

THE AMERICAN FOLKLORE SOCIETY 2000 STRATEGIC CAMPAIGN

**AFS IN THE 21ST CENTURY:
EDUCATION, DIVERSITY, TRANSFORMATION**

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THE AMERICAN FOLKLORE SOCIETY 2000 STRATEGIC CAMPAIGN

AFS IN THE 21ST CENTURY: EDUCATION, DIVERSITY, TRANSFORMATION

VISION: THE AMERICAN FOLKLORE SOCIETY, POWERED BY THE CONCERTED ENERGY AND EXPERIENCE OF ITS MEMBERS, CAN HELP TO TRANSFORM BOTH THE PRACTICE AND THE PUBLIC PERCEPTION OF FOLKLORE, SO THAT FOLKLORISTS WILL MAKE INCREASINGLY SIGNIFICANT AND VISIBLE CONTRIBUTIONS IN THE WORLD.

I. EXECUTIVE SUMMARY

Globalization, computerization, and the new social and economic realities they have spawned are transforming the nature of our world and its institutions. At this historical moment, the expertise of folklorists is an indispensable asset that can address issues of cultural production, equity, and inclusion. At the same time, there are urgent problems that confront folklorists, such as the tenuous position of our discipline within the academy and the invisibility of our scholarship within policy planning venues. The American Folklore Society (AFS) is implementing strategies to provide essential support to its members, so that they may participate fully in local, institutional, national, and global dialogues about cultural politics and policies.

AFS IN THE 21ST CENTURY: EDUCATION, DIVERSITY, TRANSFORMATION addresses the two major challenges that folklorists face in their varied work contexts while also asking all AFS member to utilize their own theories and practices, resources and skills in an effort to enact the vision and goals of the Society.

EDUCATION—Education in the broadest sense is the professional activity that unites all AFS members. While the health of our discipline depends on appropriate education and training for individuals who wish to function as folklorists in a variety of institutional settings, the very existence of our discipline depends upon our ability to reproduce ourselves within an academic context. Our practice requires us to be effective teachers, whether our audience is in the conventional classroom, among our fellow folklorists, among other professionals with whom we collaborate, or within the communities with which we work. Unfortunately, much of the best scholarly thinking accomplished by folklorists is currently presented under the umbrella of related, yet distinctly different, disciplines. That being true, AFS is committed to the support of graduate programs in folklore studies and to positioning folklore as a critical discipline for the new century and the new millennium. AFS is strategizing ways to build bridges across disciplines and departments, thereby strengthening not only the position of folklore studies, but the academy at large. At the same time, AFS is making contributions in the pre-K to 12 curriculum, as well as providing essential training in non-academic settings to address the Society's broad commitment to education. To address issues of the digital future, the AFS has entered into cooperative agreements with online publishers and is looking toward the most effective way to disseminate the work of its members.

DIVERSITY—Folklorists champion the importance of the coexistence of multiple cultures, yet AFS has not fully transformed the culture of our professional Society to express this value. Gains that have been made by people of color in education and other cultural arenas are now under siege, and our own diversity efforts must be seen within this larger social and political context. AFS will work to bring membership opportunities to scholars who represent the diversity of the American population and to ensure that multiple cultures are represented not just in our research, but in our membership and governance. At the same time, the Society will work to establish active collaborations and pluralistic partnerships with appropriate scholarly and professional associations to address issues of diversity and representation.

TRANSFORMATION—Transformation will emerge out of our responses to these issues and our actions to meet the Society's adopted goals. To realize this growth, AFS must put governance and management structures in place which will enable the Society to enact a transformation more fully. The "Strategic Campaign Action Steps" (Section V below) outline concrete ways in which we hope to involve all of the Society's members in this opportunity to re-envision and restructure the Society to best serve our members and constituencies.

II. TRANSFORMING EDUCATION, EDUCATING FOR TRANSFORMATION AND SUSTAINING THE PRODUCTION OF KNOWLEDGE

All folklorists are teachers and learners. Education in the broad sense is the professional activity that unites us all. We assemble, analyze, generate, and directly or indirectly mediate information about cultural expressions and practices; we help people understand each other. Our practice requires us to be effective teachers, whether our students are found in the conventional classroom, among our fellow folklorists, among other professionals with whom we collaborate, or within our host communities. The health of our discipline depends on appropriate education and training for individuals who wish to function as professional folklorists, in or out of formal educational institutions.

We must recognize, however, the serious threat to the training of folklorists in institutions of higher learning. Rapid shifts in the structure of universities have weakened or dismantled some graduate programs, reducing their status, faculty positions, and funding. The result is a diminishing of the authority of folklore in the production of knowledge, as well as an obstruction to the discipline's ability to produce the next generation of folklorists. Within the academy, the conceptual stock-in-trade of folklorists--including such central ideas as "tradition," "culture," and "authenticity"--has recently been subjected to intense critical scrutiny. Folklorists are active participants in these debates, but are often insufficiently acknowledged by practitioners in related fields such as literary, cultural, ethnic, American, and women's studies. While folklore has contributed to these areas of study, and even helped give rise to some of them, they now threaten to eclipse our field. Finally, many administrators do not recognize the critical role of folklore theory and practice to the academy as a whole, and to the interdisciplinary exchange of cultural and humanistic inquiry.

This is not the time for cynical retrenchment or defensive strategies. Instead, it is the moment to build on our knowledge, to broadcast our successes, to accelerate the crucial transformation of folklore practice that has been occurring over time--if perhaps too quietly--throughout this country.

A dynamic response by AFS to these challenges can result in a more firm foundation for folklore studies. We need to transform our assumptions concerning the role of educational institutions vis-a-vis the profession. We will reexamine the definitions and boundaries which have characterized the academic study of folklore, preserve those delimitations which protect the shared goals and values of folklorists and protect and promote folklore's status in the academy, and look to expand the boundaries of academic folklore in response to new and varied opportunities and needs. Indeed, we intend to examine the larger question of how folklore programs and folklorists can help to strengthen academic institutions at this period of challenge and redefinition in higher education.

Folklore education must respond more explicitly and comprehensively to the opportunities presented by the current diversity of participants in folklore work. AFS will welcome community scholars and grassroots heritage organizations as both a constituency and a resource, and actively seek strategies to engage undergraduate and graduate students who represent multiple cultural and disciplinary voices. Within the academy, folklorists must educate colleagues (and be educated by them) to build bridges across disciplines and departments.

But education in the best sense is not a unidirectional process. If we as folklorists are to become more effective educators, we must be responsive to social change, suspicious of shallow assumptions, knowledgeable concerning our disciplinary past, and receptive to new settings in which our ongoing learning may take place. Surveys of the Society

suggest that many members share an almost evangelical commitment to the discipline; in planning our institutional future AFS must temper this enthusiasm so it does not foster a disciplinary neo-imperialism in which knowledge appears to flow only one way.

Many of our members and sections are pursuing innovative educational initiatives. AFS will make these more widely known, and take action within and beyond the Society to support and multiply such initiatives. As AFS embraces the future, we will also develop an institutional memory that will sustain and support the successful practices already in place.

1. Creative, Comprehensive Education for Professions in Folklore

In the new realities of the job market, folklorists have opportunities as never before. Some folklorists are achieving new visibility in public arenas and folkloristic practice is being applied successfully in many eclectic domains. There is important work to be done in the academy, in government agencies, in private non-profit institutions, in foundations and philanthropic organizations, in medicine and public health, and in the legal and corporate worlds. Educating folklorists for these new careers requires a knowledge of, and curriculum for, academic, public and applied arenas, and calls for scholarly study, skills building workshops, networking opportunities and on-the-job training. AFS will explore multiple venues and vehicles that will offer a creative, comprehensive educational plan.

As we support the education of folklorists, AFS will take a comprehensive view, encompassing not only the formal academic study that leads to a graduate degree, but also career-enhancing education for professional folklorists and training for community scholars and collectors. However, folklore education within universities will be a particular focus of Society attention in the immediate future. Public perception of folklore studies is affected by the position the field holds as a subject of inquiry for degree-granting programs; as an organizational force at centers and institutes within the university; and as a concentration within various disciplinary and interdisciplinary programs. As a learned society which is supported by academic programs and a long-standing scholarly discipline, AFS must act to ensure that the field of folklore secures a pivotal place in institutions of higher learning, so that it can continue to produce scholars, educators and advocates. In order to achieve this goal, AFS will foster networks and collaboration among programs and among independent academic folklorists; will provide forums for presenting research and encouraging study by students; and will provide information on educational opportunities and professional opportunities in folklore.

2. Educating beyond our Boundaries: Raising the Profile of the Profession

The value of folklorists' knowledge and perspectives needs to be communicated widely and effectively. At a time when folklorists fill positions of power in government and corporate circles, our field is still under-represented within the academy. AFS will take a leadership role to ensure that our discipline becomes known for its many achievements and that our members are recognized for their outstanding and diverse work. We will bring the Society into a more public arena to foster an understanding of, and appreciation for, the work of folklorists and the value of folklore as an academic discipline.

III. DIVERSITY: THE CHALLENGE TO TRANSFORM AFS

In the evolving cultural complexities of the twenty-first century, folklorists are well-suited to play crucial roles to promote understanding of, and support for, diverse cultures in the larger society. As folklorists, our practice aims not only to increase tolerance, but also to enrich local, national, and global cultures by creating an appreciative environment for multiple constituencies. We have much experience in recognizing identities, developing models of inclusion, and utilizing traditions. AFS intends to use this collective experience to best position the Society in dialogues about cultural policy at all levels--local, national, global.

The AFS has work to accomplish in terms of transforming the culture of our own professional Society to express our value of inclusiveness. Our membership boundaries, particularly the unspoken ones, are often not consistent with the tasks we have defined for ourselves in the larger society. One member's observation, following the 1997 Annual Meeting, is telling: "*it is not obvious that the Society wants to diversify its membership.*"

The Society's efforts to diversify membership have not been fully realized, perhaps because we have not yet fully understood this goal, nor articulated its value to current members. Broadening membership provides both formal and informal collaborative learning opportunities within the Society, enriching our own resources and enhancing our effectiveness as public agents and educators. Increased diversity can also extend our opportunities for outreach and co-sponsorship of programs with other organizations and groups. An inclusive approach to membership will strengthen the Society's influence on institutional policies, on decisions made concerning qualifications for funding; hiring and tenuring; and staffing.

WHAT DO WE MEAN BY "DIVERSITY" IN AFS?

A diverse organization is one that serves a broad constituency without diluting its mission. A successfully diverse organization respects the variations between groups while bringing them together for a common purpose. The AFS 1989 mission statement spoke of the Society's "shared commitment to increasing the respect given to traditional cultures." We are now going beyond "respect" to active collaboration, pluralistic partnership, and power-sharing.

Within AFS and in our profession we will conceive and embrace diversity in the broadest possible sense--in cultural, occupational, regional and many other, perhaps unexpected, terms. We refer to the definition of diversity offered by the American Association of Colleges and Universities:

the variety created in any society (and within any individual) by the presence of different points of view and ways of making meaning which generally flow from the influence of different cultural and religious heritages, from the differences in how we socialize women and men, and from the differences that emerge from class, age, and developed ability.

The Society recognizes, however, that historically, members of certain groups have been systematically denied access to power and opportunities within AFS as within the larger world. AFS will give priority to addressing those arenas--such as race, class, sexual orientation, and disability--in which acknowledgment of difference has meant discrimination.

IV. SUPPORTING AND MAINTAINING THE TRANSFORMATION

The transformation we are seeking can only take place if AFS develops an effective approach to financial planning, greater management capacity, and more responsive oversight and continuity. As of the year 2000, we simply do not have the support services and the financial resources to do everything we have been doing and those new things we can imagine.

Because this is a moment of challenge and major opportunity for folklorists, AFS must have a governance structure that can lead the Society through the transformations needed. Because we wish to create within AFS a habit of strategic questioning and coalition-building in relation to enduring themes, the Society needs governance that can sustain commitment, passion, and focus over time. And since AFS needs governance that is both strong and trustworthy, we must ensure that it attends to the interests of our increasingly diverse membership.

Many folklorists have a mixed response to formal organizational structures. As members, we participate in AFS as volunteers; we value the informal, the humanistic experience, and the sense of community in its many manifestations.

However, we need to recognize that we, as members, own the Society and control its goals, and that if we maintain open discussions about authority and responsibility, we can build trustworthy governance.

Beyond maintaining open discussion, we will *act*. The Action Steps of Section V are measures that are recommended to move the Society forward. But they cannot be undertaken solely by the Executive Board. The Action Steps provide the membership with points of engagement. The AFS 2000 Strategic Campaign asks members to commit themselves to a process of transformation driven by dialogue within the Society--a transformation both practical and attainable, based on initiatives and model practices already in existence. The Plan proposes forums and actions both within and beyond AFS designed to raise the profile of the Society and the profession.

A. GOVERNANCE

As the Executive Board of AFS has reviewed the governance and management of the Society, it has identified a number of critical issues (See Appendix C for a discussion of the distinction between governance and management). Two examples provide a sense of the challenges we are facing. For many years, the Executive Board has served as a group of "volunteer managers" who have taken the responsibility to coordinate particular projects. Rarely has the Board taken the time to revisit the organization's mission (as stated in the bylaws) and evaluate current program efforts to ask, "Is this program helping the Society meet its goals, and if not, what else should we be doing?" In reality, the Executive Board has invested another entity, the Long-Range Planning Committee, with the responsibility of asking those big questions. Unfortunately, only five of the Board's eleven members serve on the Long-Range Planning Committee; therefore, less than half of the elected Board members have participated in substantive conversations about the direction of the Society.

As a result, there has been a disconnection between the vision work of the Long-Range Planning Committee and the management focus of the Executive Board. When the Board adopts a particular long-range plan, as it has several times in recent memory, it is only a matter of three years in the normal election cycle before there is only one person left on the Board (the President, in his/her last year of service) who has had any direct input into the development of the plan. It is little wonder that plans cease to be implemented within a short time span.

As the Society takes on more initiatives, and as the Society's members want more services from the organization, the issues of governance -- vision, responsibility, and continuity -- become ever more important. Governance models in the non-profit world can provide the Society some guidance as AFS explores effective strategies for creating vision and staying the course. However, the first step is to step back from our long-standing "traditions" and ask if these customary practices, created by a different Society at a very different time, are serving the needs of AFS today. The Board has proposed changes to the Bylaws that reflect this thinking.

B. MANAGEMENT

If governance is the way we marshal talent to create the vision for the Society, management is the way we structure the actual course of action to make the vision come alive.

As the Board turned its focus to the management structure, it considered the full range of options available to the Society. Currently AFS employs a part-time Executive Secretary-Treasurer who in many respects plays a leadership role for the Society and provides critical continuity. To contract for supplementary staff support, we rely on a long-standing relationship with the American Anthropological Association and an additional contractual relationship with another non-profit organization, the Institute for Cultural Partnerships. As the initiatives undertaken by the Society increase, so too does the amount of managerial and staff service AFS requires. The current needs of the Society have placed too much pressure on both its management resources and its budget. In light of this reality, the Board has proposed the creation of an Executive Director position.

C. BOARD DEVELOPMENT

In the course of the long-range planning process, it has been noted that the Society lacks a formal Board member orientation process. This is especially critical to maximize the contributions of the Board, which meets only 2 or 3 times annually. Given the short Board terms of service (three years), the Board has suggested that greater attention be given to Board member training and development of the capacity of the Board members.

V. ACTION STEPS

STRATEGY FOR EDUCATION: AFS will offer a creative, comprehensive educational plan to the membership that will embrace not only the formal academic study that leads to a graduate degree, but also career-enhancing education for professional folklorists and training for pre-k-12 educators, community scholars and collectors.

Actions Completed:

- Offered the annual Public Sector Internship to help prepare a folklore graduate student for a career in public sector folklore (this program has been completed after successfully providing a model for other institutions that is currently being used nationwide).
- Linked the Graduate Student Section with a new Listserv.
- Sponsored a forum at the AFS 1999 meeting to discuss education for, and careers in, public folklore.
- Sponsored a forum at the AFS 1999 meeting to discuss collaboration between public and academic folklorists.
- Offered a series of features in *AFSNews* that explores various careers undertaken by folklorists, made available on the AFS Website (AFSNet).
- Developed a contractual relationship with ABC-CLIO, a publisher of encyclopedias of folklore and secondary school texts, to collaborate on production and review of folklore materials to be marketed to the public.
- Sponsored (with IU, WKU and Utah State) the Public Sector Residency that placed a public folklorist in an academic program for two weeks (six year project has been successfully completed).
- Negotiate an agreement with Project Muse to put current issues of *Journal of American Folklore* online.

Actions Initiated and Continuing:

- Work with the Academic Programs Section members to support their efforts to create a directory of graduate programs in folklore.
- Consult with Graduate Students Section on specific needs of students and ways to address these through AFS.
- Maintain Allied Organization status in the Modern Language Association and the American Council of Learned Societies.
- Maintain official liaisons to the Smithsonian Institution Center for Folklife and Cultural Heritage, the Society for Ethnomusicology, and the Oral History Association.
- AFS President (or designee) serve as ex-officio member of the American Folklife Center Board of Trustees.
- Maintain a Website (AFSNet), revise and expand for improved access.
- Collaborate with the National Task Force on Folk Arts in Education to sponsor sessions at the AFS annual meetings.

New Actions for Spring 2000 - AFS 2000:

- Co-sponsor, with the National Task Force on Folk Arts in Education, a full-day training component for local k-12 teachers at the AFS 2000 annual meeting and follow-up with seminars throughout the year.
- Sponsor a pre-conference symposium at AFS 2000 on the contributions of folklore theory and the position of folklore in the academy, in collaboration with the Folklore Department Directors, Folklore Fellows, and Ohio State University. Follow up with sessions during the meeting that continue the discussion.
- Provide complementary subscriptions to *Folklife Center News* and *TalkStory* to all AFS members.
- Use the AFS 2000 meeting to create a culture of consultation among academic folklore programs and other educators

(folklorists placed in other college departments, pre-K-12 teachers, college English teachers, etc).

— Sponsor a session on career opportunities for folklore professionals at the AFS 2000 annual meeting.

— Identify successful models for professional training for diverse careers in folklore and post these on the AFSNet.

— Identify effective means for consultation between the Society and academic programs to ensure academic programs well-being and determine actions needed in times of crisis.

— Collaborate with the American Folklife Center to sponsor a symposium, *Folklife Collections in Crisis*, that will explore the issues of archiving ethnographic sound recordings (preservation, access, intellectual property rights). The symposium, to be held December 1-2, 2000, will be supplemented by a baseline survey of archival holdings and will be followed by publication of a white paper (print and online). This project is funded by NEA, NEH, and the Council on Libraries and Information Resources.

— Negotiated an agreement with Questia to make the entire historical run of *JAF* and the AFS Memoir Series available online.

New Actions for 2001 and Beyond:

— Develop and maintain an internship database as a national clearinghouse for opportunities associated with AFS-related organizations.

— Devise a series of workshops and forums for the teaching of folklore and folklore skills by AFS members to interested groups and institutions.

— Develop a new AFS brochure and create a "Publicity Packet" that will reach new constituencies and educate the public on what the Society does and who should join.

— Encourage development of substantial residencies and post-doctoral programs for practicing folklorists at academic and research institutions.

— Publicize folklorists' accounts of their own careers through a series in *AFSNews* and over AFSNet to increase awareness of the multidisciplinary value of a degree in folklore.

— Identify and make known new loci for professional training in specialized areas (photography, pre-K-12 education, medical education, etc.)

— Sponsor programs that encourage collaboration between academic programs and public folklore institutions.

— Investigate ways to promote innovative educational initiatives, such as distance-education curricula in folklore, that will provide visibility to the field and the Society.

— Assess the ways that AFS can support the training of community-based scholars in research methods, archiving, and dissemination.

— Initiate activities to strengthen the position of folklore graduate programs in the academy:

— Compile national profiles of job markets and employment patterns for folklorists

— Establish benchmarks to track and demonstrate the effectiveness of folklore as a discipline leading to substantive employment

— Develop publications and other public presentations for new audiences and potential students of folklore

— Sponsor a forum at the AFS 2001 annual meeting on *The Politics of Cultural Representation* and publish a document that emerges from this forum that will be accessible to multiple audiences and other disciplines.

— Sponsor members' participation in other professional conferences and cultural policy-making boards to forge ties to other disciplines and bring a folklorist's perspective to critical conversations (Middle East Studies Association, South Asia Association, Latin American Studies Association, National Trust for Historic Preservation, Oral History Association, Popular Culture Association, etc.).

— Create AFS liaisons to international bodies such as UNESCO.

— Create an electronic publications series designed for a general audience, to be posted on the AFSNet.

— Based on experience with the AFS/AFC conference, co-sponsor other interdisciplinary, theme-based conferences, seminars, and symposia.

— Investigate co-sponsorship of festivals, publications, sound recordings, film and video productions that advance the mission and vision of the AFS

— Identify and pursue collaborations with MLA, AAA, SEM and ACLS to explore the future of the academy and our respective places in it.

— With *JAF* editor, propose targeted marketing of interdisciplinary, thematic issues of *JAF*.

STRATEGY FOR DIVERSITY: AFS will conceive and embrace diversity in the broadest sense and work to diversify the membership to realize our vision.

Actions Completed:

- Conducted analysis of findings from the Membership Committee 1999 survey of lapsed members.
- Tabulated data concerning diversity in the Society, gathered from membership and graduate student surveys in the past five years.
- Adopted a comprehensive non-discrimination policy for the society.
- Instituted diversity theme, "Dialogues across Differences," for 1999 annual meeting. Planned for convocation, plenary sessions, and other forums to address the central theme of the conference.
- Offered stipends to six regional minority community scholars to attend 1999 annual meeting. 1999 grant from the Lila Wallace-Readers' Digest Community Folklife Program funded several stipends.

Actions Initiated and Continuing:

- Offer stipends to minority and international scholars to attend annual meeting and offer stipends to AFS members to attend international conferences.
- Offer an orientation and mentoring program at the annual meeting to promote interaction between conference newcomers and veteran attendees (started with 1998 meeting).

New Actions for Spring 2000 – AFS 2000:

- Develop workshop(s) at the AFS annual meeting and at regional meetings designed to explore our stake in diversity from various angles.
- Bring regional minority scholars to AFS 2000 under renewed Fund for Folk Culture grant.
- Continue the internationalization initiative, bringing ___ scholars from abroad to AFS 2000.
- Increase the Gerald Davis Travel Grants to provide stipends for members of ethnic communities to attend AFS 2000.
- Solicit displays and appropriate participation from local groups engaged in cultural work in the area of the annual meeting and bringing diverse populations to the meeting.
- Request recommendations from Graduate Student Section for increased recruitment and retention of a diverse body of students in folklore and share findings with Academic Programs Section.
- Using the preliminary program for the annual meeting 2000, send targeted mailings and messages to appropriate electronic listservs highlighting AFS sessions and events of interest to groups across disciplines.
- Conduct follow-up interviews with travel stipend recipients in order to improve these programs.

New Actions for 2001 and Beyond:

- Conduct ongoing "AFS Census" with new and renewal membership applications that will collect essential data on members.
- Begin a series of features in *AFSNews* that will stimulate discussion of diversity issues. Include feature articles, interviews with folklorists with varied perspectives; address major social challenges that impact the field. Begin Spring 2001.
- Identify constituencies who could be better served by the society; develop effective forums to address complex social problems that impact folklorists and related constituencies:
 - Pre-K-12 educators
 - Community scholars
 - Cross disciplinary scholars
 - Late career folklorists
 - Social service providers
- Present public forums and debates on the changing shape of the profession, new career paths and opportunities, linking these to the diversity of folklore practitioners.

- Bring regional minority scholars to AFS 2001 under Fund for Folk Culture grant.
- Identify and approach funding sources to continue and expand AFS stipends for minority, international, and community scholar participants. Institute multi-year support of participants.
- Develop a program to offer undergraduate and graduate student scholarships for people of color, those with disabilities, and members of underrepresented groups to enroll in folklore studies.
- Approach funders (NEA, NEH, Fund for Folk Culture, etc.) to support AFS-sponsored minority internships with public folklife organizations.
- Work with institutions of higher learning to integrate folklore education in to curricula that address questions diversity vis-a-vis Asian-American, Chicano/a, Latino/a, Native-American, Pacific Islander, and Women's studies.
- Request information from state, local and regional folklife programs and other professional societies (AAA, ASA, SEM, etc.) on diversity within their memberships and their efforts to achieve greater diversity.
- Collaborate on projects and initiatives with ethnic, international, and racial cultural associations to increase membership in AFS by persons of color and others (Association of African & African-American Folklorists, ATLATL, Keepers of the Treasure, Hispanic Heritage Coalition, African American Historic Preservation Council, etc.)
- Initiate activities targeted to groups and associations from which AFS would like to have more members (ethnic organizations, ATLATL, etc.)
- Initiate dialogue about physical and mental disabilities that present barriers to full participation in AFS activities by some members, and investigate possible support of these members.

STRATEGY FOR GOVERNANCE AND MANAGEMENT: AFS will develop a more effective approach to financial planning, greater management capacity, and more responsive oversight and continuity, creating a clearly defined governance structure and management plan.

Actions Completed:

- The Long-Range Planning Committee and the Executive Board have been working together as a single body to conduct the long-range planning of the society.
- AFS brought resource personnel to the joint retreats of the Executive Board and the LRP Committee to enhance the skills and effectiveness of these bodies.
- The Nominating Committee communicated the goals of the LRP to the candidates for elected office and asked them to address these issues in the course of the election process in Fall 1999.
- The AFS Secretary-Treasurer introduced Executive Board members to the Carver approach to non-profit board development.
- AFS President appointed a Financial Planning Committee to advise the Board in developing a long-range financial plan for the Society. October 1999
- Established a Task Force to examine "best practices" of non-profit association governance. October 1999
- Proposed new governance and management structures for AFS based upon research. January 2000.
- Established a series of short articles in *AFSNews* introducing models of governance and management for non-profit organizations.

New Actions for Spring 2000 – AFS 2000:

- Develop a written statement of the governance and management responsibilities of the Executive Board and its Standing Committees. Publish on the web and in the August issue of the newsletter, prior to the 2000 nomination process, to be available to nominees.
- The AFS Board chose among options for the most appropriate management model to adopt for the society at the spring 2000 meeting. An Executive Director position description and rationale was presented to the membership in the June 2000 issue of the newsletter.
- The Nominating Committee has asked the nominees to address the issues presented in the LRP during the election process.
- Establish a By-Laws Task Force to examine bylaws in light of "best practices" in non-profit governance.
 - Propose alternatives and rationales for bylaws changes
 - Use *AFSNews* and AFSNet to communicate findings and recommendations to the membership in August 2000.

- Create a forum at the 2000 annual meeting for public discussion of the bylaws and changes in management structure and new Executive Director position.
- Bring bylaws changes to the membership in a Fall 2000 ballot.
- Work with AFS Section Conveners to devise new plans for consultation and information sharing with the Board.
- Work with Section Conveners and Committees to identify services needed by our constituents and devise ways to meet those needs.
- Examine the Society's committee structure and leadership assignments to identify gaps and redundancies, and consider changes to improve the delegation of authority.
- Work with committees to separate governance from management tasks, and assign management to AFS staff.
- Adopted and acted upon a Financial Plan for the Society.
 - Build FY2001 budget based upon the Financial Plan
 - Create an endowment to support diversity concerns/actions/initiatives. Launch at the AFS 2000.
- Track and monitor the progress on the implementation of the Strategic Campaign.
- Revise and refine the Strategic Campaign document and distribute to the membership in the October newsletter.
- Sponsor a members forum at AFS 2000 for feedback on the Strategic Campaign and other issues.

- Communicate LRP progress to the membership on the AFSNet and in AFS annual meeting registration packets, and at the annual Business Meetings.

New Actions for 2001 and beyond:

- Annually evaluate the effectiveness of the Board and the performance of the Executive Director at the mid-year board meeting.
- Explore opportunities for in-service training for Board members and Executive Director.
- Seek input of the membership to serve as resources to the Board to assist in Board development.

APPENDIX A

HOW THIS PLAN HAS DEVELOPED

In the decade that has passed since publication of the Society's first fully articulated long-range plan, the central goals of AFS have remained constant. Both the 1989 long-range plan and the next, in 1993, gave high priority to professionalizing AFS, to preparing and supporting folklorists for multiple careers, and to "expand[ing] our engagement with the issues of cultural diversity in all aspects of society membership, deliberations and activities" (1993). Judging from surveys, forums at Annual Meetings, and recent discussion threads on e-mail lists, these issues remain major concerns of the membership. Consequently, the AFS Executive Board felt it was important to implement existing recommendations from prior plans, as well as proposing new initiatives.

Review of prior planning processes revealed that within a very few years, each of these plans ceased to guide the Society effectively. The Board identified two major reasons for this: 1) prior planning processes focused on product rather than process; 2) The Society's governance and management structures were weak and unable to sustain a plan of action over time (discussed in Section IV).

The Board wanted to frame AFS strategic planning activity in a way that is focused on "acting one's way into new thinking." We decided to use the metaphor of the "campaign" as a planning framework, for a campaign seemed better suited to our Society's loosely knit structure than more conventional planning processes. A campaign approach to strategic thought and action cuts through the clutter and can mobilize people around a strategic theme that has resonance and staying power. A campaign is more flexible and open-ended than the usual planning processes. Ideally, a campaign is opportunistic in its details, but strategic in its force. Campaigns require substantial and sustained planning; what they avoid is a focus on the plan *as document*. (See "Why This is a Strategic Campaign" in Appendix B)

The AFS Board has taken steps to strengthen both the governance and management of the Society. We have created a full-time Executive Director position to manage the Society and we have appointed new Board committees to allow more effective governance. Through the AFS 2000 Strategic Campaign we have proposed a course of action that will be doable and durable, supported by proactive changes in the way AFS governs itself and plans its finances.

The active engagement of the membership is essential to this campaign; therefore, the Long-Range Planning Committee designed a broadly interactive process. The Committee and the Executive Board have reached out to members, gathered ideas, and revised the plan over a three-year period. AFS members have joined an open planning listserv, presented their views in person at forums during Annual Meetings, and submitted their responses in writing. Conveners of AFS sections and chairs of AFS committees have been extensively interviewed for input. We have "listened in" on listservs and in meetings of such groups as the Public Programs Section, the Academic Programs Section, and the Task Force on Minority Participation. In early August of 1998, the Long-Range Planning Committee mailed to AFS members a Midsummer Report, seeking responses to major questions regarding the future of the Society.

In the fall 1998 issue of *AFSNews*, the committee outlined the general structure and timeline of the long-range plan, along with samples of the kinds of actions the fully-developed document would present. This first "sample plan," ongoing discussions on the AFS-L listserv, and member responses to the midsummer mailing formed the basis for a planning forum at the 1998 Annual Meeting in Portland, Oregon. More than 175 members attended the planning forum or submitted written responses to the plan during the meeting. Subsequently, the Long-Range Planning Committee and the AFS Executive Board met jointly in Washington, DC, on January 29-31, 1999, to discuss final drafting of the plan. A complete draft was submitted to the full Board at their mid-year meeting in April, 1999. As edited, this draft was posted on the Society web site and at the 1999 Annual Meeting in Memphis was discussed by AFS members, nominees for office, academic program directors, the Fellows of the American Folklore Society, and the Society sections and their conveners.

The present draft has been revised according to those responses and others received during 2000. We continue to approach this plan as a "work in progress," and we welcome your thoughts and ideas about how to make it work most effectively for the wide variety of constituencies represented within the Society.

APPENDIX B

Why This Is a 'Strategic Campaign': The Goal Is Process

Flexibility, responsiveness, inclusiveness, and continuity are key ingredients of the AFS strategic plan. We chose this particular process for practical reasons: it can help us build our field and achieve our goals by drawing on actions already taking place and by including many people and their ideas. Unlike a document that charts the unfolding of steady and routine institutional steps, the AFS Long-Range Plan is a call to reflection and action. Its success will depend on continual debate and decision-making by the membership over the next several years. We think of planning as a learning process shared by every AFS member who wants to take part -- a process of formulating questions, evaluating models, consulting and disagreeing and speculating, drawing on the disparate experience and divergent opinions of our membership to interpret and act on our vital, major themes.

LOOKING BACK IN ORDER TO LOOK AHEAD -- SELECTING A FRAMEWORK

We wanted to frame our activity in a way that is less focused on planning first and then acting, and more focused on "acting one's way into new thinking." We decided to use the metaphor of the "campaign" as a planning framework. We believed a campaign was better suited to our loosely knit, voluntary association-like structure than more usual planning processes. Our approach is very much a "work in progress," and we welcome your thoughts and ideas about how to make it work most effectively for the wide variety of constituencies represented within the Society.

A CAMPAIGN DIFFERS FROM MOST PLANNING PROCESSES

The scarcest resources in our often overextended lives are time and attention. For change to happen, organizations like AFS need to get people's attention and active participation. A campaign approach to strategic thought and action cuts through the clutter and can mobilize people around a strategic theme that has resonance and staying power. A campaign is more flexible and open-ended than the usual planning processes. Ideally, a campaign is opportunistic in its details, but strategic in its force. Campaigns require substantial and sustained planning; what they avoid is a focus on the plan *as document*.

The Planning Process	The Campaign
Define goals	Develop a strategic theme that mobilizes people
Goals are definite and explicit--perhaps before people know enough to know what they want	Theme invites interpretation and discovery
Energy goes into the document	Energy goes into actions--pilots, probes, projects, events
Hard to implement; words seem fine, but no commitment	Implementing is the only way to embody the strategy
Formal task forces; usual suspects	Coalitions; grassroots; new blood
Inclusion based on representation	Inclusion based on passion and interest
Reports, memos	Press releases
Easy to block; debate it to death	Can move forward without agreement of all
Think your way into new acting	Act your way into new thinking

We have used the work of the Center for Applied Research, a consulting and applied research firm, as a guide in designing and launching the campaign. They have found that most successful campaigns:

1. "Listen in" on the institution
2. Develop a strategic theme
3. Sweep people in
4. Build the infrastructure needed to support and learn from ongoing campaign activities

LISTENING IN ON THE AMERICAN FOLKLORE SOCIETY

Successful campaigns are organized around a strategic theme--one that is as much discovered as invented. One theory of change says that the future is already here in bits and pieces--at the fringe, in the cracks, at section meetings, in pieces of published writings, in what we learn from fieldwork. You can shape the future by picking up on certain elements, channeling, directing--but the raw material has to be there for you to shape. The skill lies in seeing the emergent in the present.

We began our work by searching for those pieces of the future that are already here. The Long-Range Planning Committee spent a great deal of time listening to different groups within the Society, reading prior plans and other documents, talking with members about their experience. Through listening to a wide variety of groups we discovered a great deal of energy in disparate locations devoted to two critical issues: (1) understanding our stake in diversity and cultural pluralism; and (2) the need to educate ourselves and others to understand the role of folklorists in the 21st century. The exploration of core tensions, such as that between academic, public and applied folklorists, is beginning to yield new and creative ideas about how to benefit from interdependence as well as friction.

DEVELOPING A STRATEGIC THEME

Framing a strategic theme--based on what we have learned and where we want to go--is the second element of a successful campaign. For a long time the Long-Range Planning Committee struggled to discover a campaign theme. We had lots of ideas, but they sounded more like slogans. We knew a strong theme would need to invoke both reflection and action. It should invite interpretation and debate and be inclusive enough for many different kinds of people in the Society to find a place within it. We knew from "listening in" that issues concerning *diversity* and *education* were central to the survival and development of AFS in the present and in the future. Neither word, however, captured the need for active change the Society faces.

The theme we are suggesting at this point in the campaign, "**AFS in the 21st Century: Education, Diversity, Transformation**," tries to portray a sense of focused urgency that challenges each of us to adapt our theory and practice, our resources and skills, to bring us successfully into the next century. This statement summarizes the challenge we face as described by many, many people who have participated in the process so far (students to senior scholars; academic, public and applied folklorists; political and apolitical; members of different races and genders). We are hoping that this theme can help focus our efforts and give them a sense of direction, sweeping people into the effort along the way. The theme itself is open to discussion, interpretation, and transformation.

SWEEPING PEOPLE IN

In a campaign the process is as important as the result. We are learning how to invite all members into the process and need your help in continuing to identify ways to do this more usefully and thoughtfully. You will see that at each step along the way, the structure of the plan recommends certain actions and invites you to offer your best thinking about actions we should take in the short and longer terms. We want to build on existing efforts and try a variety of experiments in order to learn how we can best transform ourselves and our practice in ways that honor the traditions that lie at the center of who we are personally and professionally.

Throughout the plan, for example, you will see a number of forums proposed that are designed to explore disparate points of view on similar themes. These forums will occur at annual and regional meetings, in Society publications, and in collaboration with other folklore organizations. We believe that inclusivity will require us to learn from each other in ways that tap into the power of our own differences rather than gloss them over. This won't all be easy; and we invite you to help shape and be shaped by these conversations.

BUILDING THE INFRASTRUCTURE

The campaign approach welcomes surprises and novel ideas as well as the invigoration of more time-honored traditions. It is by definition an emergent process. The most difficult aspect of a campaign could be how to manage it without trying to control it--how to ensure that the activity leads to results that make a difference and fulfill the promise of our theme. At this point, many people throughout AFS have had a hand in crafting the plan. You will see many of the Society's sections involved in moving actions forward as we address the critical issues of diversity, education, and Society governance. Task forces involving even more members have already begun to be mobilized. The Plan exists on our website, for instance, only thanks to the work of members of the new Electronic Publications Subcommittee.

Inviting members to participate, offer suggestions and recommendations about how to make the theme come alive seems like a difficult enough challenge. What happens when people respond and participate? Follow-through and coordination will be critical to moving the campaign forward in ways that build on that participation. At this point in the campaign, the President of the Society has asked the Long-Range Planning Committee to transform its role from creating the campaign to coordinating it. That group will need your help as it takes on the task of integrating the parts in ways that provide visibility for the Society and the profession while promoting the diversity and professionalism of its members.

APPENDIX C

GOVERNANCE VS. MANAGEMENT

There is an important distinction to make and maintain between "governance" and "management." No management arrangement -- no matter how professional -- can provide solutions to problems that are structurally inherent in the governance of any organization.

Governance should provide an organization the ability to "envision itself"--to make explicit its values and the difference it wants to make in the world. How an organization proceeds in enacting that vision and the related values may appropriately be delegated to the organization's management structure. However, the ability to envision a future and steer a steady course towards that vision is a responsibility that should be shouldered by the governing body--in the case of the American Folklore Society, the President and the Executive Board, responding to the wishes of the membership.

In the past, long-range plans for AFS addressed issues related to the governance of the Society, but these issues were expressed principally as recommendations for increasing management capacity (e.g., hiring a full-time executive director). By focusing on staffing, these earlier plans did not fully address the larger issues of authority, continuity, and responsibility--the true province of "governance"--which must be addressed before we assume that any particular staffing configuration will serve our long-term needs.

Management -- the day-to-day operations that enact the Society's vision and goals -- can be accomplished in a variety of ways, by building on existing configurations or by creating new options. Such options might include hiring a full-time executive director, as envisioned in the 1989 plan, but might also expand existing management contracts between AFS and the American Anthropological Association and/or the Institute for Cultural Partnerships--or we might discover other ways of meeting our need for increased staff support.

First, however, AFS must decide which governance structures and procedures will best suit the membership and provide continuity for policies and plans. Despite recent significant structural changes aimed at promoting more continuity in leadership, including the extension of the President Elect/President's term to a total of four years, the decisions of the Board have until now too rapidly ceased to be guided by past long-range plans, creating a sense of lurching from one action to another.