning as they pertain to processing projects executed by various levels of staffing, including the lone arranger. The workshop also addresses interpretive projects such as exhibitions and digital initiatives. Attendees will learn how to determine project goals and objectives, compose project objective statements, establish work breakdown structures, estimate project budgets, create project and communication plans, schedule and track tasks using Gantt Charts, and conduct a post-project evaluation. Throughout the workshop, standard project management terminology is applied to common archives tasks, and an overview is given of Earned Value Assessment.

MARAC Travel Awards and MAI Scholarships

Funding Proposal

Submitted: Brian Keough, Chair, MARAC Education Committee

January 23, 2013

Budget: \$5,550 per year.

A. Fall and Spring Conference Travel Award: (\$2,500)

Support graduate student and new professional with funds to assist with conference registration, transportation, hotel, food and other related travel expenses to attend a spring or fall meeting.

1. \$500 Marsha Trimble Award
2. \$250
3. \$250
4. \$250

B. MAI Scholarship, Winter and Summer (\$3,050)

Provides free tuition and travel expenses to attend the winter and summer Modern Archives Institute in Washington DC.

- \$775 tuition and \$750 travel expense

Justification: Funding would come from a combination of 20% bi-annual meeting profit, endowment interest and operating funds.

- Endowment interest, which on average about \$2,000 over the past three years
- 20% profit from fall and spring meetings, which is currently put into educational endowment principle (just under \$3,000/year). We are proposing that we spend the 20% on awards instead
- \$550 in support from the operating budget

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February 1, 2013

To: MARAC STEERING COMMITTEE

FROM: ARIAN D. RAVANBAKSH, CHAIR, ELECTRONIC RESOURCES COMMITTEE

RE: ELECTRONIC RESOURCES COMMITTEE REPORT – WINTER 2012/2013

Submitted to the Steering Committee at the winter meeting on Friday, February 1, 2013 in Baltimore, MD.

Committee Membership

No changes to report.

Work of the ERC

The ERC met in January via teleconference and has the following items to report.

- 1) The ERC continues to work with Joanne Archer at the University of Maryland on MARAC's repository in DRUM. We are working to develop a summary of steps that future program committees should undertake to get additional materials into the repository. These will be shared with MCC at the Erie Meeting. We will also write a post for the MARAC blog with additional information.
- 2) There was an existing MARAC account on LinkedIn that was launched in conjunction with the Wilmington Meeting in Spring 2010. It has basically been dormant since that meeting. The committee will explore revitalizing that site and improving MARAC's presence on that platform.
- 3) The committee is reviewing data and responses from the recently conducted Membership Survey to see what other areas can be addressed by the ERC.

Issues for Steering

None at this time

Possible MARAC Finding Aids Award Committee Election Implementation Methods
Submitted by Dan Linke
January 22, 2013

Issue: At the Richmond meeting, the Steering Committee agreed that both awards committees (Finding Aids and Custer) should be composed of elected members and have similar structures, with the Custer Committee as the model for the Finding Aids Committee. The question is how to transition from the current Finding Aids Committee structure to an elected one. This document proposes two possible solutions.

1. Immediate election of all members for staggered terms of one or two years.
2. Gradual election of all members as current members' terms lapse.

The advantage of method 1 is that implementation is immediate and brings the two committees to conformity quickly. The disadvantage is that while some of the sitting members of the committee may run, there is no guarantee that they will win, and continuity within the committee could be an issue.

The advantage of method 2 is that all current members serve out their full terms and as those terms lapse, elections can be held so that every year two or three members of the committee are elected. The disadvantage is that this prolongs bringing the committees into conformity with one another.

There may be other methods that Steering Committee members may suggest, but based on the two choices above, I would recommend Method 2, as it allows for the transition to proceed smoothly, as the current committee continues its functions, and then elections will occur in the normal course of business. The key point is that once fully implemented, a member's term will be fixed at two years, and in any given year there will be two or three people elected to the committee.

Finding Aids Committee Report
MARAC Steering Committee Meeting
Baltimore, MD

February 1, 2013

The Finding Aids Award Committee received eight submissions prior to the December 31 deadline and will begin reviewing the submissions in the coming weeks. During this award cycle it came to light that language on the web site allows a Committee member's finding aid to be nominated for an award. We will be reviewing this language and making a recommendation to the Steering Committee about whether this practice should be continued after this year's award cycle.

Respectfully submitted,

Laurel Macondray, Chair

MARAC
Membership Committee Report
January 2013

Membership

- Rachel Grove Rohrbaugh, Chair
- Sara Borden
- Diana Hevener
- John Legloahec
- Jaime Margalotti
- Carolina Palacios
- Laurie Rizzo, Secretary
- Laurie Thomas
- Holly Ott (ex officio)

Progress and news

- Carolina stepped down as chair. Rachel will be filling out her term, which will end spring 2013.
- Jaime Margalotti was recently appointed to the committee. Her term will end spring 2014.
- Rachel updated the new member welcome e-mail message.
- Working on executive summary of membership survey results to be presented at the Erie meeting
- Working on revised agenda for the new members meeting – This agenda will debut at the Erie meeting.
- Working on design for the \$35 off coupon for education workshops for new members

Respectfully submitted,
Rachel Grove Rohrbaugh



FISCAL YEAR 2012 ANNUAL REPORT--THE NATIONAL COALITION FOR HISTORY

(Prepared by Lee White, Executive Director, January 2, 2013)

Efforts to address the federal deficit dominated the congressional appropriations process in 2012. With Republicans controlling the House of Representatives and Democratic control of the Senate and White House, the federal government spent the year gridlocked over funding and tax issues.

Federal appropriations and reauthorization issues have traditionally been a primary focus of the NCH's advocacy efforts. In 2012, NCH continued to take the lead in advocating for funding for federal programs that affect historians, archivists, educators and other stakeholders. In an increasingly hostile budget environment, NCH has been able to fend off draconian cuts to most programs of interest to our constituencies.

NCH and its constituent organizations were actively involved in advocacy efforts, mobilizing their respective members to contact Congress concerning funding for the National Historical Publications & Records Commission (NHPRC), the National Endowment for the Humanities (NEH) and Title VI/ Fulbright-Hays International Education and Foreign Language programs. Senior staffs at the affected federal agencies have credited these efforts with preventing deeper cuts or elimination of programs.

The 2013 NCH Work Plan, which was submitted separately to the Policy Board, details the proposed road ahead for the Coalition. This report summarizes NCH's activities and highlights major accomplishments in 2012.

1. LEGISLATIVE ADVOCACY

A. Federal Appropriations

The 2012 Work Plan directed that appropriations and reauthorization issues should be a primary focus of the NCH's advocacy efforts.

Not surprisingly, Congress postponed addressing a host of controversial issues before leaving to campaign in the fall. Because of the party conventions and the election, Congress was not in

session for most of the period from August until November. As a result, there was no legislative action on issues affecting our interests, such as reauthorizing federal education and federal records management programs.

Congress was unable to finalize a budget for FY 2013 when the new fiscal year began on October 1, 2012. Congress passed a Continuing Resolution (CR) at the end of September that provides funding to keep the federal government operating until March 27, 2013. **Federal programs remain funded at the FY '12 level.**

On January 1, Congress passed legislation addressing the tax issues involved in the so-called “Fiscal Cliff.” However, Congress postponed action on the across-the-board budget cuts, known as the “sequester,” which would have gone into effect on January 2. Congress set a new deadline of March 27, the same day the current CR expires. Should Congress fail to act, automatic spending cuts estimated at \$85 billion would go into effect.

B. Federal Funding of K-12 History Education

The Elementary and Secondary Education Act of 1965 (ESEA) was last authorized in 2001 during the Bush administration under the rubric of the No Child Left Behind Act (NCLB). The NCLB’s authorization expired in 2008. In 2012, efforts to pass an ESEA reform bill stalled in the House and Senate. The Obama administration’s decision to grant states waivers from NCLB’s looming compliance requirements removed the sense of urgency for Congress to act on the reauthorization legislation.

Nonetheless, NCH worked closely with history, educational and civics organizations in seeking to create a dedicated funding mechanism for K-12 history and civics education in the Department of Education’s FY 13 budget. The Executive Director met with the staffs of nearly 25 members of the House and Senate Appropriations Committees to seek a champion to request funding during the appropriations process. While we were ultimately unsuccessful, the effort was important to demonstrate to Members of Congress continued public support for history education.

C. National Historical Publications and Records Commission

For many years, the History Coalition has led the fight to stave off elimination of the National Historical Publications and Records Commission and to ensure that it receives adequate funding to meet its mission. Unfortunately, this small but vital program remains a perennial target for budget cutters in Congress and at the Office of Management and Budget.

The National Historical Publications and Records Commission (NHPRC) received \$5 million under the continuing FY 13 budget resolution. This is \$2 million more than the Administration’s request. The House Appropriations Committee proposed cutting NHPRC funding to \$2.5 million. The National Coalition for History, the Association for Documentary Editing, the Society for American Archivists, and Council of State Archivists lobbied vigorously for the adoption of the \$5 million figure.

D. Elimination of the Political Science Program at the National Science Foundation

In May 2012, the U.S. House of Representatives approved an amendment to the FY 2013 Commerce, Justice, Science and Related Agencies Appropriations bill that defunded political science programs at the National Science Foundation (NSF). The amendment passed by a roll-call vote of 218 to 208.

While the amendment was not considered in the Senate, and not included in the FY 13 continuing budget resolution, this is the second time in recent years that the political science program at NSF has been targeted for elimination. NCH coordinated its opposition to the amendment with the National Humanities Alliance and American Political Science Association.

E. Presidential Records

For over a decade, the History Coalition has been the lead advocate for enactment of Presidential Records Act (PRA) reform legislation. President Obama issued a Presidential Records Executive Order (EO) in 2009, replacing the overly restrictive Bush administration EO. Unfortunately, efforts to codify changes in the PRA remain stalled in Congress.

In November 2011, the House Oversight and Government Reform Committee approved, by voice vote, H.R. 3071, the “Presidential Records Act Amendments of 2011.” Although H.R. 3071 received overwhelming support in Committee, the bill was never scheduled for floor action in the House and no comparable legislation was introduced in the Senate.

2. REGULATORY ADVOCACY

The National Coalition for History continues to play an important advocacy role with federal agencies. NCH has maintained excellent relationships with the Archivist of the United States, the Chair of the National Endowment for the Humanities, the Chief Historian of the National Park Service, the Director of the Smithsonian’s National Museum of American History, the Historian of the State Department, and other key officials in the federal historical and archival bureaucracies.

A. Processing, Preservation and Declassification of Federal and Presidential Records

NCH collaborated with other stakeholder groups in working to reduce over-classification of government records, increase public access to unclassified records, speed the declassification process, and establish standards for the preservation and retrieval of federal and presidential electronic records.

The National Archives, under the leadership of Archivist of the United States David Ferriero, has been aggressively urging agencies to take their records management responsibilities more seriously, although NARA still lacks the legal authority to compel compliance with federal records laws. NCH will continue to advocate for passage of legislation to establish meaningful records preservation standards and aggressively ensure federal agency compliance.

In 2012, NCH continued to advise and monitor the activities of the National Declassification

Center, Public Interest Declassification Board (PIDB), the State Department's Advisory Committee on Historical Diplomatic Documentation, the Advisory Committee on the Records of Congress, and the Advisory Committee on Presidential Library-Foundations.

In December, the Public Interest Declassification Board (PIDB) submitted recommendations to the President on reforming procedures on the classification and declassification of federal records in a report entitled *Transforming the Security Classification System*.

Of particular interest to historians is PIDB's recommendation regarding the prioritization of the preservation and processing of "historically significant records." The PIDB suggested that these records "should be identified and set aside as early as possible after their creation to ensure their preservation, long-term access and availability to agency policymakers and historians. Each agency should have an in-house history staff to assist agency records officers and declassifiers in the prioritization of records." NCH will be advocating for implementation of this recommendation by Congress and within the Administration.

B. Open Government Initiatives

NCH was involved in collaborative efforts with stakeholders on a number of open government issues. These include a letter sent to House Oversight Committee Chairman Darrell Issa opposing H.R. 3699, the "Research Works Act." This bill would have repealed the National Institutes of Health (NIH) Public Access Policy that secures no-fee public access to NIH's taxpayer-funded research. The legislation would also have blocked the development of similar public access policies at other federal agencies. The bill was never considered by the Committee.

A group called "Yes We Scan" organized a White House petition drive to have the federal government analyze the cost effectiveness of digitizing holdings from the National Archives, Library of Congress, Smithsonian Institution, and scores of other federal agencies. The petition called on the Obama administration to create a commission to answer—within one year—questions such as what federal holdings should be prioritized for digitization, the technological challenges of digitization, costs, and the economic and non-economic benefits. Unfortunately, the petition did not receive the requisite 25,000 signatures on the White House website to move forward. NCH publicized the effort widely through its newsletter, website and constituent organizations.

3. GEORGIA STATE ARCHIVES CLOSURE

In September, Georgia Secretary of State Brian Kemp announced the closure of the State Archives to the public on November 1 due to across-the-board budget cuts mandated by Governor Nathan Deal. The Secretary of State also eliminated 7 of the 10 positions at the State Archives.

On September 21, the National Coalition for History (NCH) and 19 stakeholder organizations sent a letter to the Governor and Secretary of State opposing the budget cuts, denial of public access to the Archives, and the termination of the bulk of the Archives' employees.

In October, Governor Deal and Secretary of State Kemp announced they would restore funding to keep the facility open until the end of the state's fiscal year on June 30, 2013. The agreement retained the current hours of operation, which would have been severely curtailed. Under the plan, the University System of Georgia would assume control of the Georgia Archives on July 1, 2013, pending approval of the state's General Assembly.

Public pressure put on the Governor by archivists, historians and other stakeholders garnered a great deal of media coverage and clearly motivated Deal's commitment to keep the Archive's open. NCH played a critical role in coordinating the response from our membership organizations that included historians, archivists, political scientists, legal historians and the preservation community (Civil War Trust).

4. RELEASE OF CIA HISTORY ON THE BAY OF PIGS INVASION

In May 2012, the National Security Archive sued the CIA under the Freedom of Information Act seeking to declassify the full "Official History of the Bay of Pigs Operation." Unfortunately, the U.S. District Court sided with the Agency's efforts to keep the last volume of the report secret in perpetuity.

The Archive appealed to the U.S. Court of Appeals for the D.C. Circuit. In response, the CIA filed a "motion for summary affirmance," in effect asking the court to decide in its favor without full briefing or oral argument. In December, the D.C. Appeals Court rejected the CIA's position and ruled that the case merits the court's full consideration with briefs due in early-2013.

In August, the National Coalition for History (NCH) coordinated a letter from a dozen organizations representing thousands of historians, archivists, political scientists, educators and researchers opposing the CIA's motion. The NCH letter argued the precedential impact of the case would have devastating consequences on future access to records and materials for research, especially in the areas of national security, foreign relations, military history and presidential history. NCH asserted federal agencies would rely on the district court's overly broad interpretation to deny similar FOIA requests in the future.

Tom Blanton, the Executive Director of the National Security Archive, told the History Coalition, "Your wonderful letter definitely had an impact on the government, which claimed in its brief that including such a letter as an attachment, as our lawyers did, was unheard of. But the court accepted our brief and the letter."

5. EDUCATION AND OUTREACH

Conferences and Presentations

In 2012, the NCH Executive Director attended—and in some cases participated in—panel discussions at meetings of the American Historical Association, Organization of American Historians, the Society of American Archivists, Council of State Archivists, Society for History in the Federal Government, and the Southern for Military History.

The Executive Director made a presentation on legislative advocacy during the National Humanities Alliance's Advocacy Day event in March. Humanities advocates visited Capitol Hill distributed issue briefs and state grant data, and urged members of Congress to support increased funding for the National Endowment for the Humanities, National Historical Publications and Records Commission, and Title VI/Fulbright Hays International Education programs.

Publications and Action Alerts

Throughout the year NCH continued to provide the historical and archival communities with its electronic newsletter, *NCH Washington Update*. We continue to have secondary distribution through the SEDIT list of documentary editors, as well as through a direct link from George Mason University's *History News Network* web page.

NCH columns in constituent member publications continue to reach a broad but targeted audience of historians (30,000), museum professionals (10,000), and archivists (46,000) through the publications of its constituent organizations.

6. FINANCIAL STATEMENT

The National Coalition for History ended its fiscal year with \$182,725 in income and \$174,500 in expenses. At the end of the fiscal year NCH had cash-on-hand in the amount of \$178,600.



NATIONAL COALITION FOR HISTORY PROPOSED FISCAL YEAR 2013 WORK PLAN

(Prepared by Lee White, Executive Director 1/2/13)

The National Coalition for History's (NCH) Strategic Plan directs the Executive Director to identify issues, articulate the history and archives stake(s) in them, and recommend priorities, goals and strategies for the organization for the upcoming calendar year. At its annual meeting in January, the NCH Policy Board establishes priorities for the Coalition for the coming year.

The Work 2013 Plan sets goals in five major areas:

- 1. Legislative Advocacy**
- 2. Federal Regulatory Advocacy**
- 3. State/Legal Advocacy**
- 4. Education and Outreach**
- 5. Membership Recruitment and Retention**

“Primary” issues are those on which the Executive Director will focus in allocating his limited time and resources. On “secondary” issues, the Executive Director will continue to monitor legislative and regulatory activity and seek direction from the Policy Board as appropriate.

One essential function of the National Coalition for History is to advocate for the interests of history and archives by lobbying Members of Congress, their staffs, congressional committees, and federal agency officials. NCH will continue to take the lead in advocating on high-priority issues identified by the Executive Director and the Policy Board. NCH will partner with constituent organizations and outside stakeholders when appropriate.

I. INTRODUCTION

In July 2012 the National Coalition for History's Executive Committee met to discuss the mission and future of the organization in light of the seismic shifts taking place in Washington,

especially with regard to dramatic reductions in funding for historical, archival, educational and preservation programs.

Despite its limited resources, since its inception in the early 1980s the History Coalitions has been highly successful in promoting and defending programs and funding for federal agencies that affect our members. For example, it was due to the advocacy efforts of NCH that the National Archives became an independent agency in 1984 and the Teaching American History grants program was created in 2001.

Unfortunately, the National Coalition for History has not done a good job of promoting itself and taking credit for its accomplishments. Historical, archival, educational and preservation programs have increasingly been seen as easy targets by budget cutters because they are perceived as lacking a broad constituency. Our community must remain vigilant and proactive in making the case that historical and archival programs are a public necessity, not a luxury. Nonetheless, the stark reality is that we are in a period of retrenchment in federal spending that is not limited to the interests of historians, archivists, educators and other stakeholders.

Reducing the federal deficit will continue to dictate the congressional appropriations process for the foreseeable future. In years past, NCH's main focus was advocating for increased funding and expansion of federal programs. Now our major concern is holding our own and preventing severe cuts or even elimination of programs. Seeking *increased* appropriations in this environment would squander NCH's limited advocacy resources and hurt our credibility with policymakers.

Simply put, advocating for federal appropriations cannot remain the primary purpose and focus of the History Coalition. As we saw recently, historical and archival programs are not just under siege at the federal level. In 2012, NCH responded quickly to a crisis in Georgia preventing the closure of the State Archives, and assisted in a federal court case brought by the National Security Archive seeking the release of a CIA internal history of the Bay of Pigs invasion.

A paradigm shift must take place if NCH is to remain relevant and a viable organization. NCH must transform itself into a resource for policymakers and our stakeholders. We can no longer exist as merely another group seeking its small piece of the shrinking federal pie. We must become a more nimble organization able to respond to situations not just at the federal level but in the states as well.

The 2013 Work Plan reflects this reality and sets forth the initial transitional steps to move NCH in this new direction. This transformation cannot take place overnight. It will require doing a much better job of educating our constituent organizations (and potential members) about NCH's tremendous contributions in the past, and how the Coalition will continue to play a vital role in federal policymaking in the future.

II. LEGISLATIVE ADVOCACY

1. Congressional Appropriations and Authorizations

Despite the caveats noted in the introduction, NCH cannot totally abrogate our responsibilities to seek federal funding for programs important to our constituents. However, given NCH's limited resources, the Executive Director should allocate his time accordingly based on the prospects of achieving a successful outcome in each situation.

PRIMARY ACTION: During the FY 2014 appropriations cycle, NCH will lobby aggressively for sustained funding for those federal agencies and programs that have the greatest impact on the historical and archival communities. These include:

- National Archives and Records Administration (NARA)
- National Historical Publications and Records Commission (NHPRC)
- Title VI Fulbright-Hays International Education programs
- National Endowment for the Humanities (NEH)
- National Park Service history and preservation programs
- Institute of Museum and Library Services (IMLS)

In May 2012, the U.S. House of Representatives approved an amendment to the FY 2013 Commerce, Justice, Science and Related Agencies Appropriations bill that defunded political science programs at the National Science Foundation (NSF). The amendment passed by a roll call vote of 218 to 208.

While the amendment was not considered in the Senate, this is the second time in recent years that the political science program at NSF has been targeted for elimination. NCH coordinated its opposition to the amendment with the National Humanities Alliance and American Political Science Association.

PRIMARY ACTION: NCH will remain vigilant for targeted amendments on appropriations bills designed to reduce funding for specific programs or which detrimentally affects constituent organizations.

2. Federal Support for K-12 History Education

The Elementary and Secondary Education Act of 1965 (ESEA) was last authorized in 2001 during the Bush administration under the rubric of the No Child Left Behind Act (NCLB). In 2012, efforts to pass an ESEA reform bill stalled in the House and Senate. The Obama administration's decision to grant states waivers from NCLB's looming compliance requirements removed the sense of urgency for Congress to act on the reauthorization legislation. It is unclear whether an ESEA reauthorization bill will be a legislative priority for the White House given the myriad of other pressing issues such as deficit reduction, gun control, immigration reform, etc.

PRIMARY ACTION: NCH will advocate for restoration of federal K-12 history/civics education funding in the U.S. Department of Education’s FY 14 budget and/or in legislation reauthorizing the ESEA.

3. Presidential Records

PRIMARY ACTION: NCH will take a lead role, with the assistance of other stakeholder groups, in advocating for Congress to enact legislation to strengthen the Presidential Records Act. In addition, NCH will identify a champion in the Senate to introduce a presidential records reform bill and work toward its passage.

A new Senate champion for presidential records reform will have to be found when the 113th Congress convenes in 2013. Senate Homeland Security and Governmental Affairs Committee (HSGAC) Chairman Joseph Lieberman (I-Conn.), a staunch advocate, retired this year. His replacement as chair, Senator Tom Carper (D-Del.) has been a past supporter of PRA reform and NCH will be urging him to move a bill in the HSGAC in 2013.

4. Federal/Presidential Records Preservation and Management

Declassification, records access, and preservation issues should remain a top priority for NCH in the coming year. The Coalition should work with other stakeholders to ensure passage of legislation reducing over-classification of government records, increasing public access to unclassified records, speeding the declassification process, and establishing standards for the preservation of federal and presidential electronic records.

PRIMARY ACTION: NCH will continue to advocate for the passage of legislation to require NARA to establish meaningful records preservation standards and aggressively ensure compliance by federal agencies and the White House. NCH will continue to encourage NARA to engage in vigorous oversight of federal agencies.

III. FEDERAL AGENCY ADVOCACY

1. Declassification of Federal and Presidential Records

In December 2012, the Public Interest Declassification Board (PIDB) submitted recommendations to the President on reforming procedures on the classification and declassification of federal records in a report entitled *Transforming the Security Classification System*. Of particular interest to historians is PIDB’S recommendation regarding the prioritization of the preservation and processing of “historically significant records.” The PIDB suggested that these records “should be identified and set aside as early as possible after their creation to ensure their preservation, long-term access and availability to agency policymakers and historians. Each agency should have an in-house history staff to assist agency records officers and declassifiers in the prioritization of records.”

PRIMARY ACTION: NCH will advocate for implementation of this recommendation by Congress and within the Administration. NCH will advise the National Declassification Center on developing criteria to prioritize the processing of “historically significant” records, and support the creation of historical advisory panels and/or history offices at relevant federal agencies.

SECONDARY ACTION: NCH will continue to provide advice to and monitor the activities of the Public Interest Declassification Board (PIDB), the State Department's Advisory Committee on Historical Diplomatic Documentation, the Advisory Committee on the Records of Congress, the Advisory Committee on the Electronic Records Archive, and the Advisory Committee on Presidential Library-Foundations.

2. Open Government Initiatives

Since taking office, President Obama has issued a number of executive orders, directives, and memoranda to federal agencies committing his administration to maximum openness, transparency, and public participation. The National Archives has engaged in a number of open government and outreach efforts.

SECONDARY ACTION: Working with various stakeholders, NCH will continue to monitor the progress of the Obama administration’s open government initiatives and work toward identifying new areas in which to promote openness and transparency.

3. Military Records:

In 2012, reports surfaced in the media concerning the alleged loss and destruction of military records from the conflicts in Iraq and Afghanistan making it difficult for veterans to claim benefits. In addition, the loss of Army field records are creating challenges for military historians reconstructing events and writing histories of the conflicts.

In addition, a report by the U.S. Navy’s Inspector General’s Office found that core elements of the U.S. Navy’s historical program were “at risk.” The IG’s report on the inspection of the Navy’s History and Heritage Command reinforced concerns that scholars have had in recent years about the state of the Navy’s history program.

According to the report, historical records and artifacts are housed in a precarious environment and invaluable archival material is in danger. The History and Heritage Command’s leadership has not ensured that naval commands and fleets are creating historical records on their ongoing activities. Moreover, according to the IG report, the Navy’s professional historians, archivists, curators, and librarians who work for the history command feel “disenfranchised” because of “their marginalization in decision processes and lack of advancement opportunity.”

SECONDARY ACTION: Coordinating with the Society for Military History and National Security Archive, NCH will determine an appropriate advocacy response to resolve these issues involving military records.

IV. STATE AND LEGAL ADVOCACY

1. National Security Archive's Lawsuit Over Release of the CIA's Bay of Pigs History

In May 2012, the National Security Archive sued the CIA under the Freedom of Information Act seeking to declassify the full "Official History of the Bay of Pigs Operation." Unfortunately, the U.S. District Court sided with the Agency's efforts to keep the last volume of the report secret in perpetuity.

The Archive appealed to the U.S. Court of Appeals for the D.C. Circuit. In response, the CIA filed a "motion for summary affirmance," in effect asking the court to decide in its favor without full briefing or oral argument. In August, the National Coalition for History (NCH) coordinated a letter from a dozen organizations representing thousands of historians, archivists, political scientists, educators and researchers opposing the CIA's motion.

On December 7, the D.C. Appeals Court rejected the CIA's position and ruled that the case merits the court's full consideration with briefs due in early-2013. It is expected that the National Security Archive will ask NCH and its member organizations to file amicus briefs in support of their appeal.

PRIMARY ACTION: Pending approval of the NCH Board, the Executive Director should coordinate the preparation and submission of amicus briefs in support of the National Security Archive's CIA Bay of Pigs lawsuit.

2. Georgia State Archives

In September 2012, Georgia Secretary of State Brian Kemp announced the closure of the State Archives to the public on November 1 due to across-the-board budget cuts mandated by Governor Nathan Deal. The Secretary of State also eliminated 7 of the 10 positions at the State Archives.

On September 21, the National Coalition for History (NCH) sent a letter to the Governor and Secretary of State opposing the budget cuts, denial of public access to the Archives, and the termination of the bulk of the Archives' employees.

In October, Governor Deal and Secretary of State Kemp announced they would restore funding to keep the State Archives open until the end of the current fiscal year on June 30, 2013. The agreement also allows the State Archives to retain its current hours of operation, which would have been severely curtailed. Under the plan, the University System of Georgia would assume

control of the Georgia Archives on July 1, 2013, pending approval of the state's General Assembly.

PRIMARY ACTION: NCH should monitor the situation in Georgia and be ready to act should the commitment to keep the State Archives in operation not be met.

V. EDUCATION AND OUTREACH

1. Congressional Outreach

As noted above, NCH must transform itself into a resource for Members of Congress and federal policy makers. During Hill visits over the past two years lobbying for funding for history programs Members of Congress and their senior staff, both Republicans and Democrats, have repeatedly expressed how much they "love history." There exists a real opportunity to channel this interest in history by Members of Congress into something that will benefit our community.

As many of you know, there is a House Humanities Caucus and a Senate Cultural Caucus which promote the broader humanities and support for the National Endowment for the Humanities. The Executive Director recommends the National Coalition for History investigate the creation of similar caucuses (or a single caucus) devoted strictly to history. Initial contacts with the Historians of the House and Senate and the heads of the relevant federal agencies to gauge their interest have been overwhelmingly positive.

If the Board decides to move forward, it would require an initial commitment of a great deal of the Executive Director's time to create the Caucus. However, the potential benefits in terms of increasing visibility, and support, for history on the Hill far outweigh the time and effort it would require. It will also provide the Executive Director with networking opportunities on the Hill in setting up and maintaining the Caucus.

The American Historical Association is one of the few organizations in the country with a Congressional Charter. The AHA's charter states its purpose as "the promotion of historical studies, the collection and preservation of historical manuscripts and for kindred purposes in the interest of American history and of history in America." While AHA's charter does not technically provide the organization with any legal advantages, the purpose of the proposed caucus clearly falls within its congressional mandate. As a result, it may be advantageous to create the History Caucus with the AHA as the formal sponsor under its charter. NCH's Executive Director would provide the actual support.

PRIMARY ACTION: NCH will investigate the benefits of the creating a Congressional History Caucus. The Executive Director should report back to the Policy Board no later than 60 days following the enactment of the 2013 Work Plan. The report should include a recommendation concerning the benefits of creating the Caucus using the American Historical Association's congressional charter to sponsor the group.

2. Constituent Outreach

NCH plays an educational role for the history and archives communities it serves. This function is accomplished via the NCH electronic newsletter, the website and RSS feed, the Executive Director's monthly and quarterly columns in member organizations' publications, and presentations to constituent organizations at their annual meetings. Because the Coalition's educational mission also extends to the media and the general public, the Executive Director frequently responds to requests from the print and electronic media.

PRIMARY ACTION: To enhance NCH's visibility with current members, the Executive Director will set a goal of attending the annual meetings of up to four member organizations (within budget limitations). To the extent possible, the Executive Director will work with member organization representatives to provide presentations at these meetings.

NCH has a 5-year contract with the Roy Rosenzweig Center for History and New Media (CHNM) to maintain the website that expired in 2012 and needs to be renewed. CHNM has proposed that they host the website as an in-kind contribution in lieu of their annual dues payment of \$1,000.

In 2012, the NCH Board authorized the expenditure of \$4,500 to renovate the website. The Executive Director purposely held off on the project when he noticed that our income levels were well below target throughout much of the fall. It was only late in the fiscal year that income began to meet expectations that the Executive Director contacted CHNM to solicit a cost estimate.

In December, CHNM provided a "ballpark" estimate that the redesign would cost a minimum of \$10,000, with costs running much higher (up to \$25,000) depending on the extent of the changes made to the site.

The 2013 budget pending before the NCH Board would authorize \$10,000 to begin the website redesign project.

PRIMARY ACTION: The Executive Director should proceed with due diligence to determine the cost of renovating the NCH website, which includes adding social media capability. Within 60 days, the Executive Director should report to the Board if estimated costs exceed the \$10,000 amount previously authorized. In consultation with the Policy Board, the Executive Director should negotiate a renewal agreement for website hosting and maintenance with CHNM, or other vendor as appropriate.

VI. MEMBERSHIP RECRUITMENT AND RETENTION

Action items to be determined pending discussion by NCH Policy Board at the January 4, 2013, meeting.

**MARAC
Nominations and Elections Committee
Mid-Winter Steering Committee Meeting
Submitted: January 24, 2013**

Membership (2012-2013):

Casey Babcock
Kira Dietz, Chair
Jeff Moy
Jennifer Neumyer
Paige Newman

Upcoming Elections:

As of the week of January 21st, the committee is collecting the last few candidate biographies to prepare for the election. We expect, despite some past difficulties, to use Survey Monkey again for electronic voting, and are leaving time to test the ballot. We will be working with webmaster Matt Strauss and MARAC administrator Holly Ott to get print and online ballots ready. If all goes according to plan, online voting will begin during the last week of February, with paper ballots going out the same week.

Issues:

Like the previous year's committee, we ran into significant difficulties finding more than one candidate for Chair and Vice-Chair. Despite soliciting in a number of formats (email, Facebook, Twitter) and committee members sending individual emails to names given to us by previous N&E officers and current members, as of January 24, we are still facing uncontested races in both cases. If the Steering Committee has any suggestions for candidates, please let us know! On a happier note, we did not have difficulties soliciting candidates for Members-at-Large and various committees.

Much like my predecessors report, I'm wondering how we might encourage more people to run for offices in future years. Several people we contacted were concerned about an inability to make the time commitment, which isn't an issue we can really address. Others, however, seemed interested, but didn't have any other (or had only limited) MARAC experience and didn't want to "jump right in." Future N&E committees may want to consider how they approach soliciting—making sure we get some newer members on ballots for committees will give them a chance to get a foot in the door.

Respectfully Submitted,
Kira A. Dietz
Chair, Nominations and Elections Committee

Publications Committee Report
Steering Committee Meeting
Baltimore, MD
February 1, 2013

Mid-Atlantic Archivist

The Winter issue of the MAA is with the designers and should be issued within the next few weeks. Michael Martin, editor, reports that through the caucus reps we received one article featuring Home Movie Day by Andrew Cassidy-Amstutz. The deadline for the Spring Issue is February 15.

Technical Leaflets

Maureen Cech, Technical Leaflet's editor, reports that she is working on Dale Patterson's draft leaflet on religious archives.

Bill Carpenter (NARA) reports that he is still working on expanding his draft of Technical Leaflet #7 (identifying and handling classified documents) and is planning on incorporating images.

Mary Mannix has a draft of Technical Leaflet #12 which is on conducting a reference interview.

Leah Richardson & Jason Byrd are drafting their leaflet on instruction and outreach using primary sources.

Publication Sales

October 1 to December 30: No sales reported during this period.

Respectfully submitted,
Sharmila Bhatia
Chair, Publications Committee

*Journal of Eastern Archives*¹

A Proposal to Potential Partners

Submitted by

Michael Lotstein, CA

Records Services Archivist

Manuscripts and Archives

Yale University Library

January 25, 2013

¹ This proposal should be considered a work in progress. All elements to the function, management, and even the name of the journal should be taken as preliminary in scope, subject to revision during the course of its development. Much of the proposed content is based on the business plan of the *Journal of Western Archives*, an open access journal hosted by the Utah State University Digital Commons. The business plan may be downloaded from the Bepress website: <http://digitalcommons.bepress.com/collaboratory/4/>.

I. Introduction

The *Journal of Eastern Archives* is an open access journal to be hosted by the Yale University Library institutional repository and produced in collaboration with regional archival associations and academic institutions. The mission of the *Journal of Eastern Archives* will be to further awareness of issues and developments in the work of professional archivists, curators, and historians, and serve as a locus for graduate students in library science, archival science, and public history to contribute original works of research and inquiry for peer-review and publication.

II. Rationale for a new journal

While the *Journal of Eastern Archives* will be competing with several other established archival journals including *American Archivist*, *Archivaria*, *Archival Issues*, and the *Journal of Archival Organization*, it will have the unequivocal advantage of being published on an open source platform, free of charge, without the need of membership, and published on an article-by-article basis. In addition, by focusing on the work of archivists and students in the eastern United States, the *Journal of Eastern Archives* will become a resource to nurture the work of graduate students as well as up-and-coming professional archivists, curators, and historians who otherwise would be competing against higher-profile colleagues throughout the United States for submission to the limited number of peer-reviewed professional and academic journals which only publish a handful of times per year. A successful example of this regional, open access model is the *Journal of Western Archives*, a peer-reviewed journal hosted by the Utah State University Digital Commons². Since its debut in October, 2008 through December, 2012 there have been 5,143 full-text downloads of content from the *Journal of Western Archives*³.

III. Benefits of Open Access

The Yale University institutional repository will be implemented through the Berkeley Electronic Press Digital Commons platform, which was specifically designed to host online academic and professional journals⁴. The main benefit of open access to authors is that it allows them to retain copyright to their work and through the application of modern licenses is able to make their writings available among multiple online venues outside the journal for the author's entire professional career and beyond. Open access articles are also more widely available, increasing their use by students and researchers. To ensure that the *Journal of Eastern Archives* is as accessible as possible, it will be indexed by both the Directory of Open Access Journals⁵ which currently indexes 1,271 open access journal in the United

² <http://digitalcommons.usu.edu/westernarchives/>.

³ "Content" refers to research and work-in-progress articles, reviews and case studies published by the *Journal of Western Archives*. Daines, J. Gordon. "Re: stats for Journal of Western Archives." Message to Michael Lotstein. 14 Jan. 2013. E-mail.

⁴ <http://digitalcommons.bepress.com/online-journals/>.

⁵ <http://www.doaj.org/>.

States and thousands more in over 120 countries and by Google Scholar. Digital Commons includes site-wide search functionality, as well as RSS feeds and an Open Archive Initiative (OAI) responder. In addition, all Digital Commons content is made available through an aggregated search through the Berkeley Electronic Press web site, which in turn indexes articles for inclusion in very robust Google searching.

The main benefit of open access through the Digital Commons for publishers is the wide range of features Bepress provides for the publication of content. The basis of publishing on the Digital Commons is Edikit⁶, an editorial management application that electronically oversees the editorial, review, and publication process. Submissions, metadata indexing, and communication between authors, editors and peer-reviewers are all made directly over the web, including automated e-mail reminders to any party that is behind schedule. The distinct advantage of editorial management via the Internet is self-evident when dealing with the demands of a geographically distributed journal staff and authors.

IV. Participating Institutions

The following archival professional associations and academic institutions have expressed interest in participating in the creation of the *Journal of Eastern Archives*:

1. **Yale University Library.** Yale University Library has agreed to host the *Journal of Eastern Archives* on its Digital Commons institutional repository and has also agreed to fund the one-time \$1,500.00 fee to Berkeley Electronic Press to establish the journal space on the institutional repository. All other fees associated with site maintenance, design and implementation of the journal through Berkeley Electronic Press will be covered by Yale University Library's licensing fee.
2. **New England Archivists (NEA).** New England Archivists is a regional organization of people who organize, describe, preserve and provide access to historical records in a variety of formats. It offers educational opportunities and provides venues for professional and volunteer archivists to gather and share experiences with colleagues⁷.
3. **Mid-Atlantic Regional Archives Conference (MARAC).** Begun in 1972, MARAC is a volunteer, regional consortium of archivists who live and work in the states of New York, New Jersey, Pennsylvania, Maryland, Delaware, Virginia, West Virginia, and in the District of Columbia⁸.
4. **University of Massachusetts Boston Department of History.**
5. **Simmons College Graduate School of Library and Information Science.**

⁶ <http://digitalcommons.bepress.com/reference/2/>.

⁷ <http://www.newenglandarchivists.org/about-us/about-us.html>.

⁸ <http://www.marac.info/>.

With the exception of Yale University Library, the exact nature of participation from the prospective collaborators has yet to be determined. Participation can be defined as providing either annual or one-time financial contributions or a call for volunteers to staff the management of the journal from their respective memberships, faculty or student bodies. Procedures to facilitate the inclusion of additional institutions wishing to participate should be in place prior to publication.

V. Staffing and Finances

Staffing of the *Journal of Eastern Archives* will come from volunteers affiliated with the participating organizations and be tasked with management of the journal and for the peer review process. Principal management of the journal will derive from the Editorial Board. Section Ten of the business plan for the *Journal of Western Archives*, "Organization and Staffing" provides an ideal model to adopt in the establishment of an organizational structure for the *Journal of Eastern Archives*⁹. The following is a proposed organizational structure for the management of the journal:

- **Journal Director.** The inaugural Journal Director will be appointed by Yale University Library due to its hosting of the journal through Digital Commons. The Journal Director will be responsible for overseeing the relationships between the participating organizations, marketing the journal, and managing the journal's finances. The Journal Director serves a 4-year repeatable term. Once the term of the inaugural Journal Director ends, all future Journal Directors will be recruited and selected by the Editorial Board.
- **Managing Editor.** The Managing Editor will be appointed by the Journal Director. The Managing Editor will be responsible for submitting calls for articles and other journal content, managing deadlines, orienting new Editorial Board members, overseeing the selection of peer-reviewers, and managing the publication process. The Managing Editor serves a 4-year repeatable term.
- **At-Large Board Members.** Participating organizations will have the right to appoint one at-large board member. At-large board members will be responsible for identifying peer-reviewers, reviewing assigned articles and overseeing the peer review process, soliciting content for the journal and marketing the journal to their respective associations. At-large board members will serve a 3-year repeatable term.
- **Peer Reviewers.** Peer reviewers will be appointed by members of the Editorial Board with final approval by the Managing Editor. Peer reviewers will read and evaluate content for accuracy and professional/historical significance. Peer reviewers will make recommendations to the Editorial Board on the efficacy of articles as part of the final approval/rejection process. Peer reviewers will serve 1-year repeatable terms.
- **Technology Associate.** The Technology Associate will be appointed by Yale University Library due to its hosting of the Digital Commons. The initial duties of the Technology Associate will be to work with a regional representative of Berkeley Electronic Press to

⁹ <http://digitalcommons.bepress.com/collaboratory/4/>.

create the layout for the journal and finalize the layout with the approval of the Editorial Board. Other duties will include final proofing of galleys and uploading of content to the Digital Commons and service as liaison between the Editorial Board and Digital Commons concerning technical support issues. The Technology Associate serves a 2-year repeatable term.

- **Copyeditor.** A for-hire copyeditor will be tasked with copyediting of articles published on a submission-by submission basis.
- **Accountant.** Section ten of the business plan for the *Journal of Western Archives* identifies the Accountant as a “Regional Association Treasurer”¹⁰. The current Accountant of the *Journal of Western Archives*, Mr. James Kichas of Utah State University and Treasurer of the Conference of Inter-Mountain Archivists, describes his duties as follows, “...handling monthly bank statements, reconciling those bank statements with any financial activity that has taken place...and presenting this information to the CIMA council at our bi-monthly board meetings.” This activity, Mr. Kichas estimates taking up approximately two hours a month of his time to complete¹¹. The duties of the Accountant should be modeled after the work described above by one of the participating regional association treasurers.

The only ongoing financial consideration for the journal will be the cost of copyediting. Other considerations will be covered either through volunteer staffing of the journal or by Yale University Library for the establishment of the journal itself. An estimate for copyediting comes from Amy Hoffman, a freelance editor who has written books published by the University of Massachusetts Press¹². This estimate for scholarly journal articles that involve specialized language and citations comes in at \$60 dollars per hour. At three pages per hour, if the journal publishes 50-100 pages of content per year¹³ the cost for one year of copyediting will be between \$1,000 to \$2,000 dollars per year¹⁴. If this cost is divided equally between the participating organizations, the cost per organization will range from \$200 to \$400 per year. In order to ensure that the maximum amount of material is able to be published in the first full year of operation, partners should contribute the maximum of \$400 dollars. Like the *Journal of Western Archives*, the *Journal of Eastern Archives* will operate with a “net-zero” or break-even result. Any surplus funds accrued will be carried over to the next applicable year and serve as contingency funds to cover any budgetary short falls. Other sources of potential revenue for the journal may be print-on-demand services, merchandizing a journal logo, and direct donations.

¹⁰ Ibid.

¹¹ Kichas, James. “Re: treasurer of the Journal of Western Archives”. Message to Michael Lotstein. 15 Jan. 2013. E-mail.

¹² <http://www.amyhoffman.net/bio.htm>.

¹³ Estimate based on 1-3 research articles or case studies at 15-20 pages each and 2-4 work-in-progress articles, review essays or conference proceedings at 5-10 pages each for the first year of publication.

¹⁴ Hoffman, Amy. “Re: Copyediting estimate.” Message to Michael Lotstein. 14 Jan. 2013. E-mail.

VI. Submissions

Section four of the business plan of the *Journal of Western Archives*, “Journal Description” describes the audience, concepts, and content sought from prospective authors for submission¹⁵. Ultimately, many of the same goals will be part of the submissions model for the *Journal of Eastern Archives*. The journal will feature research articles, case studies, literature reviews (book, web-based, multimedia), work-in-progress articles, and conference reports that emphasize unique intellectual and technological developments in the archival profession.

All manuscript submissions will be made electronically through the Berkeley Electronic Press’ Digital Commons platform. Section six of the business plan of the *Journal of Western Archives*, “Editorial and Copyright Considerations” provides some excellent preliminary submission guidelines as listed below¹⁶.

1. All submissions must be double-spaced throughout, including all quotations.
2. Research articles and case studies should be no longer than 15-20 pages; work-in-progress articles, review essays, and conference reports should be no longer than 5-10 pages.
3. The submission file should be in Microsoft Word or RTF format.
4. All submissions must conform to the current edition of the Kate Turabian’s *A Manual for Writers of Term Papers, Theses and Dissertations*, including endnote format.
5. Authors are responsible for all statements made in their work and for obtaining permission from copyright owners.
6. Authors should provide a brief biographical sketch.
7. Photographs and Illustrations are welcome.

As stated in Section II of the proposal, authors will retain copyright to their work while granting the journal right of first publication with the work simultaneously licensed under a Creative Commons Attribution License: <http://creativecommons.org/licenses/by-nc/3.0/>, which allows others to share the work with an acknowledgement of the work’s authorship and initial publication in the *Journal of Eastern Archives*.

VII. Editorial Considerations

Much of the work to be done by the appropriate members of the Editorial Board once a submission has been sent will be conducted within the Digital Commons’ Edikit software. Submissions are routed by the system to the Managing Editor who then assigns an at-large editor the submission via e-mail. The at-large editor selects two peer reviewers from a master list maintained by the Managing Editor and forwards the submissions to them for evaluation. Specific criteria used by peer-reviewers to evaluate the efficacy of any submissions will need to be established by the inaugural Editorial Board prior to the journal accepting any submissions for review. Once the peer-reviewers have completed their

¹⁵ <http://digitalcommons.bepress.com/collaboratory/4/>.

¹⁶ A more detailed listing of submission guidelines can be found of at the Journal of Western Archives: <http://digitalcommons.usu.edu/westernarchives/styleguide.html>.

evaluation of the submission their recommendation along with their notes are sent to the at-large editor who makes the final recommendation to the Managing Editor, who then notifies the author via Edikit's automated notification system whether the submission has been accepted for publication. All of these steps are conducted either via e-mail or through Edikit during the entire process¹⁷.

VIII. Marketing

A robust marketing campaign conducted by the appropriate members of the Editorial Board will ensure not only a regular stream of submissions to the journal but hopefully interest in participation, financial or otherwise, by other archival and historical organizations in the eastern United States. Possible marketing mediums may include:

- Organizational newsletters
- Archive and Archivists Listserv sponsored by the Society of American Archivists
- Listservs of other regional professional archival organizations
- Participation in marketing tables at organizational annual and/or seasonal meetings
- Targeted e-mails to appropriate regional archival and academic institutions

Merchandising is another way the journal can be regionally marketed. Section nine of the business plan of the *Journal of Western Archives*, "Markets, Marketing, Sales and Pricing" outlines the sale of merchandise through Café Press, which is sold through their web site and is responsible for customer service¹⁸. Items for sale may include print-on-demand issues of the journal which would contain a year's worth of content, t-shirts, mugs, caps, pencils, postcards or other items which bear the journal logo and URL on them. A comprehensive marketing campaign should be a priority of the inaugural Editorial Board prior to the launching of the journal.

IX. Conclusions

The *Journal of Eastern Archives*, hosted by the Yale University Library Institutional Repository, will be a beneficial resource for students and newly minted professional archivists, curators, and historians working and studying in the eastern United States looking to have their work published by a peer-reviewed journal. As the *Journal of Western Archives* clearly demonstrates, open source, regional peer-reviewed publications are an excellent venue for archivists, curators, and historians new to the profession to gain confidence in their writing and research while helping them progress in their careers and giving students a leg-up in transitioning from school to the workforce.

The success of the journal will be a testament to the participating institutions who worked to usher in its existence and serve as an example to other archival organizations and academic institutions around the

¹⁷ Sommers, Thomas. "Re: another journal question". Message to Michael Lotstein. 15 Jan. 2013. E-mail.

¹⁸ http://www.cafepress.com/cp/info/help/pricing_policy.aspx.

eastern United States that collaborative projects such as the *Journal of Eastern Archives* serve their shared professional and academic needs in helping foster the talent and expand the skill set of their future hiring pools.

Ultimately, the proposal outlined above should be taken as a small first step in reaching many of the goals the journal seeks to achieve. It is intended to start an ongoing conversation among the interested partners that will allow the organizational structure of the journal to take shape and culminating by the end of the 2013 calendar year with an agreed upon plan for implementation at the lowest possible cost.

Journal of Western Archives
Business Plan

April 2010

Version 2.4.1

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Section 1. EXECUTIVE SUMMARY

The *Journal of Western Archives* is an open access journal that will be hosted by the Utah State University Special Collections & Archives (Special Collections & Archives) and be produced in collaboration with western regional archival associations. Special Collections & Archives is a mid-sized special collections library that is part of the Merrill-Cazier Library at Utah State University. The Merrill-Cazier Library has access to Digital Commons, an institutional repository (IR) platform produced by the Berkeley Electronic Press (bepress). The Merrill-Cazier Library has expressed a willingness to allow Special Collections & Archives to use this technology to host the new journal. Three regional associations have also committed to fund the journal for at least three years. The L. Tom Perry Special Collections (Perry Special Collections) at Brigham Young University has also agreed to provide staffing for critical journal positions. These three factors have created a window of opportunity for launching the new journal.

Mission Statement

Archivists living in the Western United States face a unique set of challenges related to the geography of the West, as well as its relatively recent history. The *Journal of Western Archives* will provide a venue where archivists working in the West can highlight their unique contributions to the archival profession. It will also be an open access journal meaning that its content will be freely available to archivists and other interested consumers via the Internet.

Market and Rationale for new journal

The *Journal of Western Archives* will be competing with several other archival journals including the *American Archivist*, *Archivaria*, *Archival Issues*, and the *Journal of Archival Organization*. These journals address national issues and have infrequently covered topics or featured authors from the West. They also require subscriptions to access their most recent content. The *Journal of Western Archives* aims to fill this void by providing a publication venue for Western topics and authors that is freely available to anyone with Internet access.

Resources and Finances

Operating a journal requires personnel and financial resources. These resources will be provided through voluntary labor, in-kind contributions and cash contributions from the major stakeholders. These stakeholders are Special Collections & Archives, the Perry Special Collections, sponsoring archival associations, and archival professionals.

A portion of the resources required to operate the journal will be provided through in-kind donations by the Special Collections & Archives and the Perry Special Collections. Special Collections & Archives will provide access to Digital Commons and the Perry Special Collections will allow staff time to participate in one of the positions required to operate the journal: journal director.

Three regional archival associations have committed to contribute \$1,000 cash per year for three years to help defray the costs of the journal. They will have the responsibility to appoint a member of the editorial board and provide editorial guidance for the journal as well as having their association logo featured on the journal website. They will also advertise the existence of the journal and encourage their members to provide content for the journal or volunteer as peer reviewers.

Archival professionals will donate their time to the journal by acting as peer reviewers or members of the editorial board.

Copyediting will be outsourced to a campus editing service at Brigham Young University at approximately \$720.00 per quarter. This outsourcing represents the bulk of the cash expenses associated with the journal. Additional funds will be expended for marketing the journal. Any funds remaining will then be placed in an emergency fund.

Table 1. Total Income

	Year One	Year Two	Year Three
External contribution (sponsorships)	\$ 3,000	\$ 3,000	\$ 4,000
Merchandising (Print-on-Demand, mugs, etc.)	\$ 100	\$ 300	\$ 300
Donations	\$ 100	\$ 200	\$ 200
Total Income	\$ 3,200	\$ 3,500	\$ 4,500

Editorial Issues

Content submitted to the *Journal of Western Archives* will be reviewed by the editorial board and will be sent out to peer reviewers. This process will be entirely automated through Digital Commons. Content will be published as it is received and approved through the editorial process with complete issues available for print-on-demand in June and December of each year.

Outlook

The time is right to introduce a journal geared towards the needs of Western archivists. The institutional support of Special Collections & Archives and the Perry Special Collections and the financial support of three major regional archival associations as well as recent technological developments have created a window of opportunity for successfully launching the *Journal of Western Archives*. The journal’s focus on Western archival issues and its availability as an open

access journal will encourage widespread participation by archivists as readers, peer reviewers and content contributors. The *Journal of Western Archives* has a bright future and will continue to seek sponsorship from more regional archival associations and affiliated professionals.

Section 2. SITUATIONAL ANALYSIS

Journal publishing within the archival community is currently undergoing significant changes and challenges, providing both opportunities and obstacles in establishing a new journal title. Yet circumstances are currently favorable for the development and launch of an archival journal in the West.

Table 2. Situations and Strategies

Situation	Strategy
Leading journal <i>American Archivist</i> is priced at \$170/year for institutional subscriptions, price increases averaged 33% over the last 3 years	Remove price barriers to access through open access to journal content
Authors publishing in existing journals in field must cede copyright and control to publisher	Attract authors by respecting their rights, allowing copyright retention
Authors of research papers almost universally seek impact or credentials rather than royalties	Create best venue for disseminating research more quickly and widely than through existing printed and restricted access e-journals
Access to research papers restricted to individuals and organizations based on ability to purchase	Open access increases research dissemination. Authors' visibility will result in high usage that makes complementary products/services supportable
Authors represent limited regions and institutions	Solicit/encourage submissions by underrepresented areas through regional conference presentation issue
Open access journal costs can be relatively low and mostly fixed	Create a low expense structure and manage for cost-efficiency
Excellent opportunity for introducing value-added services (available for purchase)	Give top priority to establishing visibility, credibility, and usage of the journal
Additional start-up and early stage funds available from journal sponsor	Exploit window of opportunity by acting quickly, decisively, and with demonstration of sound business planning and practices Build collaborative venture with regional archival associations

Situation Assessment

Rising journal prices continues to be a major issue for libraries and other institutions. According to the recent Periodical Price Survey in *Library Journal*, overall journal prices in the United States rose eight percent last year, and 38 percent over the last five years. These prices were typical for history and library/information science journals, with increases of 9 and 6 percent

respectively over the last year. Of the leading North American archival journals (including *American Archivist*, *Archivaria*, *Archival Issues*, and *the Journal of Archival Organization*), the average price is currently \$123.75/year for full personal subscriptions, and \$212.50 for institutions. The *American Archivist*, with the introduction of its online access, saw a 100% increase in subscription prices for institutions during the last two years.

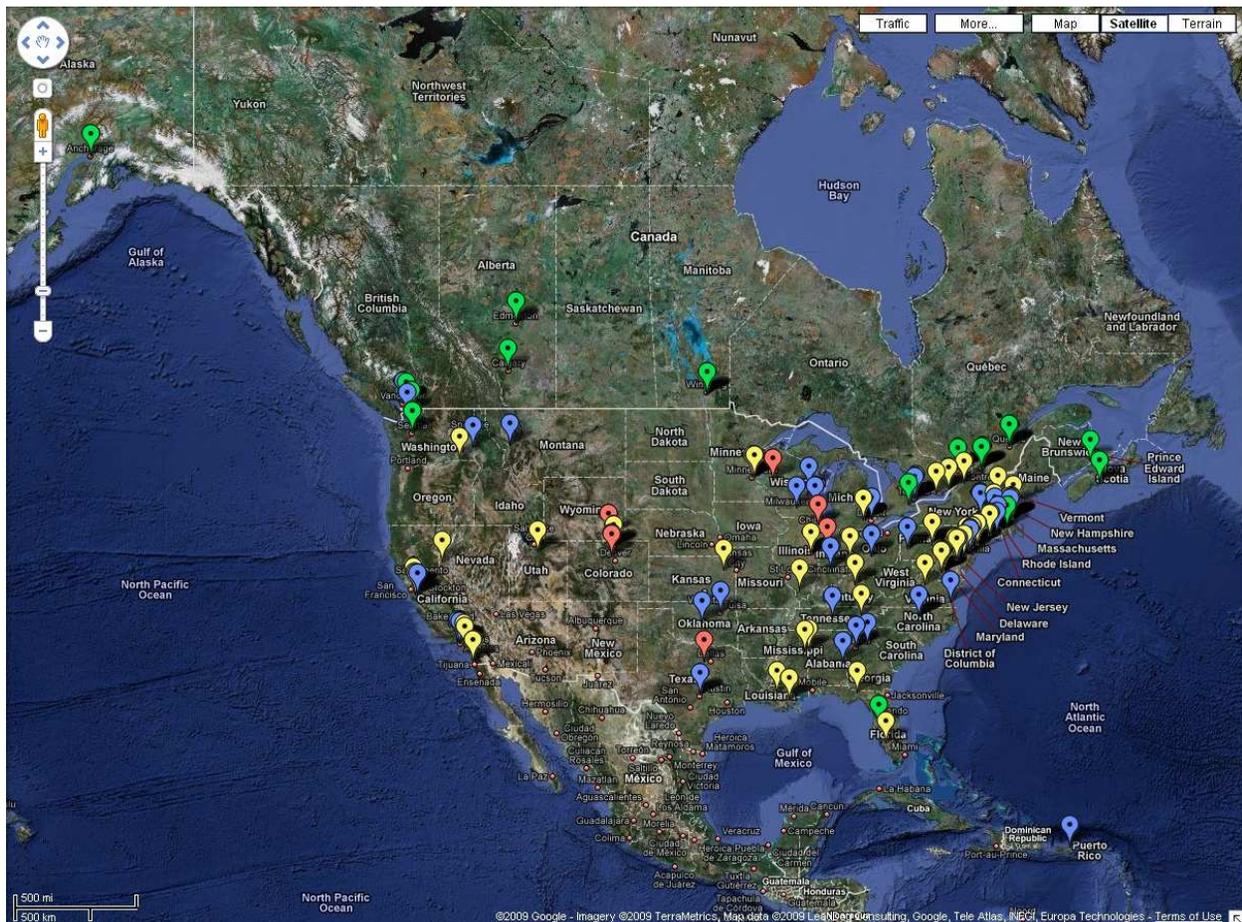
Professional archival journals have also been slow to adopt more open copyright agreements, following the traditional publishing model of requiring authors to cede copyright to the publisher. The most liberal of the journals is the *American Archivist*, which allows authors to retain their copyright. All other journals, however, reserve all rights and require written permission for outside use of journal content. While the *American Archivist* and *Archivaria* are now providing free access to their archives, in the case of *Archivaria* the electronic version is still subject to these same copyright restrictions.

For the authors of journal articles, these restrictions on access and use of their writing may not be desired. In a survey of authors from the archival profession, most writers were motivated to publish by altruistic or personal reasons, such as contributing to the profession or to establish professional credentials. Only 1.44% of respondents published out of a desire for royalty payments. At the same time, most authors (80.6%) preferred a copyright arrangement that would allow them to retain control over their work, and over 90% of archivists expressed a willingness to publish in an open access venue.

Due to prevalent copyright restrictions, access to journal content is generally restricted to readers covered by either a personal or institutional subscription to the journal. Survey results bear out a close correlation between subscription status and access for all archival journals. While some journals are seeking to minimize the impact of subscription barriers by providing free access to older content, publishers have kept newly released articles inaccessible in order to encourage individuals and organizations to subscribe.

It has also been found that in recent years, some regions have been less well represented in terms of article authorship. During the last five years, archival journals have not published articles by authors from the Inter-mountain West or most of the Plains states, and have been predominantly publishing articles by authors associated with institutions in the East. While it is unlikely that this is the result of bias on the part of Editorial Boards, it does represent a failure to solicit or encourage submissions from Western archivists.

Figure 1. Archival Journal Authors, 2004-2009



As opposed to traditional journal publication, open access journals enjoy a number of advantages. Traditional publishing suffers from high overhead costs, especially related to printing and subscription management, which can be avoided through open access. Relative to traditional methods, open access journal distribution costs are low and generally fixed. Expenditures are generally limited to editorial and marketing costs only.

Technological advances have also enabled the introduction of value-added services for potential journals with minimum investment. Possible technologies that could benefit an open access journal include print-on-demand technology, Open Archives Initiative (OAI) aggregation, and RSS feeds, among many others. While electronic access provides for greater distribution, most readers still prefer print copies of journals. Through print-on-demand, readers or institutions may purchase the journal in print, while the journal as an organization avoids the costs of traditional printing. Technologies such as OAI and RSS provide greater access to journal content, giving authors a greater impact.

Finally, circumstances are currently favorable to the development of a collaborative partnership involving the L. Tom Perry Special Collections, the Conference of Intermountain Archivists, the Society of Rocky Mountain Archivists, the Northwest Archivists, and the Society of California

Archivists. Utah State University's recent adoption of the Berkeley Electronic Press' Digital Commons platform, in combination with a commitment by the Perry Special Collections to allow staff to participate in key roles, has created an opportunity to develop a new archival journal with strong institutional support.

Strategic Response

In order to reduce both the journal-affordability problem and the access/impact problem, providing open access seems an ideal solution. Open access makes journal content freely available to all readers, removing price barriers and encouraging use of the materials.

Open access also seeks to attract authors by allowing them to retain copyright to their work. Through the application of modern licenses, authors are able to make their writing available in multiple venues outside of the journal, including posting to personal Web sites and by submission to institutional repositories. With the growing trend toward open access both in the United States and Europe, there will be increasing pressure on publishers to allow this reuse/republication of journal content.

Since authors in the archival profession are most likely to publish in the hope of making a contribution, open access journals' citation advantages also recommend them to the community. Open access articles are more widely available, increasing their use by other researchers, and, by extension, their impact. In a 2004 study on research impact, articles available through open access were cited 45 percent more often for philosophy journals, and 86 percent more often in political science. This effect would likely hold true for archival journals as well.

By developing a regionally-focused journal in the West, the Editorial Board will be able to work with archivists and professionals in an underrepresented area to disseminate their research and writing. In each year's volume, one issue could be driven by conference presentations, with editorial staff encouraging presenters from regional association conferences to prepare written articles based on their work. In doing so, Western programs and issues are more likely to take precedence, while the profile of institutions within the region will be raised.

Open access journals' cost structure advantages should also favor the development of a new archival journal. The journal director and staff will work to keep editorial costs low, while seeking additional revenue opportunities through marketing and advertising, where possible. The primary concern for the start-up phase, however, will be increasing the visibility, credibility, and usage of the journal within the archival community.

With the general trend within publishing toward open access, this is an excellent moment to begin a collaboration with the major regional archival associations in the West. Working with these regional associations, both for financial backing and editorial guidance, we have an opportunity to build a successful collaborative project that will benefit archivists and associated professionals both in the region and elsewhere.

Section 3. PROJECT HISTORY, STATUS, AND SCHEDULE

In November 2002 the Conference of Inter-Mountain Archivists (CIMA) established a task force to investigate the establishment of a journal to deal with Western archival issues. The original task force was comprised of three CIMA council members—Gordon Daines, John Murphy and Su Kim Chung. Recognizing that the successful establishment of a journal would need the support and buy in of archivists in the West, task force members approached the governing bodies of the Society of California Archivists, the Northwest Archivists, Inc., and the Society of Rocky Mountain Archivists about potential support for the journal in December 2002. Each of the associations approached expressed interest in further investigation of the feasibility of the journal and requested that copies of the documentation produced by the CIMA task force be sent to them for discussion by their governing boards. At this time the task force was expanded to include Steve Fisher who represented the Society of Rocky Mountain Archivists and Peter Blodgett who represented the Society of California Archivists. The task force created an editorial policy for the proposed journal and began to investigate the costs that would be associated with publishing the journal. In April 2003 Gordon Daines gave a presentation on the proposed new journal to the joint conference of the Society of California Archivists and the Northwest Archivists, Inc. By December 2003 it became apparent that the costs associated with publishing a print journal were too great for the project to continue and the project was tabled by CIMA’s governing body.

In November 2007 Gordon Daines approached Cory Nimer and John Murphy (colleagues at Brigham Young University) about investigating the possibility of establishing an open access journal to deal with Western archival issues. Gordon recognized that open access publishing offered the possibility of producing an archival journal that would be within a reasonable cost framework. After several discussions, John and Cory agreed to work with Gordon to create a business plan for the potential journal. We met with the library administration at Brigham Young University (BYU) about using the Open Journal Systems (OJS) that the library recently acquired and were allowed to create a test journal in the OJS. Based on preliminary discussions with BYU, in March 2008 we approached the governing bodies of the Society of California Archivists, the Conference of Inter-Mountain Archivists, the Northwest Archivists, Inc., and the Society of Rocky Mountain Archivists about potential support for the journal. In July 2008 and July 2009 we submitted formal proposals to the BYU administration requesting permission to host the journal utilizing OJS. For a variety of reasons, they deferred action on our request. In September 2009 we approached Utah State University about the possibility of having them host the journal through their Digital Commons platform. They responded affirmatively in November 2009 and we began planning for implementation.

Table 3. Key Actions and Events

Month/Year	Milestones reached
November 2007	Concept proposed by Gordon Daines to potential collaborators
December 2007	Support from L. Tom Perry Special Collections

	department chair secured
February 2008	Test instance of journal created in Open Journal System
March-April 2008	Survey conducted on the reading and publishing habits of archivists
March 2008	Society of California Archivists, the Conference of Inter-Mountain Archivists, the Northwest Archivists, Inc., and the Society of Rocky Mountain Archivists contacted about potential support for the journal
April 2008	Business plan draft completed
July 2008	Received commitment to sponsor journal from the Society of California Archivists, the Conference of Intermountain Archivists, and the Society of Rocky Mountain Archivists
July 2008	Submitted formal proposal to BYU administration for hosting the journal
August 2008	Request deferred by BYU administration and we were told to reapply in 2009
July 2009	Submitted reapplication for permission to host the journal through BYU
August 2009	Request deferred by BYU administration and we were told to reapply when the economic climate improved
September 2009	Submitted proposal to have Utah State University host the journal through Digital Commons
November 2009	Received permission to host the journal at USU
December 2009	Began planning implementation

Month/Year	Scheduled milestones
January 2010	Register the name of <i>Journal of Western</i>

	<i>Archives.</i>
December 2010	Establish Editorial Board
January 2010	Develop editorial policies and submission practices
February 2010	Editorial Board will review and finalize the business plan
February 2010	Develop logo for the journal and register the logo
March-April 2010	Commence content acquisition
May 2010	Begin peer review of articles for the first issue
June 2010	Launch journal and publicize it
June 2010	First articles released

Section 4. JOURNAL DESCRIPTION

Archivists living in the Western United States face a unique set of challenges related to the geography of the West, as well as its relatively recent history. The major archival journals address issues that impact the profession as a whole and, occasionally, highlight archival activities that have arisen in the West. The *Journal of Western Archives* will give archivists living in the West a place to publish on topics of particular interest to them. It will provide another venue for publication of important projects and breakthroughs that are occurring in the archival profession. The journal will feature case studies, research articles, literature reviews, and work-in-progress reports that highlight the unique archival developments in the Western United States.

Audience

The primary audience of the *Journal of Western Archives* will be archivists and manuscript curators living west of the Mississippi River. These archival professionals are particularly interested in the benefits of collaboration, the problems of establishing an archival community inherent in the vast geographic space of the West, and receiving adequate professional training.

An important secondary audience is other archivists. These archivists are interested in information that allows them to better perform their primary functions and that betters their understanding of archival work. Another secondary audience is individuals working in related professional fields—particularly those living in the West. These allied professionals face many of the same issues associated with geographic space and could potentially benefit from lessons learned from archival collaborations.

Concept and Benefits

The *Journal of Western Archives* will support the work of archivists in the West. It will give them a place to find information on topics of particular interest to them and it will provide them a publication venue for sharing information about projects and programs that they have developed that could potentially benefit other archivists working in the West. The journal will also provide a place where archival scholars and students in the West can publish their work.

The *Journal of Western Archives* will be part of the open access movement. The first formal statement on open access was issued in 2002. The open access movement promotes the free exchange of information by making scholarly work freely available through the World Wide Web. The journal will be supported by Berkeley Electronic Press and will enable the electronic sharing of the works published in it. It will enable the wider dissemination of archival information in the West, and will promote the value of information sharing. The journal will also help foster a regional identity for Western archivists. While open access means free access to information, it does not mean that the journal will not incur publication costs. Those costs will be borne by the sponsors of the journal.

Positioning Strategy

The *Journal of Western Archives* will be competing with several archival journals. These include *Archivaria*, the *American Archivist*, *The Journal of Archival Organization*, and *Archival Issues*. Each of these journals is targeted at a national audience and is subscription-based (either institutionally or through membership dues). The table below highlights the major focus of each of the competitors of the *Journal of Western Archives*.

Table 4. Archival Journal Comparison

Publication	Issued	Editor/Editorial Board	Types of Articles	Subject Matter
<i>American Archivist</i>	Semi-annual	Editor, Editorial Assistant, Copy Editor and Reviews Editor	Research articles, case studies, perspectives, international scene, professional resources, and reviews	"Seeks to reflect thinking about theoretical and practical developments in the archival profession, particularly in NA; about relationships between archivists and the creators and users of archives; and about cultural, social, legal, and technological developments that affect the nature of recorded information and the need to create and maintain it".
<i>Archivaria</i>	Semi-annual	General editor, Managing editor, Book reviews editor, Exhibition reviews editor, French language editor, Editorial Board, Technical coordinator	Letters to the editor, Articles, Studies in documents, Counterpoint, Communications, Book reviews and notices, Exhibition reviews, Obituaries	"Articles and other submissions exploring the history, nature, and theory of archives, or the use of archives; it aims to be a bridge of communication among archivists, and between archivists and users of archives".
<i>Archival Issues</i>	Semi-annual	Editorial Board with chair and book review editor	Articles, review essays, proceedings of seminars, and case studies of specific archival projects or functions	"Issues and problems confronting the contemporary archivist. Submissions relating to archival theory and current practice are solicited".

<i>Journal of Archival Organization</i>	Quarterly	Co-editors and an Editorial Board	Articles, project status reports and opinion pieces	Theoretical and practical aspects of archival organizations
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The *Journal of Western Archives* will be focused on important regional issues and will have direct relevance for its target audience. It will focus on case studies and work-in-progress reports that Western archivists will be able to use in their archival work. The journal will also emphasize a regional identity for Western archivists.

Content, Features, Attributes

Content: The *Journal of Western Archives* seeks articles that focus on contemporary issues and developments in the archival and curatorial fields, particularly as they affect Western archives and manuscript repositories. Submissions that provide insights on how technological changes have affected archival theory and practice are welcome, as are those that consider collaborative efforts and projects between different cultural heritage institutions. The history of archives/special collections and the development of the archival and curatorial professions in the Western United States are also of particular interest. The following types of articles will be accepted: case studies (15-20 pages), work-in-progress articles (5-10 pages), review essays (5-10 pages), and research articles (15-20 pages). All articles will be reviewed by an Editorial Board which will include prominent archivists in the West. Items will reviewed by the Editorial Board and then sent out to qualified archivists for review. All decisions will be based on the editorial policies described in Section 6.

Publishing Medium: The *Journal of Western Archives* will be published electronically on an article-by-article basis. Once the full content of an issue is available a print copy will be made available for purchase to individuals and institutions through print-on-demand services offered by CafePress.

Subscription Management: The *Journal of Western Archives* will be freely available to all users. Users will be able to utilize RSS feeds to be apprised of new content in the journal. If desired, additional programming may be done to develop a user registration and profile system to enable readers to share information about themselves and the content that they would like to see in the journal.

Value-added and complementary services: Journal issues will be available through a print-on-demand feature. RSS feeds will automatically inform users of new journal content.

Frequency of publication: The *Journal of Western Archives* will be published on an article-by-article basis. These articles will be aggregated into two issues per year. One issue will focus on content generated from association conferences.

Languages: The *Journal of Western Archives* will be published in English.

Section 5. FUNDING MODEL

The *Journal of Western Archives* is an open access journal. While this means that the journal will be freely available to anyone who wishes to read it, it does not mean that there are no costs associated with the journal. These expenses will be met through the contributions of our collaborative partners, with the assistance of the Merrill-Cazier Library's e-journal publishing services.

There are three major potential stakeholder groups involved with the journal. They are Special Collections & Archives at Utah State University, the Perry Special Collections at Brigham Young University, and the four major regional archival associations in the western United States (Conference of Inter-Mountain Archivists, Northwest Archivists Inc., Society of California Archivists and Society of Rocky Mountain Archivists). Special Collections & Archives and the Perry Special Collections are stakeholders because they will be hosting the journal and providing staff support. The regional archival associations are stakeholders because the content of the journal is geared specifically at their members as well as archivists who live and work in the western United States but who do not affiliate with archival associations.

The funding model outlined below is designed to cover costs, while generating a modest surplus to help create an endowment for the journal. The endowment will be primarily used to supply awards for the best article published in the journal. The below model consists of three funding streams: 1) Sponsorship by regional archival associations, 2) revenue derived from print-on-demand sales and merchandise (this will mostly likely be a very limited source of funds), and 3) donations to the journal from users or other organizations. To break even in costs during the first two years at least three regional organizations will need to commit to contributing \$1000.00 per year to help cover the costs of the journal. Funds above that exceed the break-even point, and will be placed in the endowment/emergency fund. The graph and chart that follow are based on this assumption.

The below graph illustrates the income (cash) portion of the funding plan. The chart that follows the model contains figures that demonstrate the vital role of our collaborative partners, as well as the impact of secondary revenue streams.

Figure 2. Income Model

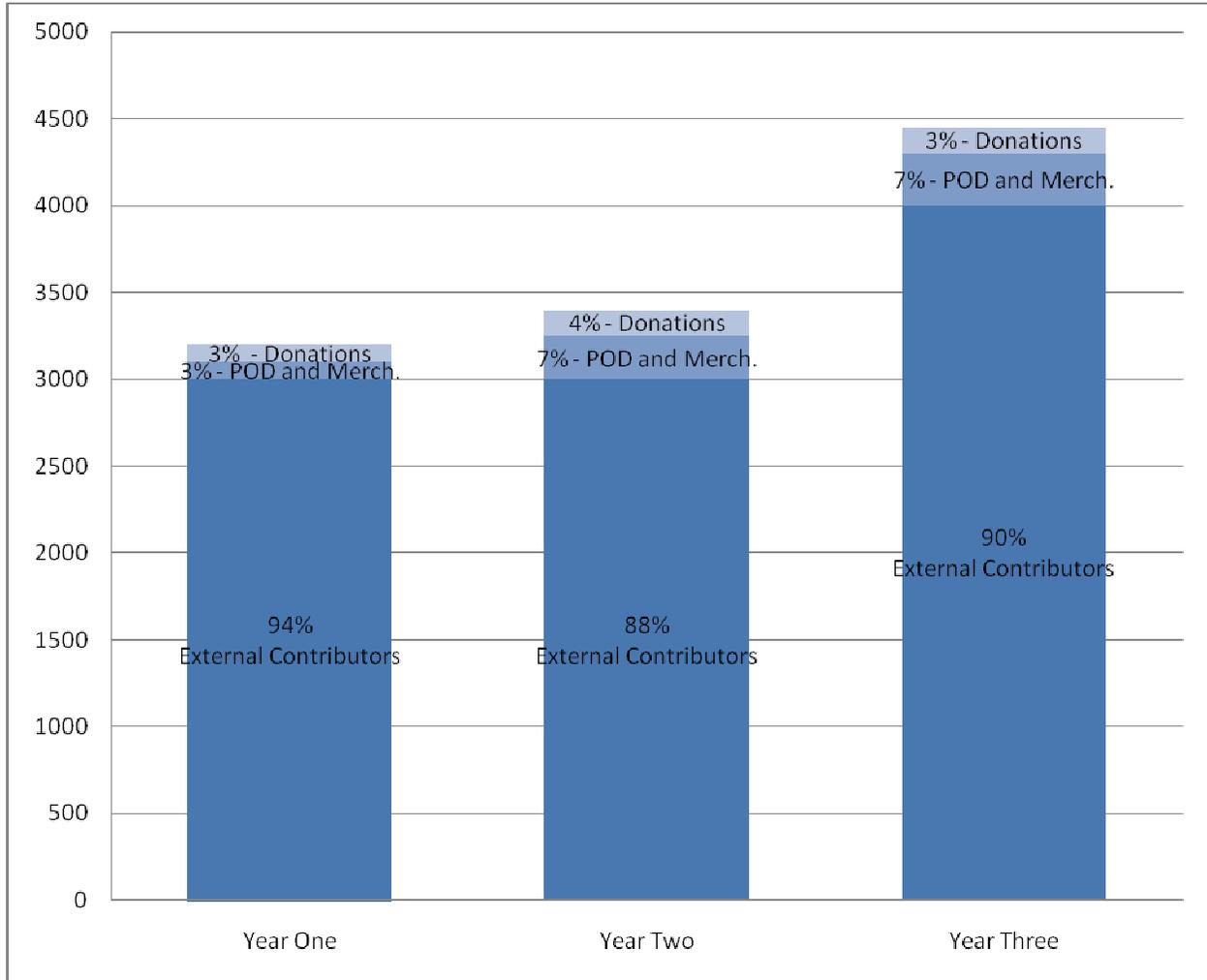


Table 5. Total Income

	Year One	Year Two	Year Three
External contribution (sponsorships)	\$ 3,000	\$ 3,000	\$ 4,000
Merchandising (Print-on-Demand, mugs, etc.)	\$ 100	\$ 300	\$ 300
Donations	\$ 100	\$ 200	\$ 200
Total Income	\$ 3,200	\$ 3,500	\$ 4,500

Additional budgeting information is available in the Financial Plan (section 11).

Section 6. EDITORIAL AND COPYRIGHT CONSIDERATIONS

The *Journal of Western Archives* will give archivists and manuscript curators in the American West a place to publish on topics of particular interest and relevance to them. The Journal will consider, for publication, research articles, case studies, work-in-progress articles, and review essays that address: important Western regional issues in archives and manuscript repositories; unique archival developments in the Western United States; technological innovations and their effect on archival theory and practice; the history and development of the archival and curatorial professions in the American West; and collaborative efforts and projects between various cultural institutions.

Editorial Board

All manuscript submissions to the *Journal of Western Archives* will be reviewed by an Editorial Board of respected Western archivists and curators. Submissions will be reviewed by the Editorial Board and then referred to qualified archivists designated by the Editorial Board for final review.

Individual Editorial Board members will be selected or appointed by the governing bodies of participating regional archival associations in the western United States, such as: the Society of Rocky Mountain Archivists, the Conference of Inter-Mountain Archivists, the Northwest Archivists Inc., and the Society of California Archivists. Each representative western regional archival organization will select or appoint at least one Editorial Board member for a renewable term of three years. A member of the Editorial Board will be selected to serve as Managing Editor and another Board member will be selected to act as the Layout Editor/Technology Specialist. Board members will be responsible for: review of assigned articles, submission of those articles to peer reviewers, management of the peer review process (including the selection of peer reviewers), participation in Board meetings, solicitation of content for the journal, and marketing the journal to their association.

Editorial Procedures

All manuscript submissions will be made electronically through the Berkeley Electronic Press' Digital Commons platform. As part of the submission process, article, case study, review, or essay submissions, must comply with the following requirements:

1. All submissions must be double-spaced throughout, including all quotations.
2. Research articles should be no longer than 15-20 pages; case studies should be no longer than 15-20 pages; work-in-progress articles should be no longer than 5-10 pages; and review essays should be no longer than 5-10 pages.
3. The submission file should be in Microsoft Word or RTF format.
4. All submissions must conform to the current edition of the Kate Turabian's *A Manual for Writers of Term Papers, Theses and Dissertations*, including endnote format.

5. Authors should provide a brief biographical sketch.
6. Photographs and illustrations are welcome.

Copyright

Authors who publish in the *Journal of Western Archives* agree to the following terms:

1. Authors retain copyright and grant the journal right of first publication with the work simultaneously licensed under a Creative Commons Attribution License (<http://creativecommons.org/licenses/by-nc/3.0/>), which allows others to share the work with an acknowledgement of the work's authorship and initial publication in this journal.

Journal contributors will be encouraged to self-archive an electronic copy of their work in their own institutional repositories.

Estimated Content Measures

Table 6. Estimated Online Content Measurements

<i>Journal of Western Archives</i>	Volume 1	Volume 2
Issues	2	2
Research Articles	4	4
Case Studies	3	3
Work-in-Progress Articles	3	3
Review Essays	3	3
Electronic page-equivalents	200	200

Abstracting and Indexing

To make the *Journal of Western Archives* as accessible as possible the journal will be indexed by the Directory of Open Access Journals (<http://www.doaj.org/>). The primary "aim of the Directory of Open Access Journals is to increase the visibility and ease of use of open access scientific and scholarly journals thereby promoting their increased usage and impact". The Directory of Open Access Journals currently provides a comprehensive directory to 97 library and information science journals. In addition, the journal will be indexed though Google Scholar.

Permissions

Authors are responsible for all statements made in their work and for obtaining permission from copyright owners.

Section 7. TECHNOLOGY CONSIDERATIONS AND PRODUCTION PLATFORM

The Merrill-Cazier Library at Utah State University has provided access to their bepress Digital Commons software for hosting the *Journal of Western Archives*. This platform is currently being used at Utah State for hosting *Utah Science*, and the open source publication *Intermountain West Journal of Religious Studies*. Digital Commons has been available at USU since late 2008, and is maintained by the university with support from the Berkeley Electronic Press. The software itself will manage the production and workflow associated with the production of the journal, through its EdiKit module.

The Berkeley Electronic Press was established by a group of economists and law professors at the University of California, Berkeley in 1999. The company acts as the publisher of a number of electronic journals, and develops publishing software. Among its products is Digital Commons, an institutional repository application developed by the company in association with the California Digital Library in 2002. Digital Commons is proprietary software, and is made available to institutions on a subscription basis. Berkeley Electronic Press continues to support and develop the platform, which is now being used by over a hundred institutions and consortia. It also acts as the publisher of fifty-nine journals, featuring over 300,000 articles.

Digital Commons includes a wide range of features, particularly for the management of the journal production process. At the base of the system is Edikit, an editorial management application that streamlines the editorial, review, and publication process. Author submissions are made directly over the Web, with authors providing indexing metadata along with their article draft. Communications between authors, editors, and reviewers are handled through the system, including automated reminder e-mails to reviewers that are behind schedule. By making editorial management possible over the Internet, the system is well adapted to the demands of a geographically distributed Editorial Board.

In addition to its management functionality, the platform also provides various features for making content available to researchers. Digital Commons includes site-wide search functionality, as well as RSS feeds and an Open Archives Initiative (OAI) responder. In addition, all open Digital Commons content is made available through an aggregated search through the Berkeley Electronic Press Web site, which in turn indexes the articles for inclusion in search engines such as Google. These features improve access to journal content for both general and specialized audiences.

One of the unique aspects of on-line publication is the flexibility available for making journal content available. Digital Commons allows editors to prepare content as traditional issues—released as a single unit—or it allows editors to post articles as they become available.

Berkeley Electronic Press will provide installation, backup, and maintenance services for the *Journal of Western Archives*. Web statistics are provided by Digital Commons for the journal and for individual articles, allowing the Editorial Board to analyze usage patterns to track

reading interests as well as usage across regions. In addition, the site e-mails article download statistics to authors on a monthly basis, providing instant feedback on the impact of their work.

For print-on-demand (POD) and other journal-related merchandise the journal will use CafePress (<http://www.cafepress.com/>). CafePress provides POD services, including order fulfillment and billing, allowing the creator of the materials to determine the profit margin based on the Web site's based price. In addition, journal logos and slogans may be easily repurposed for the creation of shirts, mugs, and other merchandise that may be made available through their Web site or in associated "store" sites.

Billing of direct donations will be provided using PayPal (<http://www.paypal.com/>). Through their business accounts program donations are directly routed to organizations, after the collection of a transaction fee of 1.9-2.9%, plus thirty cents per transaction.

Additional information on Digital Commons is available from the Berkeley Electronic Press Web site (<http://www.bepress.com/ir/>).

Section 8. ONLINE USER CONSIDERATIONS

Internet Access

As an on-line publication, the *Journal of Western Archives (JWA)* will be made available to the archival community over the Internet. According to the Pew Research Center, 79 percent of Americans had access to the Internet in the home in 2009. Additionally, most archivists work for institutions that should provide access to the Internet, allowing additional opportunities to access journal content.

The Merrill-Cazier Library at Utah State University will provide hosting services for the journal through their subscription with Berkeley Electronic Press, which will provide server space, adequate Internet bandwidth, and regular backups. The Berkeley Electronic Press maintains backups in multiple, geographically disparate locations, and may provide backups to Utah State University for their own archiving, if requested.

The content of the journal will be available to any reader or researcher with access to the Internet through a Web browser. Digital Commons was developed based on Web standards, and is accessible to users on most platforms. A PDF reading application, such as Adobe Acrobat Reader, will be needed to read content available in PDF files, and may be downloaded by following a link on the article download page. If multimedia content is linked to article files, this may also require additional applications, resources, and bandwidth.

User Privacy

Currently, the only "users" of the journal will be contributors and editorial staff, not readers. User accounts will only include name, institution, journal production role, username, and password. Password management is done centrally by the Berkeley Electronic Press, allowing individuals to maintain a single account for all journals associated with or hosted by the press.

User Training and Support

Training on the use of Digital Commons and its EdiKit module is available from the Berkeley Electronic Press. Journal staff will not be responsible for creating any additional documentation, but will assist new users in navigating the submission and editing process.

Determining Demand and User Demographics

In order to determine user demand for journal content, the *Journal of Western Archives* will rely primarily on Web use statistics. Digital Commons provides integrated reporting capabilities, simplifying reporting of journal access and use. Additionally, reports will be provided on site use, providing reports on the number of unique visitors, article access, geographical location of visitors, and other necessary information. Reports generated by these systems will be used by the Editorial Board to shape journal content and for marketing purposes.

Currently, Digital Commons does not provide functionality for gathering simple demographic information directly from site visitors, though this could be done through a Web based survey.

Section 9. MARKETS, MARKETING, SALES, AND PRICING

The *Journal of Western Archives* will engage in targeted marketing and sell limited merchandise through an on-demand supplier.

Target Audience

The target audience of the *Journal of Western Archives* is archivists, curators and other individuals working with archival materials in the western United States. These individuals tend to affiliate with regional archival associations or do not affiliate with an organization at all. The journal will target archivists affiliated with the Society of California Archivists (~400 members), the Conference of Inter-Mountain Archivists (~150 members), the Northwest Archivists, Inc. (~230 members), and the Society of Rocky Mountain Archivists (~180 members). The journal will also target the significant number of individuals working with archival materials who do not affiliate with these organizations (~300).

Another target audience is faculty members and students associated with archival and curatorial studies graduate programs in the western United States. The journal will provide another publication outlet for research generated by these individuals.

Market Competition

The table below highlights the major focus of each of the competitors of the *Journal of Western Archives*.

Table 7. Archival Journal Comparison

Publication	Issued	Editor/Editorial Board	Types of Articles	Subject Matter
<i>American Archivist</i>	Semi-annual	Editor, Editorial Assistant, Copy Editor and Reviews Editor	Research articles, case studies, perspectives, international scene, professional resources, and reviews	"Seeks to reflect thinking about theoretical and practical developments in the archival profession, particularly in NA; about relationships between archivists and the creators and users of archives; and about cultural, social, legal, and technological developments that affect the nature of recorded information and the need to create and maintain it".
<i>Archivaria</i>	Semi-annual	General editor, Managing editor,	Letters to the editor, Articles, Studies in	"Articles and other submissions exploring the

		Book reviews editor, Exhibition reviews editor, French language editor, Editorial Board, Technical coordinator	documents, Counterpoint, Communications, Book reviews and notices, Exhibition reviews, Obituaries	history, nature, and theory of archives, or the use of archives; it aims to be a bridge of communication among archivists, and between archivists and users of archives".
<i>Archival Issues</i>	Semi-annual	Editorial Board with chair and book review editor	Articles, review essays, proceedings of seminars, and case studies of specific archival projects or functions	"Issues and problems confronting the contemporary archivist. Submissions relating to archival theory and current practice are solicited".
<i>Journal of Archival Organization</i>	Unknown	Co-editors and an Editorial Board	Articles, project status reports and opinion pieces	Theoretical and practical aspects of archival organizations

Marketing Plan

The *Journal of Western Archives* will be marketed to the following regional archival associations: The Conference of Inter-Mountain Archivists, the Society of California Archivists, the Society of Rocky Mountain Archivists, and the Northwest Archivists, Inc. Announcements will be distributed through the e-mail lists of each of these associations as well as through the Archives & Archivists listserv and the WestArch listserv. Targeted e-mails will also be sent to archival organizations in the western United States alerting them to the journal's existence. Regional associations will feature information about the journal at their annual meetings, on their organizational Web sites, and in their professional newsletters.

The *Journal of Western Archives* will also be marketed to the major archival institutions in the western United States. Targeted e-mails will be sent to contact individuals at each of these institutions advertising the journal.

Merchandising

The *Journal of Western Archives* will merchandize through CafePress (<http://www.cafepress.com>). These materials will be sold through the CafePress Web site and CafePress will be responsible for customer service. The journal Web site will feature a link to the CafePress site.

Table 8. Sample Merchandise and Costs (for other possibilities see http://www.cafepress.com/cp/info/help/pricing_policy.aspx)

Item	Baseline Cost	Markup/Profit Margin
Cap	\$12.99	\$3.00
Organic Cotton T-shirt	\$16.99	\$5.00
Tote bag	\$12.99	\$3.00
Large mug	\$11.99	\$3.00
Sweatshirt	\$20.99	\$5.00
Print-on-demand journal issue	\$15.00	\$3.00

Marketing Schedule

The following table illustrates the steps that will be taken to publicize and market the journal during its first year of operations.

Table 9. Schedule

Month/Year	Action	Responsible
June 2010	News release on availability of the journal distributed to target audiences	Journal Director, Layout Editor/Technology Specialist
July 2010	Targeted e-mails announcing the journal to academic and other regional archives	Journal Director
August 2010	Begin announcing availability of merchandise through the journal Web site	Journal Director, Layout Editor/Technology Specialist, Managing Editor
April 2010	Presentations at the business meetings of the various regional associations will be made at the Seattle Western Roundup	Members of the Editorial Board
April 2010	First call for papers stemming from the Seattle Western Roundup	Layout Editor/Technology Specialist
June 2010	Second call for papers stemming from the Seattle	Layout Editor/Technology

	Western Roundup	Specialist
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Section 10. ORGANIZATION AND STAFFING

The *Journal of Western Archives* will be hosted by the Special Collections & Archives in the Merrill-Cazier Library at Utah State University through the bepress Digital Commons. The Perry Special Collections at Brigham Young University will host the director of the *Journal of Western Archives*, who will report to the Perry Special Collections Department Chair or his/her designee. While the Perry Special Collections will host the director of the journal, all editorial and content decisions will rest with the journal’s Editorial Board.

Staffing

The *Journal of Western Archives* will rely heavily on volunteers for the management of the journal and for peer review. The Journal Director will be a staff member in the L. Tom Perry Special Collections due to the support of Brigham Young University. The Journal Director will be appointed by the department chair of the L. Tom Perry Special Collections. The Journal Director will appoint the Managing Editor and the Layout Editor/Technology Specialist subject to the ratification of the Editorial Board. The Editorial Board will be comprised of the Journal Director, the Managing Editor, the Layout Editor/Technology Specialist, and four at-large members. Sponsoring regional archival associations will have the right to appoint one of the at-large board members. The department chair of Special Collections & Archives will appoint one member of the Editorial Board to act as liaison between that department and the Editorial Board due to their hosting of the journal through Digital Commons. The following table describes the human resources of the journal, who appoints them and their specific duties.

Table 10. Staffing

Position	Who appoints the position	Term of Service	Responsibilities
Journal Director	Department Chair, L. Tom Perry Special Collections	4 year term (repeatable)	Interfacing with the Perry Special Collections, managing the journal finances, overseeing relationships with archival associations, and marketing the journal.
Managing Editor	Editorial Board	4 year term (repeatable)	Writing Calls for Articles, managing deadlines, orienting new

			Editorial Board Members, overseeing the selection of peer reviewers, and managing the publication process.
Layout Editor/Technology Specialist	Editorial Board	4 year term (repeatable)	Create the layout for journal articles, final proofing of galleys, and interface with the Library Information Technology Department. Also responsible for the journal Web site.
Utah State University Liaison	Department Chair, Special Collections & Archives	4 year term (repeatable)	Liaison between the Editorial Board and Utah State University regarding Digital Commons support issues.
At-large Editorial Board member (4)	Appointed by sponsoring regional association or by the Editorial Board	3 year term (repeatable)	Review assigned articles and submit them to peer reviewers, manage the peer review process, participate in board meetings, solicit content for the journal, and market the journal to their association.
Copyeditor	Outsourced		Copyediting of articles to be

			published.
Peer Reviewers	Invited by the Editorial Board	1 year term (repeatable)	Review submitted articles for content accuracy and significance.
Legal Counsel	Obtained from Brigham Young University Office of General Counsel or the Utah State University Office of General Counsel		Legal advice.
Copyright Counsel	Obtained from Brigham Young University Copyright Licensing Office		Copyright advice.
Accountant	Regional Association Treasurer		Handle the journal's accounts.

Section 11. FINANCIAL PLAN: BUDGET AND FORECAST

The finances of the *Journal of Western Archives (JWA)* will be managed by the Treasurer of the Conference of Inter-Mountain Archivists. This organization will provide accounting of all revenue and expenses, and will provide periodic reports on journal finances. The financial goal of the journal will be to maintain "net zero" results, with residual funds placed in a contingency account, which, should it grow, could be used for publication awards, additional advertising, or other needs.

Table 11. Financial Summary

FY ending December 31 \$ amt's. rounded to nearest hundred	Year One	Year Two	Year Three
Income (or revenue)	\$ 3,200	\$ 3,500	\$ 4,500
Gross expenses	3,200	3,500	4,500
Net expenses	3,200	3,500	4,500
Operating surplus / (Deficit)	0	0	0
Pct. of income (or revenue)	0 %	0 %	0 %
Cash surplus / (Deficit)	0	0	0

Income or Revenue

The primary source of revenue for the *Journal of Western Archives* will be through direct contributions by our archival association sponsors. Each external sponsor is expected to contribute \$1,000 per year. Although it is hoped that all four regional associations will be able to contribute, the budgets below assume that participation will be gradual.

Additional revenue may be obtained through the provision of print-on-demand publication and other associated merchandising. Estimates for this income have been conservative, though it could possibly amount to more.

Table 12. Quarterly Budget

<i>Line Items</i>	Jan-Mar (Q-1)	Apr-Jun (Q-2)	Jul-Sep (Q-3)	Oct-Dec (Q-4)	Total
1. Manuscript editing	\$ 720	\$ 720	\$ 720	\$ 720	\$ 2,880
2. Marketing	0	0	0	0	0

Expenses

The only fixed cost in the production of the journal is manuscript editing. Once articles have been reviewed and accepted, they will be sent out for copyediting (current estimates given above are based on a student editor wage of \$12/hour, with 60 hours per semester).

Other labor associated with the journal, including that of editorial board members and reviewers, is assumed to be volunteer contributions, and has not been accounted for in the budget.

Net Operating Results

As mentioned above, the financial goal of the *Journal of Western Archives* operations will be a "net zero" (or "break even") result. Any excess funds will be put into a contingency account, which may be invested in an equity pool to increase interest returns. Should this account grow sufficiently it may be used to create an endowment for publication awards, or be reallocated as needed.

General Operating Procedures

Accounting and financial reporting services will be provided by one of the regional associations in accordance with their financial policy. Income or revenue may be handled through check, electronic funds transfer, or credit card. Expenses will be paid by the journal director.

Table 13. Financial Statement

FY ending December 31 \$ amt's. rounded to nearest hundred	Year One	Year Two	Year Three
INCOME (or REVENUE)			
External contributions	3,000	3,000	4,000
External Dependencies sub-total	3,000	3,000	4,000
Print-on-demand and Merchandise	100	300	300
Donations	100	200	200
Self-generated sub-total	200	500	500
INCOME (or REVENUE) TOTAL	3,200	3,500	4,500
EXPENSES @ GROSS			
Professional services	2,880	2,995	3,115
Reserve for contingencies	320	505	1,385
GROSS EXPENSES TOTAL	3,200	3,500	4,500
EXPENSES @ NET TOTAL	3,200	3,500	4,500
RESULTS FROM OPERATIONS			
OPERATING SURPLUS/(DEFICIT)	0	0	0
Pct. of Income (or Revenue)	0 %	0 %	0 %
CASH SURPLUS/(DEFICIT)	0	0	0

Section 12. OPERATING PLAN

The *Journal of Western Archives* aims to begin publishing its first article-by-article issue in June 2010. The following chart underscores the activities necessary to accomplish that goal.

Table 14. Operating Plan

When	What	By Whom
April 14, 2008	Penultimate draft Business plan submitted to project leader	Managing Editor, Layout Editor/Technology Specialist, Journal Director
April 21, 2008	Incorporate feedback into draft Business Plan	Journal Director
April 23, 2008	Distribute draft Business Plan to regional associations	Journal Director
December 2009	Submit draft Business Plan to Editorial Board for review and comment	Journal Director
End of January 2010	Finalize the Business Plan	Editorial Board
	External Dependencies	
October 2009	Confirm support from Brigham Young University	Layout Editor/Technology Specialist
December 2009	Confirm support from Utah State University.	Managing Editor, Layout Editor/Technology Specialist, Journal Director
July 2008	Confirm sponsorship from regional associations	Journal Director
December 2009	Reconfirm support from regional associations	Journal Director
	Organizational	
December 2009	Form Editorial Board	Managing Editor
December 2009	Confirm Managing Editor	Journal Director
December 2009	Distribute Business Plan to Editorial Board for approval	Journal Director

	Financial & Accounting	
January 2010	Establish finance & accounting, policies, practices	Layout Editor/Technology Specialist
	Technological	
January 2010	Confirm and secure all major technical resources	Journal Director, Layout Editor/Technology Specialist, Managing Editor
February 2010	Test and validate all major technical resources	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Complete all technical systems for beta use by invitees	Journal Director, Layout Editor/Technology Specialist, Managing Editor
April 2010	Complete all technical systems for public access	Journal Director, Layout Editor/Technology Specialist, Managing Editor
	Editorial & Content	
January 2010	Establish (or confirm) editorial policies, criteria for content	Managing Editor, Editorial Board
February 2010	Test and validate author, editor, reviewer automation tools	Managing Editor, Editorial Board
April 2010	Commence content acquisition and pre-publication pilot process	Managing Editor, Editorial Board
April 2010	Modify and finalize systems, tools and procedures	Managing Editor, Editorial Board
	Affinity Relationships	
May-June 2008	Solicit sponsorship from the Society of California Archivists, Northwest Archivists, Inc., Society of Rocky Mountain Archivists, and the Conference of Inter-	Journal Director, Layout Editor/Technology Specialist, Managing Editor

	Mountain Archivists	
	Publicity and Promotion	
February 2010	News release on project initiative and availability of forthcoming publication distributed to the regional archival associations	Layout Editor/Technology Specialist
April 2010	Call for papers distributed to regional associations, WestArch listserv, Archives & Archivists listserv, etc.	Journal Director
	Online Access/Journal Publication	
March 2010	Promote and facilitate trial use by select user group	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Gather and respond to feedback from trial users	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Complete any necessary modifications	Journal Director, Layout Editor/Technology Specialist, Managing Editor
March 2010	Test "real life" submissions	Journal Director, Layout Editor/Technology Specialist, Managing Editor
June 2010	Launch <i>Journal of Western Archives</i> (introductory essay and 2-3 other essays)	Journal Director, Layout Editor/Technology Specialist, Managing Editor, Editorial Board
June 2010-December 2010	Add additional content to first issue of <i>Journal of Western Archives</i>	Journal Director, Layout Editor/Technology Specialist, Managing Editor, Editorial Board

Section 13. BUSINESS RISKS, CONTINGENCIES, AND MID-COURSE CORRECTIONS

Journal publication has a number of inherent risks, including potential cost overruns and missed publication deadlines.

Potential Risks

- **Cost overruns**
Limited risk. Because copyediting will be outsourced, the possibility exists that funds budgeted to meet this primary expense, might fall short. To address this issue, limited funds will be placed in an "emergency fund".
- **Failure to attract quality journal submissions**
Limited risk. Lack of appropriate content could delay the publication of a particular issue. To address this problem, regional archival organizations will identify outstanding paper presentations from annual conferences for possible inclusion in the journal.
- **Revenue shortfall**
Limited risk. Revenue shortfall due to loss of financial sponsorship from participating organizations would lead to publication delays. To address this issue, limited funds will be placed in an "emergency fund".

Preventative Measures

- **Contingency allowance**
Financial planning provides a yearly "emergency account" line item to cover editing and other cost overruns. Excess funds not expended in the course of the year will be put into an equity pool for the building of an endowment fund for the journal.
- **Conference presentation publication**
Sponsoring organizations should encourage notable presenters to develop papers based on their conference presentations for publication in the *Journal of Western Archives*.
- **Staggered release of journal content**
By releasing journal content on an article-by-article basis, publication of a full issue will not be impacted by delays brought on by a single contributor.

Section 14. FUTURE OUTLOOK

The time is right to introduce a journal geared towards the needs of Western archivists. The institutional support of the Perry Special Collections (BYU), Special Collections & Archives (USU), and the financial support of the four major regional archival associations as well as recent technological developments have created a window of opportunity for successfully launching the *Journal of Western Archives*. The journal's focus on Western archival issues and its availability as an open access journal will encourage widespread participation by archivists as readers, peer reviewers and content contributors. The *Journal of Western Archives* has a bright future and will continue to seek sponsorship from more regional archival associations and affiliated professionals.

Table 15. Expansion of Support

Month/Year	Scheduled Milestone
August 2010	Approach the Association of Hawaii Archivists about sponsorship
August 2010	Approach western Canadian archivists about sponsorship
January 2011	Approach institutional archives about financial support for journal
June 2011	Identify other potential financial supporters and develop a plan to approach them