A TALM

Association of Tribal Archives, Libraries, & Museums

Strategic Planning Meeting
Monday, July 12, 2010
Hard Rock Casino and Hotel, Tulsa, OK

I.   WELCOME AND BACKGROUND INFORMATION

Susan Feller, Project Director for the 2009-2012 National Initiative of Tribal Archives, Libraries and Museums, as well as the Development Officer of the Oklahoma Department of Libraries, welcomed participants to the planning session. Ms. Feller provided an overview of past activities and programs (national conferences/institutes in 2003, 2005, 2007, 2008, and 2009) of current activities (Tribal Heritage Research Fellowship Project, 2010 Tribal Programs at the American Association of State and Local History National Conference, 2011 Durango, CO Tribal Artifacts Institute, 2011 Hawaii 21st Century Leadership Skills Institute, 2012 National Conference of Tribal Archives, and the national Needs Assessment Survey of Tribal Archives, Libraries, and Museums.)

To date, these activities have been led by state agencies (Arizona State Museum 2003 and 2005, Oklahoma Department of Libraries, 2006-2012, and the Oregon State Library 2009) with the support of leadership groups and local arrangements teams. Ms. Feller indicated that, while these arrangements have resulted in highly successful programs, there is a growing concern regarding the sustainability of future programs in the event a state agency does not step forward to provide the necessary leadership.

Recognizing the importance of the conferences, the Oklahoma Department of Libraries committed an additional three years of program support and sought funding from the Institute of Museum and Library Services to develop a strategic plan from which sustainable programs would flow. Once funding was secured, a national planning committee of tribal cultural institution staff and stakeholders was appointed and charged with the task of developing a vision for future operations, including governance, staffing, finances, programming and services, marketing, and the development of a national membership organization that will eventually provide a source of consistent and reliable leadership.

To establish an identity for the planning efforts, Ms. Feller explained that the plan is being developed under the auspices of a newly-formed non-profit service organization, the Association of Tribal Archives, Libraries, and Museums (ATALM), with leadership provided by the Oklahoma Department of Libraries.

Ms. Feller shared with the planning team a 2008 feasibility study that found strong support for the creation of a national membership organization that would oversee activities related to providing training and services to tribal archives, libraries, and museums. No such organization currently exists.

Ms. Feller explained that the purpose of the Strategic Planning process was threefold: 1) to explore the needs of tribal archives, libraries, and museums; 2) to determine the structure necessary to meet these needs; and 3) to identify resources. The expected outcome of the today's meeting, and subsequent meetings, is to produce a long-range plan that clearly defines goals and objectives, accompanied by a detailed process for implementation.

II.   **INTRODUCTIONS**
A total of 23 participants of the Strategic Planning Committee, representing tribal archives, museums, and libraries, as well as state and federal organizations, were present (see Appendix A). Each participant introduced themselves. Ms. Feller introduced Joan Timeche, a citizen of the Hopi Tribe, as the facilitator for the session. Ms. Timeche is executive director of the Native Nations Institute for Leadership Management and Policy at the University of Arizona.

III.   **OVERVIEW OF THE PROCESS**
The facilitator then provided a brief review of the agenda, desired outcomes, and ground rules for participant engagement. (see Appendix B).

IV.   **ROLE OF THE ASSOCIATION OF TRIBAL ARCHIVES, LIBRARIES, AND MUSEUMS**

Strategic Planning Committee members agreed that it would be useful to visualize how a national organization (ATALM) could contribute to the development of sustainable services for tribal archives, libraries, and museums:

1.   Improve operations. ATALM can develop, test, and refine written policies and procedures that will guide the production of future training opportunities, i.e., the national conferences, thereby providing for greater consistency and sustainability of operations.
2.   Assure indigenous representation. ATALM can create a leadership board that is broadly representative of tribal cultures, thereby ensuring that activities are approached from an indigenous perspective.
3.   Diversify funding. As a separately incorporated 50lc3 organization, ATALM can seek additional funding from foundations and corporations.
4.   Improve stewardship of indigenous cultural resources:

- ATALM can help protect cultural resources from a Native perspective by developing standards and best practices that are relevant to indigenous communities.
- ATALM's website can serve as a clearinghouse to share and learn from best practices in Indian Country, i.e., using presentations from its conferences and institutes (past, present, and future). ATALM can provide access to valuable "how-to" resources.
- ATALM can work with regional groups to bring training down to a local level to greater assist TALMS in remote areas.
- ATALM can continue to provide national institutes and conferences for tribal archives, libraries, and museums.
- ATALM can promote culturally appropriate training opportunities offered by other organizations.
- ATALM can create "hands-on" toolkits that are freely available on its website.
- ATALM can create a network of qualified consultants and workshop faculty through a "train the trainers" program.
- ATALM can develop "boot camp" style intensive training programs, resulting in certification for non-degreed staff of tribal archives, libraries and museums.
- ATALM can develop culturally appropriate accreditation programs.
- ATALM can create culturally appropriate MAPS (Museum Assessment Program) and CAPS (Conservation Assessment Program)

5. <u>Enhance relationships with non-tribal service organizations</u>. ATALM can fill the void that exists because current national organizations that provide training and services related to archives, libraries and museums are not addressing indigenous needs or incorporating indigenous perspectives. ATALM can serve as a liaison with these national organizations to ensure a greater tribal presence and a greater understanding of how these organizations can further their missions by engaging indigenous cultures. ATALM can be the "go to" organization for non-Native ALM entities.

6. <u>Promote greater public understanding</u>. ATALM can work with a variety of media sources to improve public understanding that all tribal cultures are different, as well as the importance of preserving indigenous cultures.

7. <u>Strengthen support from tribal leaders</u>. ATALM can promote the need for every Indian nation to have its own library, archive and

museum to build tribal cultural sovereignty. ATALM can help further the understanding that culture encompasses and impacts all facets of tribal life and is necessary to preserve and promote culture in order to have viable communities.

8. Encourage inter-tribal cooperation. ATALM can work with organizations that are seeking to improve inter-tribal cooperation, i.e., the new initiative to create a cooperative membership network to increase visitor-ship at tribal cultural centers.

9. Advocate for culturally appropriate practices. ATALM can help advocate for the adoption of protocols for handling culturally sensitive materials in archives and museums.

10. Improve communications. ATALM can help tribal and non-tribal institutions connect to each other through the development and maintenance of a directory of tribal archives, libraries, and museums

11. Enhance services from federal and state agencies. ATALM can serve as a liaison for federal and state agencies that are seeking to improve services to tribal archives, libraries, and museums

12. Create a welcoming environment. ATALM can provide a sense of belonging to previously underserved staff and volunteers of tribal institutions by developing a welcoming and affirming environment for TALM staff and volunteers to ask questions/gain knowledge, create regional networks and resources.

13. Ensure a seat at Tribal Tourism table. ATALM can work with tribal tourism groups to ensure that tribal archives, libraries, and museums are considered an important part of any cultural tourism programs.

14. Support all indigenous communities that are seeking to develop cultural institutions. ATALM can provide direction and assistance for tribes that are committed to ensuring cultural sovereignty but do not have the financial means to support development of ALMs.

15. Improve the care of tribal materials held by federal entities. ATALM can serve as a unified voice in working with federal agencies to ensure the preservation of indigenous records and materials that are in the hands of federal entities

16. Ensure financial accountability. ATALM can ensure good stewardship of funding from federal agencies, tribal governments, foundations, corporations, and members by ensuring proper fiscal controls and defined purchasing rules.

17. <u>Track needs of tribal archives, libraries, and museums</u>.
ATALM can establish a mechanism for collecting information about the needs of tribal archives, libraries, and museums through the annual distribution of the online Needs Assessment Survey and resulting report.

18. <u>Serve as a voice on policy issues</u>. ATALM can provide a platform to address policy issues on the international/national/state/local levels that impact TALMs, as well as a voice to bring issues forward.

19. <u>Validate the work of TALM staff and volunteers</u>. ATALM can validate the work of tribal archivists, librarians, and museum workers from a cultural, political, professional, and citizen viewpoint. It can be a strong advocate to help tribal leaders and members understand the vital role of TALMs in maintaining tribal sovereignty.

20. <u>Strengthen relationships between tribal and public libraries, as well as improve services of state library agencies</u>. TALM can work with public (non-tribal) libraries to build relationships with tribal libraries; to learn what tribal materials are appropriate; as well as to help non- tribal organizations develop culturally responsive programs/ services and relationships. TALM can encourage state library agencies to provide greater services to tribal libraries, following models established by New Mexico, California, Oklahoma, Oregon, and other states.

21. <u>Support digital initiatives by indigenous communities</u>. ATALM can address the challenges, risks, and opportunities of the digital environment (legal issues, etc.).

V.   MISSION, VISION, AND GUILDING PRINCIPLES

Definitions - Participants were reminded of the definitions of a vision statement, mission statement, and examples were provided. (See Appendix C for a copy of the PowerPoint handout).

A. MISSION STATEMENT
The following draft mission statement, prepared by the Oklahoma Department of Libraries, was proposed and discussed.

The purpose of the Association of Tribal Archives, Libraries, and Museums (ATALM) is to serve as a forum for unified policy development among tribal cultural institutions in order to: (1) protect and advance cultural sovereignty; (2) provide culturally relevant and responsive services and programs; and (3) raise public awareness as a means of working toward a better understanding of indigenous cultures.

Due to time constraints, the draft mission statement was not discussed in detail.

B. **VISION STATEMENT**

Due to time constraints, participants did not finalize a vision statement at this meeting. However, using the principals defined above, a far-reaching vision statement will eventually be crafted. For now, the vision statement is as follows:

- The Association of Tribal Archives, Libraries and Museums will ensure that every sovereign Indian nation will have its own tribal archive, library, and museum to house locally its historical photographs, literature, songs, stories, and language recordings; its treaty documents, legal histories, historical data, ethnographies, and traditional information pertaining to each tribe. This critical body of knowledge--along with oral traditions and traditional art and artifacts--will be preserved and made readily accessible in a central locale and in a culturally appropriate manner. Materials will be housed in appropriate facilities and managed by professionally trained staff, thereby ensuring the political and cultural survival of tribal peoples in the 21st century and beyond. (Walter Echo Hawk)

C. **GUIDING PRINCIPLES**

The facilitator provided some definitions (essential and enduring principles that the organization will live by) and gave the American Librarian Association's guiding principles as an example. Due to time constraints, this question was not fully discussed; however, the following were extracted from the previous discussion:

- To operate from a position of integrity and accountability.
- To be the very best stewards of the funds available to us.
- To be effective and passionate advocates for the cultural sovereignty of all indigenous nations.
- To seek and heed the counsel of indigenous voices.
- To be inclusive, respectful, and welcoming of everyone.
- To treat our members as valued partners.
- To support the efforts of other organizations as they work to meet the needs of tribal archives, libraries, and museums.
- To have diversity in our officers and board -- tribal, regional, professional in the three disciplines, size, etc. (Professional was defined as someone who is a traditional knowledge holder or practitioner in addition to one who is formally educated).
- To strive for excellence in everything we do.

Participants will dedicate more time to defining the ATALM's guiding principles at a future follow-up session.

VI. **ORGANIZATIONAL MANDATE**

Participants were asked to respond to the following questions:

A. **Who Are ATALM's Stakeholders?**

Previous conferences and surveys identified possible stakeholders of the ATALM (also provided in the PowerPoint handout).

- Tribal archives or records centers
- Tribal museums
- Tribal cultural centers
- Tribal libraries
- Tribal language programs
- Tribal historic/cultural preservation offices
- Non-tribal cultural institutions that hold indigenous materials
- Federal and state agencies that have mandates to provide services for American Indian communities
- National /regional ALM organizations, tribal and non-tribal
- Colleges and universities
- Individuals
- Funders (Federal agencies, foundations, tribal nations, individuals)
- Vendors of goods and services intended for tribal archives, libraries, and museums
- Knowledge holders (elders and others)
- Tribal cultural/ arts institutions, i.e., IAIA
- Artists, authors, performers, storytellers, etc.

B. **What Are The Needs and Expectations of ATALM Stakeholders?**

A survey was conducted by ATALM in 2008 to explore the feasibility of a national organization for tribal archives, museums, libraries, and cultural centers. The following survey results were reviewed as they yielded information on the needs and expectations of potential ATALM stakeholders:

1. Sponsorship of conferences and workshops
2. Notification of funding sources
3. Advocacy at national level
4. Website serving as a portal
5. Scholarships to training and events
6. On-line training opportunities
7. Marketing and advocacy programs
8. Negotiated discounts on supplies/materials, etc.
9. Regularly scheduled newsletter
10. Certification programs
11. Accreditation programs for institutions
12. Membership directory
13. List serve

14. Awards programs for individuals/institutions

Participants felt the following should be added as additional expectations of prospective members:

- Networking
- Technical assistance
- A means of communication for those without Internet access (perhaps the Tribal broadband initiative can assist?)
- Mentoring
- Cultural policy development for tribes and at national, regional, state and local levels
- Research capabilities
  - Data collection
  - An economic impact study on what exists with the TALM world
- Serving as a resource about other tribal entities (who they are, where they are, etc.)
- Conservation function
- Clearing house function
- Tribal members as experts/speakers
- Cultural sensitivity
  - Culture is the foundation
  - Guiding principles

C.   What Services/ Programs Should ATALM Provide To These Stakeholders?
- Advocacy (including at the international level)
  - A means of communication among TALM providers, perhaps via a website
- Data collection (or perhaps a clearing house function). This might include baseline data on:
  - Needs assessments
  - Identification of organizations
  - Tribal profiles
  - Directory (skills bank, consultants??)
- Networking

D.   Are There Similar Organizations Already Providing These Services?
Discussion then turned to other organizations that might currently be providing similar services to those proposed/currently being provided by ATALM. Participants were asked to answer questions such as - Who are they? At what level do they operate? What specific services are similar? How will ATALM's services vary from

theirs? Participants then completed the following table, although time constraints did not allow for comparison of ATALM to each identified organization.

Are There Similar Organizations Already Providing These Services?				
Organization	**Level (national, regional, state, etc.)**	**Similar Services**	**ATALM's difference**	**Other Comments**
American Indian Library Association (AILA)	National, affiliated with ALA	List serve; networking; creating library standards	Collective organization of three disciplines brought together; provides training and resources, not overly focused on academic libraries.	
Tribal College Librarians Institute (TCLI)	National	Professional development for tribal librarians; 57 attended this year's conference		
First Archivists Circle	National	Helps tribal archives - e.g., teleconference meetings on topics; Face Book proposed (no website); 50 archivists at height of 250 archives; add on to SAA or national conferences		Volunteer organization; unfunded; not formally organized
National Association of Tribal Historic Preservation Officers (NATHPO)	National	Supports Tribal Historic Preservation Officers; advocates for TPHO and related issues; annual national conference; training for museum professionals; focus on TPHOs and their funding base		TPHO in tribes vary; can be separate and distinct while others may be one person; National Park Service does not have standards for TPHOs to be certified; loosely defined

American Association of Museums (AAM)	National	Native American Professional Interest Committee, but is not active right now; conference-may include NAGPRA content		
Native American Archives Roundtable of Society of American Archivists (SAA)	National	Advocates at national level for tribal archives, that Native American archives are distinct; meetings among Native American archivists		
American Association of State and Local History (AASLH)	National	Invited tribes to 2010 conference, established a Native American committee to provide a tribal track at the national conference		
Other Institutions:				
Regional, state or local/tribal gatherings of TALM professionals; regional museum associations, state historical societies				
Indigenous Language Institute (ILI)	National	Classes and conference tracks on oral history, Native language		Not a membership organization
Falmouth Institute	National	Courses	Provides affordable training, $200 as opposed to $750	
National Indian Education Association???	National	Tribal Colleges and Universities (TCUs), education initiatives in general		

National Museum of American Indian (NMAI)	National			
Tribal college & universities (TCUs)	Regional or State			
Non-Native museums with dedicated or significant Native American focus	Regional, state, or local level			

E. **How Can ATALM Work With Existing Organizations to Further Our Mission?**
- Communicating (i.e. notify these entities when we have a call for proposals, etc. so they can disseminate the information and help plan for conferences and ALM related conference tracks)
- Sharing information – about the organizations, pass that on to others, as well as share best practices of TALMs
- Solicit information for them and screen it
- Try not to duplicate efforts
- Collaborate on common issues/ trainings, etc
- Ask them to be our partner and ask for their help - build and strengthen relationships and have common ground meetings

VII. **ORGANIZATIONAL STRUCTURE**

A. **How should Regional Chapters be organized?**
Some of the questions posed were: Should regional chapters be organized by population? By tribes? By ALMs? By geographic regions? The Facilitator shared some examples - NCAI is set up by regions; AIANTA (national tourism organization) is set up in seven geographic regions). Some suggestions included:
- o Set up in regions as follows: California (northern and southern); two from Alaska, and the Southwest region composed of Arizona, Utah, Colorado, New Mexico, and Nevada), etc.
- o Start the organization first then add regional chapters, after leadership has been found in each of the regions.
- o Regions based on number of tribes – divide up the 562 tribes
- o Make the board of direction an at-large board. Another followed with after this board was set up, then regional chapters could be added later, if desired.
- o We need to define "professional" and if necessary, change that word
- o The purpose of regional chapters is to get regional perspectives and to deliver more intimate training sessions

It was decided that research needed to be completed on options and seek input on which method is best for determining representation (by population, number of tribes, or how many tribal archives, libraries, and museums are in that area).

B. **How should the Board of Directors be organized?**
Discussion was also held on the board's composition: Should the Board be composed of representatives from each region or regional chapter, at-large, or

perhaps by the three disciplines (ALM) as discussed   Suggestions and comments included:

- o   Select one person from each region to represent them on the board
- o   It is important to have diversity in board membership
- o   We are looking for people who can provide services, speak to target populations in the region to get more people involved (some of which might evolve slowly depending on how many people get involved)
- o   We can't expect a regional representative to run the chapter and conduct training
- o   We need representation from each of our areas (archives, libraries, museums, arts, etc.)
- **o** In terms of the size of the board, perhaps we could have a minimum of nine and a maximum of 21
- **o** If we use a regional structure, add two at-large representatives
- **o** Establish an Interim Board at the onset until membership is implemented and an annual meeting held
- **o** Have staggered terms for continuity

After discussion, there seemed to be consensus that the ATALM be organized by regions (to be defined/finalized at a later date).

C. What administration/staffing do we need?
This question was not addressed due to time constraints.

D. In what state/Native nation should we be chartered?
Susan Feller informed the participants that, in order to start the process of developing a non-profit organization moving forward, ATALM was incorporated in 2010 in the state of Oklahoma. A copy of the ATALM Constitution and Bylaws was included in the meeting packet.

E. Where should we be headquartered?
Participants were comfortable with being headquartered in Oklahoma City, OK, although all were in agreement that this could change, depending on circumstances.

The following points were discussed supporting why ATALM should be headquartered in Oklahoma:

- o   It is a centralized location (within the U.S.)
- o   Oklahoma is a neutral location
- o   It is easier to get facilities and hotels
- o   The existing leadership is in Oklahoma

F. Will ATALM Seek IRS Non-Profit Status?

Susan Feller shared that she is working with a pro-bono attorney on the application process to the Internal Revenue Service.

VIII.   **MEMBERSHIP ORGANIZATION**

Participants were reminded of the survey results regarding expectations of membership benefits and categories. Survey respondents identified the following:

1. Discounts on conference and training registration fees
2. Voting rights on matters that affect the Association
3. Priority to receive scholarships and stipends
4. Discounts on negotiated vendor services and materials
5. Free subscription to newsletter

The following are survey results regarding membership categories:

- Individual (93.5%)
- Institutional (87.9%)
- Student (79.9%)
- Elder (69.3%)
- Affiliated organization (56.8%)
- Retired (50.8%)
-

The tribal survey indicated the following membership fees in rank order:

- $25-$50 (32.8%)
- $50-$100 (26.9%)
- Within reason, cost not an issue. Benefits I will receive from member-ship will outweigh the costs. (16.4%)
- $0-$25 (12.4%)
- $100-150 (7.5%)
- $150 (4%)

Discussion then focused on the membership categories that might be needed, the membership fee structure, and what would be the benefits of each category. Membership examples from a state-wide and national Native American tourism organization were also shared.

Participant suggestions/comments included:

- One scenario might include categories for tribal entities, Native American organization, and Tribal individual.
- Membership should be focused on individual membership, not organizational.
- We don't want to discriminate or say you have to be Native to join ATALM.

The Facilitator shared AIANTA and AAITA membership categories that include individual, tribal, and organizations, the board required to be composed only of Native members, and associate membership (in the three categories) who are non-Native and do not have voting power. Tribal government and their entities as well as Native organizations would appoint a representative to cast their vote, as each Native category would receive only one vote.

- Another scenario might include the three categories who would have voting power and other categories that do not have voting power, such as an Affiliate organization, Affiliate Individual, student, and senior.
- In terms of fees - Participants suggested ATALM keep the fees low for individuals, tribes, and tribal affiliated organizations while associate members might pay a higher rate.

The following chart was utilized by the Facilitator to document consensus, however, due to time constraints, each option/category was not fully discussed. (It is recommended that time be taken to complete this chart as it will assist in the preparation of membership recruitment materials.)

POSSIBLE ATALM MEMBERSHIP CATEGORIES

CATEGORY	FEE	VOTING	REG DISCOUNTS	PRIORITY SCHOLAR-SHIPS	VENDOR DISCOUNTS	NEWS-LETTER	OTHER BENEFITS
Individual	$						
Tribes	$						Designates a representative
Student	$						Reduced fee
Tribal Elder (age?)	$						Reduced fee
Affiliated Organization	$$						(such as SAA, ALA, etc.)
Retired Professionals	$						Reduced fee
Institutions	$$						
Associate	$$						Vendor, for profits
Tribal Organization	$						

IX.   FINANCIAL IMPLICATIONS – HOW DO WE SUPPORT OUR ORGANIZATION?

Participants were asked to respond to these questions --- How much do we need? Let's discuss these possible sources – what realistically could we expect from each of these categories? How stable are they? Are any more important than others?

– Federal Institutions
– Membership Dues
– Earned Income
– Tribal Governments
– Foundations and Corporations
– Individuals

As discussed previously, participants overwhelmingly agreed Internal Revenue Service certification as a 501 c3 non-profit must be completed. Time did not allow for full discussion of the possible funding sources, however, they also agreed it was important to partner with other organizations and tribes.

X.   WHAT PLANNING IDEAS SHOULD ATALM PURSUE IN THE NEXT 12 MONTHS?

A. What must be done in the next 12 months?

The following items were brainstormed:

- Revise ATALM bylaws to reflect today's discussion (in 3 months)
- Submit IRS application for non-profit status (month 4)
- Define what constitutes a member of the organization, recruit and enroll paid members
- Elect/appoint an interim board of directors to serve through first annual membership meeting (month 4)
- Network with the 200+ survey respondents for additional input and to recruit members as well as to serve on committees to build the organization
- Meet during the upcoming ATALM national conference (Sept 21-22) to continue planning efforts

B. What are our priority goals?

Although goals were not prioritized, the participants identified the following action plan (tasks) that needed to be completed:

Task:	Complete By:	Assigned To:

Establish a Bylaws Committee	7'12/2010	Volunteers: Letitia Chambers, James Tull, David Geroge-Shongo, Walter Echo Hawk
Revise bylaws	Within 3 months	Bylaws Committee
Establish a Membership Committee to develop the categories, benefits, etc. and begin recruitment	[No time identified[	Volunteers: Rita Lara, Anne McCudden, Sharilyn , Mary Ellen Meredith, Mary Anne Hansen
Elect/Appoint Interim (founding) Board of Directors	Month 3	Susan Feller
Define board member requirements	Within 3 months	Interim Board
Review and approve revised bylaws	Month 4	Interim Board
Complete and submit to the IRS, the organization's non-profit application	Month 4	Susan Feller and Interim Board
Obtain tribal input (from past ATALM conference participants)	Ongoing	Bylaws Committee, Interim Board

NEXT STEPS:
The participants expressed a level of comfort in Susan Feller/Oklahoma Department of Libraries, in assisting and monitoring the process. It was agreed that a follow-up session was needed, possibly held during the September annual conference. The following comments/suggestions were made:

- Obtain buy- in from the tribes and local levels
- Seek input from these groups
- Utilize other national entities (NCAI, etc.) to create awareness and buy- in
- Utilize existing grant activities to create awareness and buy- in (September conference; Durango meeting, and June 2012 national ATALM conference)
- Susan Feller identifies interim board of directors
- Establish and implement a Strategic Committee (= advisory committee in the interim)
- Conduct elections and implement the ATALM Board of Directors in 2012, at the first annual meeting

After a closing prayer, the meeting adjourned.

APPENDIX A

Attendees

APPENDIX B

Presentation Handouts