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*This special issue of the American Archivist  
on graduate archival education is dedicated to the late*  
**Fredric M. Miller (1947-1998).**

*Fred's work in the area of archival education  
was one of his many contributions to the  
archival profession. He taught archives  
at Temple University in the 1980s and  
maintained his interest in improving graduate  
education for archivists throughout his career.*

GALLERY OF CONTRIBUTORS

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**Richard J. Cox** is professor at the University of Pittsburgh School of Information Sciences. He holds a Ph.D. in Library Science and an M.A. in History. Dr. Cox is the author of numerous articles, technical reports, and books, with two books, one on archival history published in 2000 and the other on policy scheduled for publication in 2001 by Greenwood Press. He was elected a fellow of the Society of American Archivists in 1989.



**Terry Cook** is visiting professor in the Master's Programme in Archival Studies at the University of Manitoba, and an archival consultant. He has also taught at Michigan, Monash, and Maryland. Before that, he worked at the National Archives of Canada, specializing in appraisal. Past editor of *Archivaria* and of two Canadian historical series, he has published extensively on archival issues, on all six continents. He is a fellow of the Society of American Archivists.



**Luciana Duranti** is a professor in the Master of Archival Studies Program (MAS) at the School of Library, Archival and Information Studies of the University of British Columbia, Canada, where she has taught since 1987 and has occupied the position of Associate Dean Research for the Faculty of Arts. She was the fifty-fourth president of the Society of American Archivists during 1998–99. Her research has aimed at testing the validity of traditional archival and diplomatic concepts, principles, and methods for acquiring and maintaining control of electronic records. She is project director of InterPARES, a multinational, interdisciplinary research project on the long-term preservation of authentic electronic records.



**Terry Eastwood** is associate professor of archival studies in the School of Library, Archival and Information Studies at the University of British Columbia. He was the first professor of archival studies in the school, and chaired its Master of Archival Studies Program from 1981 until June 30, 2000. He is currently involved as the chair of the Canadian Team and chair of the Appraisal Task Force of the InterPARES Project, investigating the long-term preservation of authentic electronic records.



**Anne Gilliland-Swetland** is an assistant professor in the Department of Information Studies of the Graduate School of Education and Information Studies at UCLA where she teaches in the graduate specialization in Archives and Preservation Management. She has published widely in the areas of electronic records administration, development and evaluation of digital archival information systems, and archival education. She is currently co-director of the US-InterPARES Project. She was elected a fellow of the Society of American Archivists in 2000.



**Eric Ketelaar** is professor of archivistics in the History Department of Leiden University (since 1992) and in the Department of Book, Archives and Information Studies of the University of Amsterdam (since 1997). In 2000–2001, he is The Netherlands Visiting Professor at the University of Michigan.



**Sue McKemmish** is an associate professor in the School of Information Management and Systems at Monash University. She has been Research Director of the Records Continuum Group since 1997, and is currently Director of the new Monash Enterprise Information Research Group. Sue McKemmish was editor of *Archives and Manuscripts* in 1997–1998 and is a Laureate of the Australian Society of Archivists.



**Angelika Menne-Haritz** has been director of the Archives School of Marburg (Germany) since 1988. She has also been professor of administrative sciences at the University of Speyer (Germany) since 1999. In both institutions she teaches in the areas of archival and administrative sciences. She worked earlier as an archivist in the municipal archives of Berlin and in the state archives of Schleswig-Holstein. Her research interests are the reinforcement of access to archives using new technologies and administrative business process communications and their enduring traces in electronic environments.



**Fredric M. Miller** (1947–1998), archivist, historian, and author, was the curator of the Urban Archives Center at Temple University from 1973 to 1989. From 1989 to 1998 he served as a program officer for the National Endowment for the Humanities. He was the author of *Arranging and Describing Archives and Manuscripts*, published by the Society of American Archivists in 1990, as well as many articles on archival practice. He earned a Ph.D. in History and an M.L.S. from the University of Wisconsin-Madison.



**David A. Wallace** is an assistant professor in the School of Information at the University of Michigan where he teaches courses on archives and records management. He earned his Ph.D. at the University of Pittsburgh and his M.L.S. at the State University of New York at Albany.



**Peter J. Wosh** is director of the Program in Archival Management and Historical Editing in the History Department at New York University, where he also teaches courses concerning American religious history and American social institutions. He previously served as Director of Archives and Library Services at the American Bible Society in New York and as archivist for Seton Hall University and the Roman Catholic Archdiocese of Newark. He currently has several ongoing research projects, including an examination of religious resorts and recreation in America.



**Elizabeth Yakel** is an assistant professor at the University of Michigan School of Information. Previously, she taught at the University of Pittsburgh and has over fifteen years experience in archives and records management. Her positions have included Director of Archives for the Maryknoll Missioners and Archivist/Records Manager for the Archdiocese of Detroit. Her primary research areas are social informatics and evaluation of user needs. She is the author of *Starting an Archives*, a contributor to *Vatican Archives: An Inventory and Guide to the Historical Documentation of the Holy See*. She was made a fellow of the Society of American Archivists in 1999.

## SOCIETY OF AMERICAN ARCHIVISTS

# Council Meeting Minutes

## January 28, 2000—Washington, D.C.

President H. Thomas Hickerson called the meeting to order at 2:06 p.m. Present was Vice President Lee Stout, Treasurer Robert Sink, and Council members Fynnette Eaton, Mark Greene, Becky Haglund-Tousey, Dennis Harrison, Jane Kenamore, Richard Pearce-Moses and Wilda Logan Willis. Karen Jefferson and Helen Tibbo were not able to attend due to work- and weather-related emergencies. Also present was Executive Director Susan Fox and Meetings Director Debra Nolan.

### Adoption of the Agenda

Harrison moved and Greene seconded adoption of the agenda as amended. PASSED.

### Approval of the Minutes

Harrison moved and Stout seconded approval of the August 23 and August 28, 1999 minutes as amended. PASSED.

### Report of the Executive Committee

In Jefferson's absence, Hickerson reported on Council's action via listserv to: join as signatory to an Association of American Museums letter to Sen. Jesse Helms as Chair of the Committee on Foreign Rela-

tions urging ratification of the 1954 Hague Convention on the Protection of Cultural Property in the Event of Armed Conflict; join as signatory to a Digital Future Coalition letter to Rep. Richard Armey urging further debate be allowed on H.R. 354 "The Collections of Information Antipiracy Act"; decline an invitation to join with the American Historical Association in its opposition to S. 1801, the Public Interest Declassification Act of 1999. The Executive Committee also approved an October 1, 1999 submission of a grant requesting support for meetings of the EAD Working Group.

### Report of the President

Hickerson reported on the status of two SAA fundraising efforts, one targeted specifically at SAA Fellows and another general membership appeal. He said the Fellows solicitation received a remarkable response, generating over \$5,000 in individual gifts. He thanked Wilda Willis and Fynnette Eaton for their work in moving the Fellows fundraising process along. The general membership mailing went out in late December, so it was still too early to report results. He suspected that the member response will reveal itself throughout the year as many members include donations with their dues renewals.

### **SAA Representative to NHPRC**

Hickerson reported that one of his responsibilities as President is to appoint an SAA representative to the National Historical Publications and Records Commission (NHPRC). The representative normally serves a three-year term. Anne Kenney had held that position for the previous term and she served SAA well in her role, evidenced by her election to chair of the NHPRC Executive Committee. The NHPRC Executive Director, Anne Newhall, approached Hickerson about the possibility of renewing Kenney's appointment. Newhall said Kenney served the Commission particularly well. Initially Hickerson declined Newhall's request because he believed as a standard policy SAA should hesitate in keeping any appointee in any one position for any length of time. However, several members of the Commission contacted him, and all proposed that he extend Kenney's appointment for one year. They said the NHPRC needed the continuity following a particularly difficult period in which the Commission debated and renewed its strategic plan. Kenney's leadership during that process proved an invaluable vehicle in building rapport across constituencies.

Hickerson discussed the issue with SAA's Executive Committee, with a proposal that SAA extend Kenney's appointment by one year, appoint a new SAA representative to the Commission for the three years following, and have the representative receive all Commission mailings during the year of overlap. With the approval of the Executive Committee, Hickerson agreed to the arrangement and asked Fynnette Eaton to serve a two-year term. Both Kenney and Eaton accepted the arrangement. The Organization of American Historians (OAH) will employ the same process in order to keep the current NHPRC Executive Committee in place.

### **National Coordinating Committee for the Promotion of History**

With Page Putnam Miller retiring as NCC Executive Director as of August 2000, the Executive Committee appointed Bill

Maher to serve as SAA representative in the NCC search process. The search committee identified an historian as a leading candidate, however the terms of appointment were still under negotiation. More information would follow at the conclusion of those negotiations.

### **Archivist of the United States**

John Carlin joined the meeting, and apologized for the fact that, due to pressing deadlines, Deputy Archivist Lewis Bellardo would be unable to join him.

Carlin discussed progress with the NARA strategic plan, successful efforts to secure additional resources for targeted assistance in helping federal agencies implement records management at the desktop level, his optimism about finding a cooperative agreement to develop an archives and records management complex in Atlanta, the renovation of Archives I, and staff and infrastructure improvements.

Hickerson began the question and answer session with a query regarding NARA's cost reimbursement program. He asked Carlin to explain it and where it stood in implementation.

Carlin said that three years ago the Office of Management and Budget (OMB) decided that NARA should institute a reimbursable records program. The agency went fully reimbursable on October 1, 1999. He said NARA had to compete with the private sector and the reimbursable program helped with cost recovery.

Bob Sink asked about the status of funding for NHPRC. He said he was concerned because of past Commission debates between those who supported documentary editions and those who saw the need for additional funding to support electronic records projects. One solution to the problem would be to grow the pie in order to support both sets of projects.

Carlin said the Commission already had a slightly larger pie than before, its budget was now at \$6 million instead of \$4.5–5 million, a base from which to build for the future. The NHPRC electronic records pro-

jects complement NARA's work in other areas, especially with the San Diego Supercomputer partnership. He said he believed NARA now had a chance to deal with the big electronic records issues, especially the challenge of taking in and preserving huge volumes of electronic records and providing access to them further down the road.

He said he had not yet asked for additional funding because NHPRC was not receiving a sufficient number of competitive proposals. Once the need was demonstrated he would go to OMB for additional funding.

Hickerson inquired about the census records disposition guidelines and their status.

Carlin said the guidelines were still in process and that there was an appraisal report out for comment on the NARA website.

Harrison asked about the evolving requirements for hiring archivists at NARA and if there was any further progress in that area.

Carlin said that there were some changes, but not in the sense of a total picture or plan. It was a priority, but not currently in the top tier due to competing demands. He was aware of the need to address the issue but it was doubtful to occur in the current year.

Stout asked about Carlin's vision for an electronic records policy in light of the GRS20 history.

Carlin said that it was important that the electronic records issue not be forced by deadlines and plans. It needed to become more policy rather than process driven. Rather than force agencies to go through a change which may or may not be consistent with where NARA would end up, they were currently focusing on schedules as an interim step. He said NARA was creating a proactive set of schedules for electronic copies.

Hickerson thanked Carlin for taking time from his schedule to join Council and complimented him on his efforts to keep an open and productive dialogue with SAA, which was to the benefit of both organizations.

## **Report of the Vice President**

Stout reported that he was beginning the appointment process and would give Council an update at the summer meeting.

## **Report of the Treasurer**

Sink drew Council attention to the auditor's report, which reflected approximately \$17,000 growth in revenues from the prior fiscal year, about 1.8%.

Harrison noted the 1.8% growth did not compare well against the calendar year 1999 adjustment for inflation at 2.4%.

Sink then drew Council attention to the auditor's management letter which discussed issues with software and with the software firm licensing the product to SAA. Fox discussed difficulties encountered from an unusual amount of instability on the part of the software vendor. Midway through the conversion process, another firm bought out the original vendor. This acquisition caused an inordinate amount of instability in the company and adversely affected project management of the transition. Response time on the part of the vendor to conversion issues was unacceptably slow. Fox also explained that with any major systemic change such as this there are bound to be short-term inefficiencies. It is not possible to completely change systems and processes in such a major transition (the first software upgrade of this magnitude since 1988) without encountering some difficulties along the way.

One of those unfortunate difficulties was discovery of the fact that the system arbitrarily dropped names out of section rosters, affecting the timely delivery of section newsletters to members. Fox and the staff worked diligently to identify and resolve the source of the problem. Fox said 90% of the transitional difficulties were resolved and that the system was for the most part working smoothly.

One unintended consequence of the vendor sale was a sharp increase in computer service fees for FY2000. This increase was the result of higher assessment for service.



Sink moved acceptance of the auditor's report. Pearce-Moses seconded. PASSED.

Sink presented an Agreement of the Fredric Miller Memorial Fund which he had negotiated with the Miller family. Eaton moved and Greene seconded the motion that Council accept the agreement. PASSED.

Sink presented two options for an SAA investment policy for special funds. The first option would keep the amount of the award constant from year to year, but the overall value of the fund would be eroded by inflation.

The second option would reinvest part of the interest income back into the principle, protecting the principle from erosion. The amount of the award would start at a lower level and slowly grow larger, declining against inflation gradually.

Sink said he preferred the second option. Hickerson asked that Sink develop a third option to reinvest more of the interest over time by rounding down the size of the awards, which would be discussed on the council listserv and voted upon at the summer meeting.

### **Report of the Executive Director**

Fox commended the work of the Continuing Education Task Force, saying that their research was some of the finest she had ever seen. The task force would be meeting in SAA's offices in March and she was optimistic that a quality report would emerge for Council's consideration at the summer meeting.

Fox presented a request from the Publications Board to hold an annual mid-year meeting subsidized from the publications revolving fund. Eaton so moved and Harrison seconded. PASSED.

## **SATURDAY, JANUARY 29, 2000**

### **Adam's Mark Allegations**

Hickerson reviewed the chain of events leading up to the Department of Justice charging the Adam's Mark Hotel chain with civil rights violations, including the Denver property where SAA will hold its annual

meeting. Hickerson asked Council, when considering the matter of Adam's Mark, to begin with the question of principle rather than with the question of fiscal harm to SAA. The most important factor to consider would be whether or not any of SAA's members would be adversely impacted by holding the meeting in an inhospitable environment.

Council discussed the Adam's Mark record, the charges against the hotel by the Department of Justice, and the penalties which would be incurred should SAA break the contract with the hotel. Nolan reported that SAA would be liable for over \$300,000 to the hotel should SAA choose to meet elsewhere. There were no provisions in the contract to prevent the hotel from levying the charges.

Pearce-Moses said he was concerned that some people would stay away from the meeting. He thought it important that SAA promote other hotels and use the situation as an opportunity to heighten sensitivity to many issues of diversity and to look more deeply into SAA's own culture.

He thought it important that the Adam's Mark make a contribution to a minority fund or by other means in order to demonstrate good faith.

Sink said that he looked at the Adam's Mark chart of minority representation within the hotel chain. It was no worse than minority representation in the archival profession, an issue both sides needed to address. He said he too was concerned about low attendance at the meeting, so he was attracted to the idea that SAA and the hotel could work jointly to fund an activity promoting diversity and attracting membership. It was important to find a way to work with the hotel to find a solution.

Eaton said that it was also important to work with the membership since they would soon become aware of the situation. Whatever Council decided to do, it would be important to involve the key constituencies.

Stout said that SAA was stuck between a rock and a hard place. Financially SAA could not afford not to go. He stressed that it would be important to demonstrate that Council had confidence in the SAA and was also sensitive to minority needs. Perhaps the

Local Arrangements Committee could come up with a list of options that would address minority issues in Denver. He agreed that it was important to consult with SAA members and groups on the issues before issuing a decision from Council.

Harrison said that he came at the issue from a different direction. He saw a moral imperative to treat the other party fairly, to honor all contractual obligations, and to withhold judgment until the Justice Department issued a decision. By rushing to act, Council might be creating an injustice. He thought it important that Council communicate to members that SAA was trying to come up with a fair and just solution. However, the hotel created a large problem for the SAA and Council had an obligation to members to insure that all members were treated equitably and well. Council would need to learn a lesson from the situation and investigate all hotel properties in order to insure that they did not have a history of discrimination.

Greene said it would be important to talk with membership openly and quickly and to bring them into the process as soon as practical. He said SAA would need to find a means to make the Denver annual meeting constructive. He said the issue was not solely about the hotel, but about issues of discrimination and racism and that SAA would need to recognize and address in the larger context of the Society and the profession. He saw it as an opportunity to take SAA's diversity initiatives a few steps further.

Kenamore said it would be important to communicate fully with membership, including the financial details and the information received about the Adam's Mark prior discrimination suit.

Tousey said SAA needed an appropriate way to make available information about other hotels.

Willis said the situation was so egregious and the Adam's Mark statements so weak that they did not hold any credibility. The Adam's Mark argument about the Black College Reunion had nothing to do with the Denver allegations. She said most of the Justice Department charges were about cost, charging higher room rates to African Ame-

ricans. She noted that this was the first time the Justice Department had brought this type of charge against a hotel, and that Justice did not enter into prosecution lightly. Justice always had firm evidence gathered before pressing charges. The Adam's Mark issuing statistics on management said nothing about how they treated their customers. She said she supported the idea that SAA ask the Denver Adam's Mark for some relief, especially because SAA needed some way to attract members to the meeting. Since the annual meeting raised the most nondues funding for the Society, SAA would need help to assist the bottom line.

Hickerson asked, "what are the aspects of being a responsible organization?" At the top of the list was if Council believed that if any SAA members attending the meeting would suffer discrimination then we would have no choice but to pull out and suffer the \$300,000 loss. SAA should not say something is impossible because it costs too much to do the contrary. At some point SAA would have to take the \$300,000 loss rather than put members at risk.

Hickerson said if, however, SAA decided to meet at the Adam's Mark, then the Society would bear responsibility to all players. Gently suggesting that members stay at another property would do a disservice to the vendors. Also, the Society would have to be very careful what it chose to accept from the hotel in compensation, there was a risk in the appearance of being bought off. It would be far better if the Adam's Mark contributed to an archival endeavor.

Council came to consensus that the General Manager of the Denver hotel should write a letter to individual SAA members to insure that they would be treated fairly. Council also agreed that it would be important to bring in a high profile plenary speaker to address the issue of diversity. Council instructed Fox to include in all future contracts a clause addressing equal rights.

Hickerson said he would: call the chairs of the Archives and Archivists of Color Roundtable and ask their help in creating a means at the annual meeting to address the larger impact of diversity in society, the profession, and the practices of the

profession, and indicate that SAA would be willing to devote resources to support this effort; issue a report of Council actions to the SAA Leadership listserv and to the Archives and Archivists listserv with a request for comments; send a letter to all individual members addressing the situation and SAA's efforts to turn it into a positive learning opportunity; direct Fox to request that the hotel contribute rooms to the Minority Student Award winners, the Holmes Award winners, as well as fund tours to diversity related sites, such as the Black Cowboy Museum.

Sink said he would like to see the hotel contribute \$10,000 to fund an archival survey of under documented communities in Denver and contribute at least \$5,000 to the Museum of the Black Cowboy or other minority-identified organization.

Sink moved and Pearce-Moses seconded the following resolution:

WHEREAS it is the policy of the Society of American Archivists:

"Because discrimination and unequal treatment are inimical to the Society's goals, SAA hereby declares that discrimination on the grounds of race, color, creed, gender, national origin, age, marital status, family relationship, individual life style, and disability is prohibited within the Society. SAA will vigorously pursue a policy of non-discrimination and equal opportunity through its programs, activities, services, operations, employment, and business contracts." (*Approved by Council, January 1992*)

WHEREAS the Adam's Mark hotel chain has been charged by the Justice Department for engaging in a pattern of discrimination against minorities in their hotels

THEREFORE the Society of American Archivists resolves that if either the Adam's Mark fails to reach a corrective settlement with the Department of Justice or is found guilty of discrimination, the Society will refrain from conducting any future activities of the Society on the properties of the Adam's Mark Hotel chain.

PASSED.

Council went into executive session at

11:30 to discuss the Executive Director's annual evaluation.

### **Archives And Archivists Listserv Policy**

Pearce-Moses distributed a draft revision of a policy guiding the management of the Archives and Archivists listserv.

Greene offered some background to the proposal, saying that it first arose regarding the issue of posting copyrighted materials on the Internet and how that applied to SAA as the sponsor of the list, as opposed to technically being an Internet Service Provider (ISP). He said he received some pro bono legal opinions, but did not know how they would apply to SAA. There were many large legal questions still to be resolved, which was why the sub-committee saw the need to develop the policy in the first place.

Pearce-Moses moved adoption of the policy as amended. Stout seconded. PASSED.

Pearce-Moses said the policy would become the welcome message to new subscribers and would be introduced to the list with an explanatory paragraph provided by the sub-committee members.

### **NHPRC Proposal to Develop On-Line Course Offerings**

Hickerson said the Executive Committee supported the creation of a series of on-line versions of the advanced topics within the archival fundamental series. This would require an October 1, 2000 submission to the NHPRC, which would require a draft proposal by June. Stout, Pearce-Moses, Greene, Eaton, and Kenamore agreed to develop the proposal.

### **OLD BUSINESS**

#### **CEPD Definition of an Archivist**

Greene suggested that Council consider redrafting the charge (originally given to CEPD) from creating a definition of an archivist, which was a problematic exercise for a number of reasons, to drafting lan-

guage for a letter to be sent to John Carlin or other appropriate person at NARA explaining as best as possible what SAA understood to be the generally accepted requirements for an entry-level archivist in the United States.

Willis suggested that the revised charge be the responsibility of Council. Willis and Tousey volunteered to work with Greene on drafting the letter. She recommended that it focus on NARA's specific range of needs.

### **Committee on Ethics and Professional Conduct Guidelines**

Kenamore introduced the revised CEPC guidelines. She said the document had difficulty addressing the differences between mediation and adjudication, i.e., what to do if a third party raised an ethics charge when neither of the two involved parties desired SAA involvement. After general discussion regarding issues involved with how best to handle ethical complaints, if at all, Council amended the document, and Greene moved acceptance of the document pending final editorial revision. Tousey seconded. PASSED.

### **Selection of Fellows to Serve on Committee to Select SAA Fellows**

Council elected by ballot Tim Ericson, Bill Wallach and Beth Yakel to serve on the Committee to Select SAA Fellows.

### **Strategic Plan**

Pearce-Moses offered to edit the current draft plan for review at the June meeting. He said he thought it would be important to develop priorities and benchmarks for the plan. He also said it would be important to target Section and Roundtable leaders, to solicit their input and to communicate that strategic planning was an iterative, ongoing process.

Hickerson suggested that the plan would be most effective if it contained short-term tactical goals to be achieved within a maximum of 24 months.

Stout suggested distilling the plan down into three or four pages, including the action steps and turn it into a 24–6 month rolling strategic plan. He noted that one of the roles Council members held as SAA leaders was to help set priorities. The strategic objectives would need to embody those actions which would truly make a difference to the Society.

Pearce-Moses said he would post and initial schema to the Council listserv in February, solicit Council comments in March, then finalize the draft in April.

Sink read the To Do List.

The meeting adjourned at 5:54 p.m.

SUSAN E. FOX

*Executive Director*

Approved by Council June 2000

## SOCIETY OF AMERICAN ARCHIVISTS

# Council Meeting Minutes

## June 25–26, 2000—Chicago

President H. Thomas Hickerson called the meeting to order at 10:06 a.m. Present: Vice President Lee Stout, Treasurer Robert Sink, and Council members Fynnette Eaton, Mark Greene, Becky Haglund-Tousey, Dennis Harrison, Karen Jefferson, Jane Kenamore, Richard Pearce-Moses, Helen Tibbo, and Wilda Logan Willis. Also present: incoming Treasurer Elizabeth Adkins, incoming Council members Tom Connors and Jackie Dooley, Executive Director Susan Fox and Meetings Director Debra Nolan.

### Adoption of the Agenda

Stout moved and Eaton seconded adoption of the agenda as amended. PASSED.

### Approval of the Minutes

Harrison moved and Greene seconded approval of the January 2000 minutes as amended. PASSED, with Tibbo and Jefferson abstaining.

### Report of the Executive Committee

Jefferson reported that the Executive Committee approved submission of a proposal to the National Endowment for the Humanities in support of work in cooperation with the Canadian Council on Archives and the Canadian Committee on Archival

Description to develop a single standard for archival description in North America. The funds would support editorial work on the standards and meetings of a U.S./Canadian Task Force on Archival Description. Total project funds requested: \$198,984 (including shared costs). The Executive Committee held some concern about the strictly North American focus of the proposed work, but thought overall it was a good proposal.

Jefferson said the \$51,247 proposal to NHPRC in support of the work of the EAD Working Group had also received funding, starting July 1, 2000.

### Report of the President

Hickerson said SAA was doing well in attracting exhibitors the Denver annual meeting. Council members and staff should think creatively about the types of exhibitors to bring into the fold. He had good success with the people he'd approached to date. He had success in obtaining corporate sponsorship for program activities which decreased ticket costs or eliminated them altogether. He urged all to create a more organized approach to potential funders and to leverage this year's success into the future.

He expressed his appreciation to the 2000 Program Committee, particularly Committee Chair Jackie Dooley and to the 2000 Host Committee and Co-Chairs Steve Fisher

and Joan Howard, who had to deal with a particularly difficult set of dynamics. He further expressed appreciation to Debra Nolan in her excellent work in managing the overall process of producing an annual meeting. He also planned to attend the Archives and Archivists and Color Roundtable Meeting to express his appreciation for their work this year as well.

He then reviewed past actions of Council regarding fundraising for the Society, which resulted in a particularly successful year for contributions. SAA raised over \$6,000 in general membership contributions for FY00. The Fellows solicitation achieved a 50% participation rate, with an average contribution of \$100 per Fellow. Council also achieved a 100% participation rate.

Harrison inquired whether or not there was a need for a formal resolution adopting the 100% participation rate on an annual basis. Greene said the first time Council voted to endorse 100% participation in SAA fundraising, it bound incoming members who had not been able to participate in the vote. If Council chose to adopt another mandate, it should apply only to the individuals who were currently members of Council. He said he had no issue with Council declaring that all members participate, but he was fundamentally opposed to the idea that this obligation should be mandated upon Council any more than it could be mandated on the rest of membership.

Hickerson recommended a motion be put forth in order to proceed with discussion. Sink moved that Council continue its policy of 100% Council member participation in the annual giving campaign for another year.

Eaton suggested taking the issue up at the winter rather than the summer meeting so that all people affected would be at the table.

Tousey asked if there was a way to achieve 100% participation without mandating it.

Hickerson said Council could vote the issue in September as the new class began, which would allow for inclusion in the fall general membership solicitation.

Council agreed to table the motion and to include the issue on the August meeting agenda. Greene noted current Council consensus was to achieve 100% participation in Calendar Year 2000.

Hickerson said Archivist of the U.S. John Carlin had copied him on a letter he had written to International Council on Archives (ICA) leadership opposing the creation of new regions within the ICA. He said he would invite SAA's Representative to the ICA Section on Professional Associations, Karen Benedict, to give a report at the August meeting so that Council may learn more about the issues behind the proposed reorganization.

### **Report of the Vice President**

Stout reported that he named approximately 20% of his appointments. He made contact with current committee chairs, and was working to finish the 2001 Program Committee appointments. He thanked Council for their suggestions and encouraged more.

### **Report of the Executive Director**

Fox said the meeting of the Task Force on Continuing Education was an excellent one. She commended the work of all the task force members.

Reneta Webb, Interim Education Director, had obtained a new position, but would be able to assist SAA through the annual meeting.

Fox reported that the Publications Board also held a successful meeting which resulted in significant advancement of its agenda. Several contracts with authors were in the pipeline, with publication of Rand Jimerson's archive reader scheduled for August.

Nolan gave a status report of potential cities for the 2004 meeting. New York City was out of the question because high rates. Boston looked promising. She was also investigating Chicago. Connors reminded Council that ICA would meet again in 2004.

Jefferson said SAA should let members know that every third meeting or so must meet in Boston, Chicago, or DC in order to bring in sufficient revenues to offset budgetary pressures. Council agreed



that Nolan should consider Boston in early August, as well as New York and Chicago.

Fox presented the SAA-ARMA Joint Committee request that it be allowed to occupy a guaranteed program session slot at each SAA annual meeting. The joint committee had difficulties conforming to both the SAA and ARMA timetables and deadlines for program submissions and made this request to ease the process. The joint committee noted that ARMA had already reserved a slot for them.

Hickerson said he was disinclined to go along with the joint committee's request. He said the ALA-SAA Joint Committee had a similar agreement with ALA, which also reserved a program slot for a joint committee session, but SAA had not allowed that joint committee to do the same because it had always been the Program Committee's prerogative to choose sessions. He held to the view that all proposals must compete on merit against other proposals and that competition made for better sessions. Council concurred.

### Report of the Treasurer

Sink introduced two proposed FY01 budgets, one reflecting fiscal projections if Council accepted the Task Force on Continuing Education's recommendations, and one reflecting status quo.

Council engaged in an extended discussion expressing deep concern about the amount budgeted for computer support, a result of the high degree of difficulty experienced in the Chicago office implementing the new association management software. Because of these difficulties, the actual figure for FY99 came in at \$50,000, substantially higher than budgeted. Greene said that if the costs for computer support did not substantially decrease in FY01/02, then Council would need to be ready to act and to make the decision of going to another software system.

Hickerson said he was also concerned about the loss in staff productivity as well as the cost and its impact on efficient provision of member services.

Sink said the old system was dreadful and there were many inefficiencies and hidden costs to its operation, SAA was losing

money and opportunities that were not immediately apparent. He said by December Council would know how costs were running for the current fiscal year and if they continued to run high then Council could come to a decision on how to respond.

Fox said SAA suffered from a merger within the association management software industry. The original contractor, from whom SAA purchased the new system, sold out to a larger firm, which had provided SAA's original system. SAA's software was over 10 years old at the time of the purchase and unable to function on contemporary operating systems. That older software was part of the motivation to move to the new system, in order to move away from exceptionally high support fees.

The merger caused significant service disruptions just at the time SAA transitioned to the new software. The office was unable to secure continuity in project managers from either vendor. At that time the new vendor also introduced a mandatory, major product upgrade. The upgrade created additional operating difficulties and re-created problems initially resolved in the prior six months.

Fox echoed Council's dismay at the situation. She believed the staff—who deserved great praise for their hard work and tenacity in coping with an untenable situation—had resolved some of the most difficult issues. She believed the computer support costs would decrease substantially in the coming fiscal year, although they would always remain a significant budgetary item.

### Task Force Report on Continuing Education

Willis presented the final report of the Task Force on Continuing Education, which recommended a major shift in the Society's education program, primarily by supporting a move from offering basic workshops to offering online courses. The report gave a rationale for this focus, the cost factors related to online course offerings, the support of an Education Officer position, and educational goals and their ongoing evaluation.

Stout moved acceptance of the report,

with appreciation to each task force member for their excellent service. Pearce-Moses seconded. PASSED.

Council engaged in discussion of SAA's role in providing basic vs. advanced workshops. Greene said it was difficult to discern which workshops were basic or advanced, because of the difficulty of defining which is which along the continuum. This was an issue the Committee on Education and Professional Development could never truly resolve.

Hickerson suggested that SAA develop an NHPRC proposal to develop a set of advanced archival courses to be delivered online. He said it was important to act and act quickly.

Sink agreed, saying that developing a proposal would help Council think through issues raised by the Task Force report and to develop some answers. He said it would be important to come to a collective understanding about how far the Society should invest time and resources in online course development and delivery.

Hickerson said he saw Council agree that SAA should focus its energies on developing new advanced and/or specialized educational programs, including online delivery, but that Council also recognized a need for targeted basic archival education.

Greene moved that SAA hire an education director with responsibilities and goals as outlined in the task force report, namely: steering, advocating, publishing materials for, and teaching in the education program; that SAA intends that the education director will develop online courses to a significant degree as part of the continuing education program; that the priority need is to develop new advanced/specialized archival programs while still ensuring access to basic archival education; that SAA actively collaborate with other organizations and institutions in the shaping and developing of archival continuing education. Stout seconded. PASSED.

Pearce-Moses agreed to draft a proposal to the NHPRC in time for the October 1 deadline to support development of online courses.

Kenamore moved that Council very

much appreciated Pearce-Moses for all his work on behalf of the Society. Eaton seconded. PASSED.

### Strategic Planning

Pearce-Moses introduced the draft strategic plan with the suggestion of not calling it a strategic plan, but instead a "statement on goals and priorities," which he believed to be more accurate. He saw a need to address the grassroots in SAA. He believed the statement could be structured for comment and response in order to involve all SAA members.

Eaton expressed appreciation for Pearce-Moses' role in bringing the statement together and creating a coherent document.

Jefferson asked if Council was in agreement on how the document was going to be used and implemented. She said it needed to be a document the Sections and Roundtables would own, so that all of SAA could work collectively on all the goals.

Council engaged in a general discussion of potential purposes and use of the plan. Pearce-Moses saw it as a map and thought it was important to communicate with membership Council's vision and to insure that all were rowing in the same direction. Stout said his perception was that unless the plan was tied to the budget it would not be an entirely effective instrument. Hickerson saw it as an expansion of SAA's mission statement and that it would guide the Society's primary activities. The objectives of the plan, he said, were less clear. It would be important for Council to decide which objectives received priority. He saw it as an informational document to incorporate into Council planning.

Greene suggested that Council develop a document based on the goals contained in the draft plan, defining priorities for the next two years, including items with budget implications. Council could then pick out the tasks that were new or deserved renewed attention and prioritize. Greene volunteered to put together a discussion document. He saw it as more focused, less broad, and shorter than the current draft.

Hickerson said he saw the current



draft's list of goals, rationale and objectives as a good statement of SAA's current mission and activities. This would be especially valuable to those new to the Society. He advocated creating an annual or biannual statement of current focus. The statement could be diverse enough to emphasize the most important areas the Society should address, but not specific actions.

Council agreed that it would be good to post the goals contained in the draft plan on the web as a guide to SAA activities.

## JUNE 26, 2000

### Archivist of the United States

Hickerson welcomed Archivist of the U.S. John Carlin, and Deputy Archivist Lew Bellardo, who were participating in the meeting via conference call. Hickerson thanked Carlin for taking time from his busy schedule to participate in the meeting.

Carlin said he appreciated the opportunity to speak with Council and that he valued the chance to share news of NARA on a regular basis.

Carlin expressed concern about the delay in any congressional action on the NARA budget due to the election year cycle. Unfortunately, with NARA situated within the Treasury-Postal Service Subcommittee, the agency had to compete against several larger agencies for a slice of a diminishing pie. It created a real challenge.

However, he expressed optimism about agency progress in a number of areas. The electronic records archives was moving forward and in the right direction. Bellardo was working hard to get both the schedule and a set of projects off the ground.

Bellardo reported on progress with the archival research catalog. The product will be a library/cataloging software with advanced hierarchical capabilities, such as representing records in the form of the hierarchy in which they were a part, allowing users to create a file of administrative histories which will be fuller than a strict authority record. The fact that they will be working with an off-the-shelf rather than a customized program is also a strength.

Hickerson inquired about NARA's po-

sition regarding the International Council of Archive's proposed regional reorganization.

Carlin spoke to ICA's draft strategic plan, his desire to see a more open process in developing the plan, and his work with colleagues to gain an understanding of the plan before the international congress in Seville, Spain. Bellardo said he would like to see more diversity on the ICA executive board.

Hickerson said that Stout, Adkins and Connors would be attending the Seville meeting. He suggested that they communicate with Carlin prior to the meeting so that SAA and NARA could establish common interests and present them in Seville.

Eaton inquired about the status of NARA's reimbursable system.

Carlin said that they had made steady progress in the first year but still had a way to go before they would have a fine tuned machine. Given the relatively short period of time to put it together, and the fact that it was a significant change from the old system, overall he felt very good about where they were at that point. He saw a need to automate more and make more use of technology. He said NARA rolled out a modest improvement on the web and they could now use technology for what were once more manual tasks. He said they were serious about providing a sophisticated level of service and they were giving it high priority.

Bellardo thanked SAA and ARMA for their support of the standards issues involved in transitioning to a reimbursable system. He said the National Fire Protection Board came out with a similar set of standards to NARA's, which would help protect the agency from pressure to water them down.

Stout asked about the San Diego Supercomputing project and if Carlin would expand on electronic records issues in general.

Carlin said the effort was larger than the San Diego component. NARA was also working with individuals from the Georgia Institute of Technology. They had some rudimentary systems developing in-house and they would continue to work with in-house systems and electronic records until the Electronic Records Act (ERA) is func-

tional. He expected that gradually over the next few years NARA would increase capacity so that when the ERA was in effect the agency could deal with different formats and generations. It was a huge challenge which would require a great deal of support and interest in the part of SAA and others and it would be a major budget item for FY2002. For all those interested in electronic records and archives, it was his hope that he could educate enough people to have a large supportive following in ultimately implementing the directive.

Bellardo said the in-house issues relating to electronic records management and recordkeeping were twofold. One, NARA needed to begin to prototype how the agency would implement an electronic recordkeeping system and two, what would NARA be able to offer other agencies? A small group of NARA employees would serve as testers for evaluating which product to use in implementing the system. They would then use lessons learned to decide whether or not NARA would go agency-wide with an electronic recordkeeping system.

Connors said he had been attending the Forum for Information Records Managers (FIRM) Council and especially appreciated Ken Thibodeau's presentation on the electronic records project at NARA. He said the presentations were lively and the meetings well attended. What did Carlin think of the organization?

Carlin said he appreciated receiving feedback from the group and communicating with people he could work with on a day-to-day basis. Bellardo said he was pleased the organization was created and saw it as generally a very healthy development.

Hickerson noted the importance of NARA leadership on electronic records issues, not only because of the technology issues involved, but also to help raise electronic records as a national issue. SAA could be helpful in that process and the results would be mutually beneficial. If a legislative initiative raised the profile, it would subsequently raise the profile of all involved, much like the American Memory Project at the Library of Congress raised the profile of digital libraries across the nation. He saw parallels

between that effort and NARA's to educate the public about electronic records.

Eaton asked Carlin to summarize his thoughts about the direction of the NHPRC.

Carlin said that NHPRC needed to build a solid justification to demonstrate the need for additional resources. He said the commission needed a clear understanding stated in bullet form what the justification might be, citing both the positives and the negatives.

Hickerson expressed his personal appreciation and that of Council for having the opportunity to engage in communication with Carlin on a regular basis.

Carlin thanked Hickerson for his extraordinary leadership and said he looked forward to working with incoming President Lee Stout in the coming year.

### **Election of a Council Member to Serve on the Executive Committee**

Council conducted a paper ballot and elected Kenamore to serve on the executive committee for 2000-2001. Harrison and Willis would serve as Council representatives to the 2000 Nominating Committee.

### **Approval of Budget for FY2001**

Sink presented the proposed budget which contained the fiscal impact of incorporating recommendations from the Task Force on Continuing Education. He gave high praise to Carroll Dendler, SAA's Director of Financial Operations, for her work in preparing and helping him present the budget detail.

He noted that one significant change between the status quo budget and the task force budget was the elimination of a .5 FTE education office assistant and using that slot to create a full time webmaster position. At present SAA was outsourcing a portion of its web maintenance work. Bringing this position completely in-house would not increase the overall bottom line because it would decrease funding for outsourcing in the computer services line.

He suggested that in looking at the projected deficit the right approach would be to ask if this deficit was a one time event

or reflective of a longer term series of deficits. If the latter, there would be a need to address that issue immediately. If, however, the deficit was due to a confluence of events, then it would not be necessary to take drastic action. In his opinion, the deficit reflected a one time event. He thought it was appropriate to use a portion of the Society's reserves to cover the extraordinary circumstances, such as projected decrease in attendance at the annual meeting and the high costs associated with implementation of the software system.

Hickerson said SAA had balances in the fund accounts which could pick up the costs of focused projects, so it was not that the Society was financially unstable, but that Council needed to be aware of the impact of decisions such as where to locate an annual meeting had on the budget. He suggested that the Treasurer and the Chicago office project out an additional year in budget presentations in order to educate Council on the impact of events and decisions.

Jefferson asked when SAA should consider making budgetary cuts rather than going into the reserve to cover budget deficits. If income was tied directly to annual meetings it would make sense that there would always be fluctuations in that revenue stream.

Sink said that it would be difficult to identify which areas to cut. Greene suggested that since there would be a deficit equivalent to 3% of the budget to mandate a 3% across-the-board cut.

Harrison said SAA hadn't run a deficit in at least eight to 10 years and that the reserve fund existed precisely for occasions such as this.

Greene said he was very hesitant to use the reserve to even out budgetary inconsistencies every second or third year. The reserve was not established for that purpose but for truly disastrous situations.

Sink said he saw it differently. He viewed the Adam's Mark controversy as falling within the disaster category. The controversy made a significant difference in how he and the Chicago office budgeted the figures for the next fiscal year.

Adkins suggested a 1-2% budget cut

for each line item exempting certain budget lines from that cut, i.e. annual meetings, sections, society dues, etc. That approach would save approximately \$10,000 out of General & Administration.

Pearce-Moses asked if Council could revise the budget mid-year. He found the idea of taking a 1% across-the-board cut attractive. Sink said he thought it would be better to deal with the budget now.

Council engaged in a discussion with Fox about projecting costs for computer software support, given that the costs had risen far above projections for the prior fiscal year. Fox explained that she was watching those costs very closely. She believed that, while computer support costs would always remain high, the unusually steep costs of the prior fiscal year should abate. She cited staffing changes, staff's increased familiarity with the system, and the apparent stabilization within a previously volatile association software industry as factors which would bring costs down. Council came to consensus that it would be prudent to add an additional \$10,000 to the computer services line, given the trend from the prior year.

Stout moved adoption of the FY01 budget which reflected the recommendations of the Task Force on Continuing Education, with an additional \$10,000 allocated for computer software support. Eaton seconded. PASSED with Greene abstaining.

## NEW BUSINESS

### Report on the National Forum on Archival Continuing Education (NFACE)

Willis reported on the spring meeting of the National Forum on Archival Continuing Education. Council discussed how SAA could play an active role in helping to move the national archival education agenda forward. Council asked Fox to convey the message that SAA was open to participating in a discussion about how SAA could take a constructive, leadership role as NFACE moved forward, especially if such a role took advantage of SAA's strengths to the benefit of

the larger continuing archival education community.

Hickerson thanked Willis for her excellent work as Council liaison to the NFACE forum and with her work with the Task Force on Continuing Education.

### **CEPD Request for Mid-Year Meeting**

Greene moved that Council approve funding from the educational endowment for a 2000–2001 mid-year meeting of the Committee on Education and Professional Development in support of their work to revise the Masters of Archival Studies guidelines. Stout seconded. PASSED.

### **Hickerson Editorial in *Archival Outlook***

Hickerson recapped his thoughts from his most recent column in *Archival Outlook* (May/June 2000, page 3). He said he saw a need to make the archival umbrella as large as possible and to be open to new ideas, such as organizational mergers, with a merger with NAGARA as a most compelling case. He believed SAA would have been much stronger had the government archivists not broken away to form their own organization.

Council discussed the possibilities and agreed to add an examination of strategic alliances to the winter meeting agenda.

### **Membership Forum**

Hickerson noted that the annual meeting program appeared to have two membership fora, one to discuss the proposed M.A.S. revised guidelines and an open membership forum. He recommended, and Council agreed, that Fox not routinely schedule membership fora at annual meetings unless specifically requested.

## **OLD BUSINESS**

### **NHPRC Proposals**

Kenamore and Tibbo reported that a proposal on “Archives and the Future” to convene a forum and issue a publication would not be submitted to NHPRC this year because the lead developer, David Gracy,

immediate past President of the Association of Certified Archivists, had too many immediate professional commitments to be able to help conceptualize and complete the proposal in time for submission. Gracy requested that the proposal be delayed for one year.

### **Rewarding Long-term Members**

Kenamore moved that: whereas a small, select group of individuals have maintained unbroken memberships for periods of more than half a century, and whereas loyal members are essential to the success of the Society and to the archives profession, be it therefore resolved the Society of American Archivists gratefully acknowledges the contributions of all members maintaining individual memberships for fifty consecutive years or more. Be it further resolved that the Society bestows to each of these individuals an honorary membership, with all the rights and privilege of a regular individual membership. Be it further resolved that each individual holding an honorary membership will pay no dues to the Society. Be it finally resolved that each individual holding an honorary membership as a result of maintaining fifty or more consecutive years of individual membership in the Society will be recognized annually in *Archival Outlook*. PASSED.

Council directed Fox to list all institutional members with more than fifty years’ longevity in each issue of the *American Archivist*, including their join date.

### **Terms of Participation in the Archives & Archivists Listserv**

Greene said he would need to come back to Council with one more iteration of the draft terms of participation in the archives & archivists listserv, due to the necessity of posting the draft terms on the listserv for a two week comment period. He said he would consolidate the comments into a revised set of terms for approval.

Sink read the To Do list.

The meeting adjourned at 3:38 p.m.

SUSAN E. FOX

*Executive Director*

Approved by Council August 2000

## THE AMERICAN ARCHIVIST EDITORIAL POLICY

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**T**he *American Archivist* is the semi-annual journal of the Society of American Archivists. It seeks to reflect thinking about theoretical and practical developments in the archival profession, particularly in North America; about the 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.

The *American Archivist* is a refereed journal. Each submission will be reviewed by experts in the subject matter of the submission and a final decision for publication will be based on this review.

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The *American Archivist* features a variety of types and lengths of articles. Except for book reviews, all inquiries and submission should be directed to Philip B. Eppard, Editor, the *American Archivist*, University at Albany, State University of New York, School of Information Science & Policy, 135 Western Ave./113 Draper, Albany, NY 12222. Telephone: (518) 442-5115. Fax: (518) 442-5367. E-mail: pbe40@csc.albany.edu.

**Research Articles** are analytical and critical expositions based on original investigation or on systematic review of literature. A wide variety of subjects are encouraged.

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Kaplan, Charles Babbage Institute, University of Minnesota, 211 Andersen Library, 222 21<sup>st</sup> Ave., Minneapolis, MN 55455 USA. Telephone: (612) 625-9053. Fax: (612) 625-8054. E-mail: Kapla024@tc.umn.edu.

The **Forum** contains letters to the editor commenting on recently published articles or other topics of interest to the profession.

### Manuscript Submission Requirements

Manuscripts should be typed in English on white paper 8 1/2-by-11 inches in size. Computer-printed documents are preferred to be in near-letter-quality mode. Both text (including lengthy block quotations) and endnotes should be double-spaced following the text, not at the foot of each page. All pages should be numbered. The author's name and address should appear only on the title page, which should be separate from the main text of the manuscript. The preferred maximum length is 8,000 words for research articles and surveys and 3,000 words for case studies and perspectives, but these length requirements can be waived for certain articles in consultation with the editor. All articles should be accompanied by a 100-word abstract and author's biographical statement.

Four copies of the manuscript should be submitted for all types of articles. Illustrations are welcome in all departments. Only photocopies of photographs need be included with the initial submission of an article. Glossy 8-by-10 inch originals will be required when and if the article is accepted for publication.

Editors of the *American Archivist* use the *Chicago Manual of Style*, 14th edition (University of Chicago, 1993), as the standard of style and endnote format, and *Webster's Third New International Dictionary of the English Language* (Merriam-Webster Inc., 1995) for spelling. Terms having special meanings for members of the profession should conform to the definitions in Lewis J. and Lynn Lady Bellardo, comps., *A Glossary for Archivists, Manuscript Curators, and Records Managers* (Chicago: Society of American Archivists, 1992). Authors' variations from these standards should be minimal and purposeful.

It is expected upon acceptance that authors will provide copies of their manuscript on diskette. At this time, it is preferred to receive manuscripts composed in MicrosoftWord, but the editor can accommodate any other word processing software.

The *American Archivist* will not consider a manuscript that is being reviewed by another journal at the same time, nor will it normally consider an article that has been published previously in a similar form. A separate reprinting policy has been prepared, but normally reprinting will be initiated by the editor.

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Authors will receive two complimentary copies of the journal in which their articles appear; reviewers receive two tear-sheets. Reprints/offprints may be ordered at the time page proofs are sent to the author for review.

### **Additional Inquiries**

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John C. Diefenderfer, Compiler

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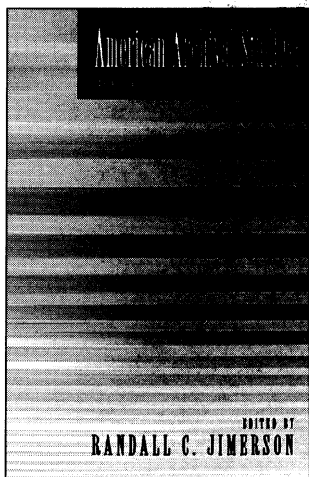
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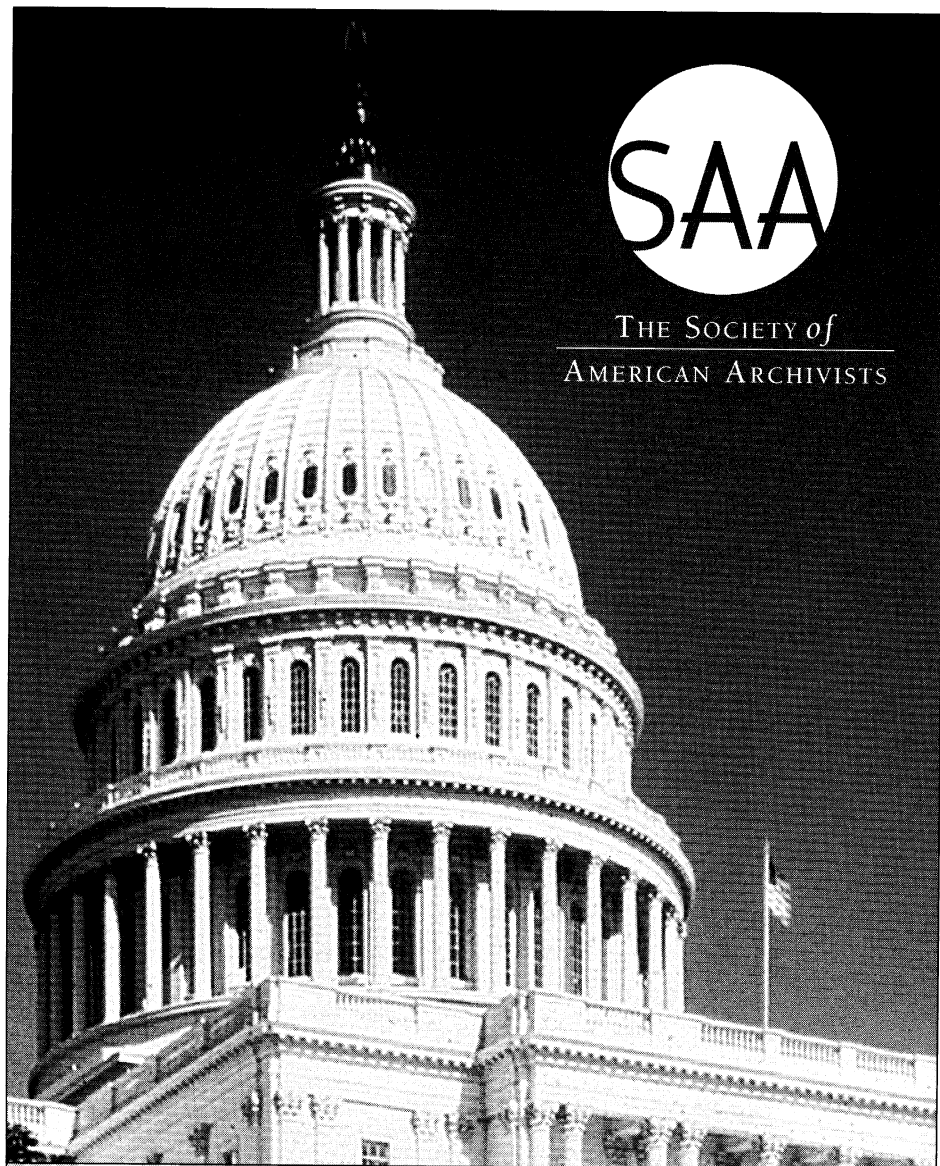
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